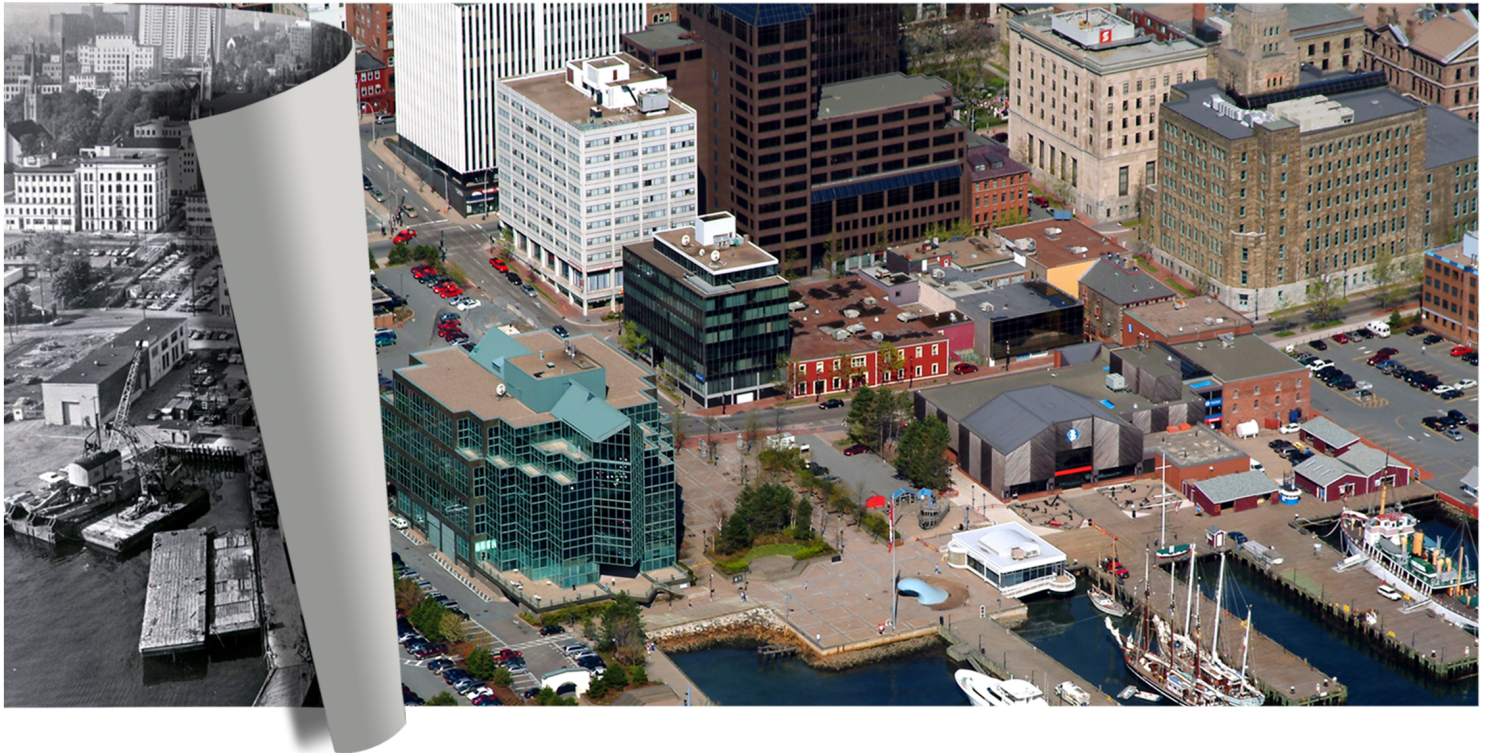




HALIFAX
REGIONAL
MUNICIPALITY

Planning for Change || *Seizing Opportunities* || *Safeguarding our Future*



2009/10 APPROVED BUDGET

HALIFAX
REGIONAL MUNICIPALITY

Halifax Regional Council



Front row: Russell Walker, Mary Wile, Jerry Blumenthal, Linda Mosher, Sue Uteck, Mayor Peter Kelly, Gloria McCluskey, Barry Dalrymple, Debbie Hum, Reg Rankin, Robert Harvey, Jackie Barkhouse, Lorelei Nicoll
Middle row: Bill Karsten, Jim Smith, Jennifer Watts, Dawn Sloane, Tim Outhit, Peter Lund
Back Row: David Hendsbee, Brad Johns, Steve Streach, Stephen Adams, Andrew Younger

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HALIFAX REGIONAL MUNICIPALITY

2009/2010 Operating & Capital Budget

RESOLUTION for Approval of Operating & Capital Budget and Tax Rates for Fiscal 2009/2010

It is hereby resolved that:

- a) the Operating Budget in the amount of **\$703,619,605** gross expenditures (which includes **\$570,338,705** in municipal expenditures), **\$578,755,839** non-departmental revenues, and **\$124,863,766** departmental revenues be approved;
- b) the Capital Budget in the amount of **\$146,916,500** consisting of **\$141,816,500** for Halifax Regional Municipality and **\$5,100,000** for Halifax Regional Water Commission, be approved;
- c) the general rates of taxation on commercial and business occupancy be set at

- (i) **\$3.157 for the urban area;**
- (ii) **\$3.157 for the suburban area; and**
- (iii) **\$2.744 for the rural area**

applied to the full assessed value of the property;

- d) the general rates of taxation on residential and resource property be set at

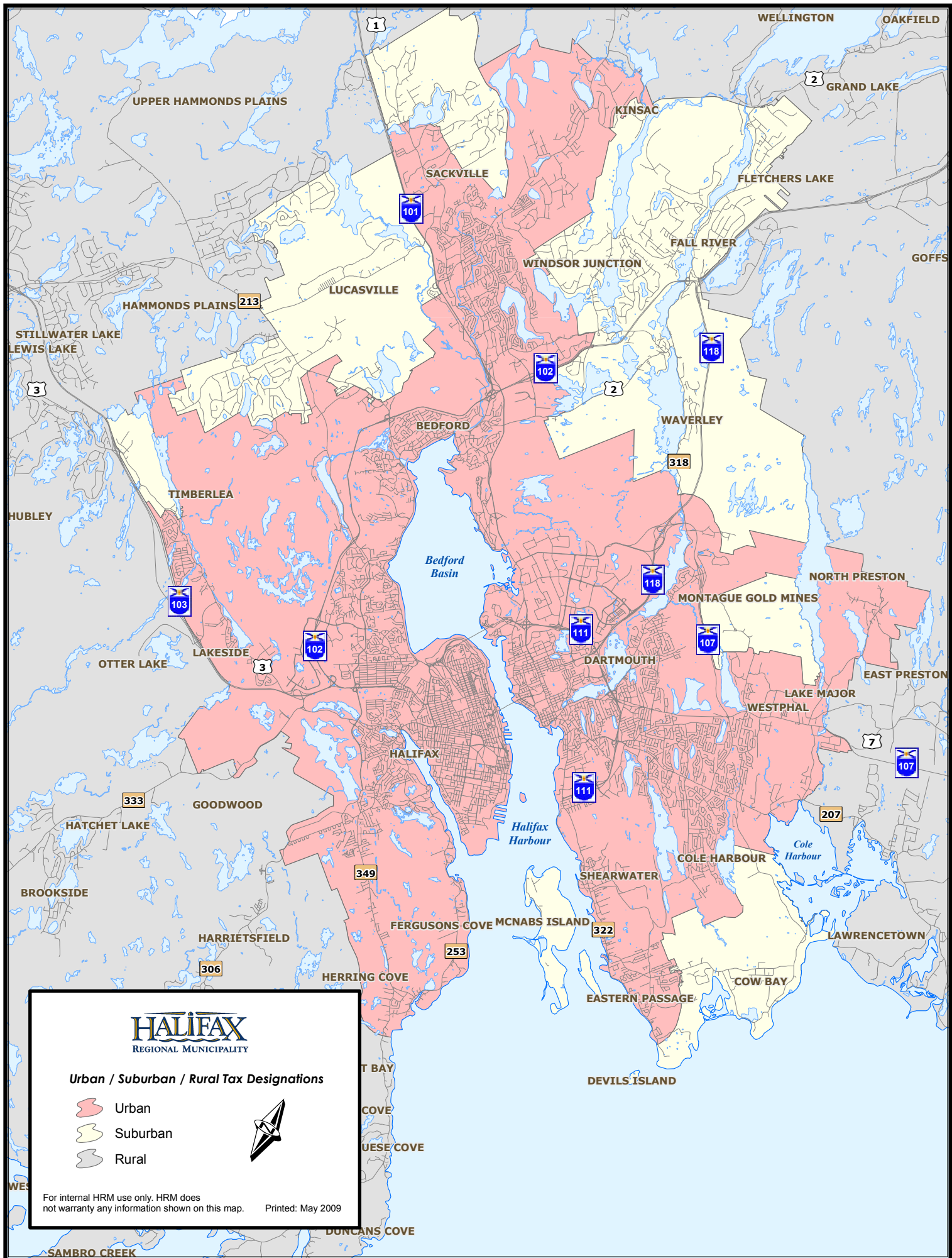
- (i) **\$0.702 for the urban area;**
- (ii) **\$0.685 for the suburban area; and**
- (iii) **\$0.679 for the rural area**

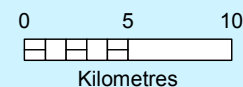
applied to the full assessed value of the property;

- e) the tax rates associated with Transit Tax be set at
 - (i) **\$0.045 for the Regional Transportation tax rate;**
 - (ii) **\$0.088 for the Local Transit tax rate**applied to the full assessed value of the property;
- f)
 - (i) the boundary of the urban, suburban and rural areas is as 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";
 - (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 \$0.312; and at a rate of \$0.313 for all commercial and business occupancy assessment;
- h) the Provincial Area Rate for Property Valuation Services on residential and resource property be set at the rate of \$0.022; and at a rate of \$0.014 for all commercial and business occupancy assessment;
- i) the Provincial Area Rate for Corrections Services on residential and resource property be set at the rate of \$0.029; and at a rate of \$0.013 for all commercial and business occupancy assessment;
- j) the Provincial Area Rate for Metro Regional Housing Authority and Other on residential and

resource property be set at the rate of \$0.009; and at a rate of \$0.009 for all commercial and business occupancy assessment;

- k) **Supplementary Education**, under Section 530 of the Municipal Government Act, shall be set at the rate of \$0.050 to the residential and resource assessment and \$0.144 to the commercial assessment including business occupancy of the former City of Halifax and the former City of Dartmouth; and \$0.045 to the residential and resource assessment and \$0.127 to the commercial assessment including business occupancy of the former Town of Bedford and Halifax County.
- l) **Fire Protection** rates shall be set at \$0.040 for all commercial assessable property, including business occupancy; and at a rate of \$0.014 for all residential and resource property which is within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes.
- m) Area rates shall be set on taxable residential, resource, commercial, and business occupancy assessment, as per the attached **Schedule of General and Area Tax Rates**.
- n) the final tax bills will become **due on Wednesday, September 30, 2009**;
- o) the interest rate on the Special Reserve Funds, designated as requiring interest under Section 100(2) of the Municipal Government Act, be set at the rate of return on funds invested by HRM for the period April 1, 2009 to March 31, 2010;
- 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, 2009 to March 31, 2010;
- q) the interest rate on all reserves except for those identified in o) and p) will be set at the rate of return on funds invested by HRM for the period April 1, 2009 to March 31, 2010; and
- r) the interest rate on trust funds will be set at the annual rate of return on specific investments held by the trusts.





Schedule of General and Area Tax Rates

GENERAL TAX RATES

	Residential and Resource Rate	Commercial and Business Occupancy Rate
URBAN AREA		
General Tax Rate for Municipal Services	0.702	3.157
SUBURBAN AREA		
General Tax Rate for Municipal Services	0.685	3.157
RURAL AREA		
General Tax Rate for Municipal Services	0.679	2.744
Provincial Area Rates		
Mandatory Education	0.312	0.313
Property Valuation Services	0.022	0.014
Corrections Services	0.029	0.013
Metro Housing Authority	0.009	0.009

Schedule of Area Tax Rates

	Residential and Resource Rate	Commercial and Business Occupancy Rate
Supplementary Education		
To be applied to:		
former City of Halifax	0.050	0.144
former City of Dartmouth	0.050	0.144
former Town of Bedford and Halifax County	0.045	0.127
Fire Protection		
To be levied on all assessable property including business occupancy assessment, that is within 1,200 feet of a fire hydrant:		
Fire Protection (Hydrants)	0.014	0.040
Sidewalks		
Waverley	0.004	n/a
Sidewalk Snow Plowing		
For all sidewalks not along Arterial or Transit Routes and not HRM owned	0.017	0.017
Transit Services		
Regional Transportation	0.045	n/a
Local Transit	0.088	n/a
Crosswalk Guards		
Harrietsfield	0.0042	n/a
Hatchett's Lake	0.0042	n/a
Recreation, Parks, Commissions and Other		
Beaver Bank Recreation Centre	0.070	n/a
Gordon R. Snow Community Centre	0.063	0.063
Riverline Activity Centre (Dutch Settlement)	0.032	n/a
East Preston	0.050	n/a
Grand Lake Community Centre	0.021	n/a
Haliburton Highbury	0.023	n/a

Hammonds Plains Common Rate		0.005		n/a
Harrietsfield Williamswood		0.019		n/a
Highland Park		0.005		n/a
Hubbards Recreation Centre		0.031		n/a
Kingswood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
LWF Recreation Centre (Urban Core)		0.030		n/a
Maplewood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Mineville Community Assoc (flat fee per property)	\$20.00	Flat Fee	\$20.00	Flat Fee
Musquodoboit Harbour		0.005		n/a
Prospect Road Recreation Association		0.012		n/a
Prospect Road Recreation Centre		0.038		n/a
Sackville Heights School Redevelopment		0.010		0.010
St. Margaret's Centre		0.010		0.010
St. Margaret's Bay Village Homeowners' Association	\$60.00	Flat Fee	\$60.00	Flat Fee
Glen Arbour Residents Association	\$65.00	Flat Fee	\$65.00	Flat Fee
Silversides Residents Association (flat fee per property)	\$100.00	Flat Fee	\$100.00	Flat Fee
Upper Hammonds Plains (Maximum of \$300 per property)		0.170		n/a
Westwood Hills Residents Assoc. (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
White Hills Residents Association	\$50.00	Flat Fee	\$50.00	Flat Fee
Waterstone Neighbourhood Association	\$75.00	Flat Fee	\$75.00	Flat Fee
Birch Bear Run Homeowner's Association	\$60.00	Flat Fee	\$60.00	Flat Fee
Glengarry Estates Homeowner's Association	\$35.00	Flat Fee	\$35.00	Flat Fee

Business Improvement Districts

Downtown Halifax			
Commercial (Minimum \$35, Maximum \$16,000)	n/a		0.0534
Business Occupancy (Minimum \$35, Maximum \$12,000)	n/a		0.1718
Downtown Dartmouth			
Commercial (Minimum \$150, Maximum \$2,500)	n/a		0.3900
Business Occupancy (Minimum \$100, Maximum \$2,500)	n/a		0.4800
Spring Garden Road			
Commercial (Minimum \$840, Maximum: \$12,000)	n/a		0.2280
Business Occupancy (Minimum \$50, Maximum \$2,000)	n/a		0.5900
Quinpool Road			
Commercial (Minimum \$250, Maximum \$5,000)	n/a		0.1200
Business Occupancy (Minimum \$100, Maximum \$5,000)	n/a		0.1718

Spryfield & District (Minimum \$75, Maximum \$1,000)

Commercial	n/a	0.1500
Business Occupancy	n/a	0.2000

Dartmouth Main Street (Minimum \$150, Maximum \$5,000)

Commercial	n/a	0.1520
Business Occupancy	n/a	0.1800

Sackville Drive (Minimum \$50, Maximum \$750)

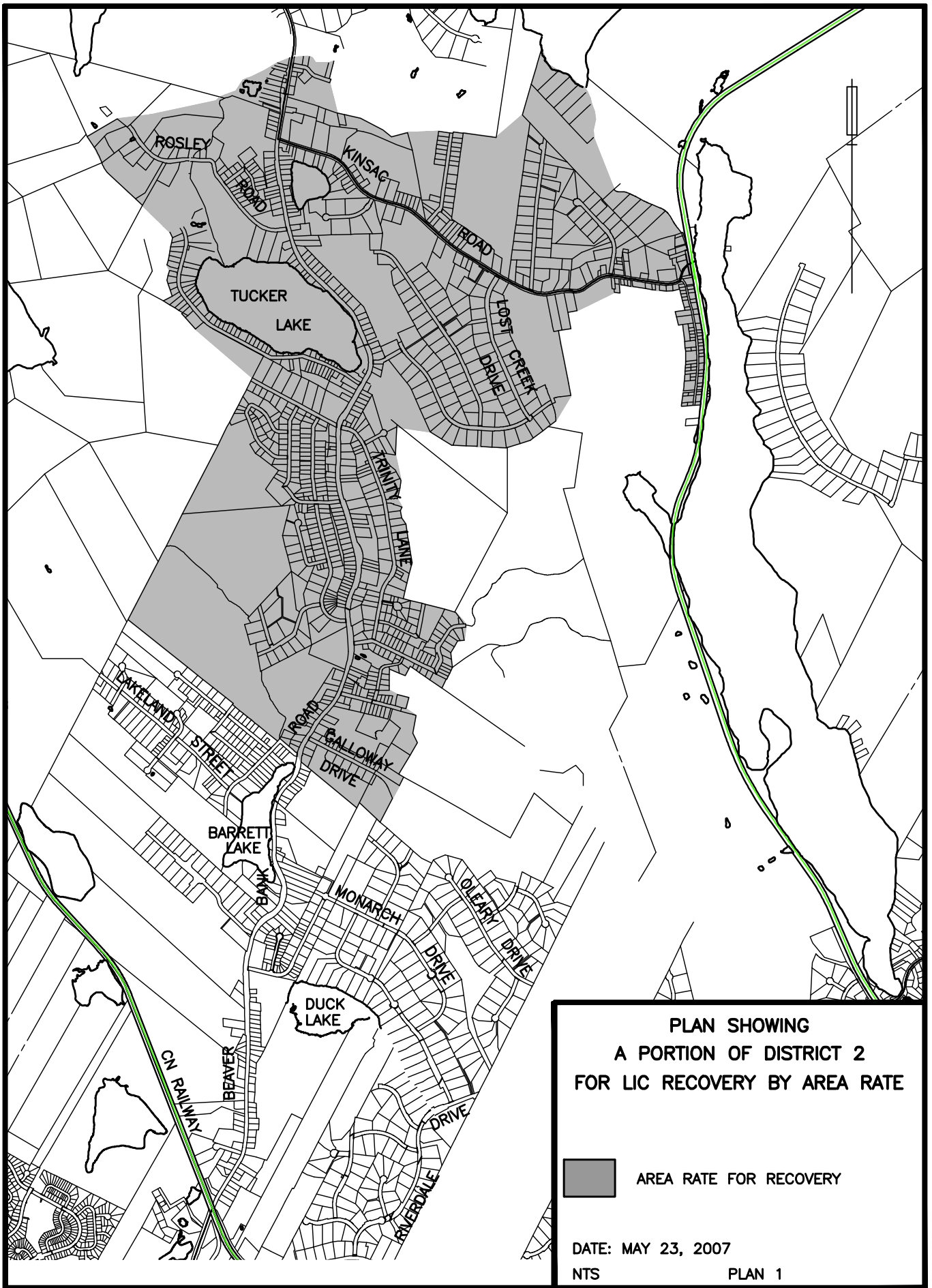
Commercial	n/a	0.1400
Business Occupancy	n/a	0.1000

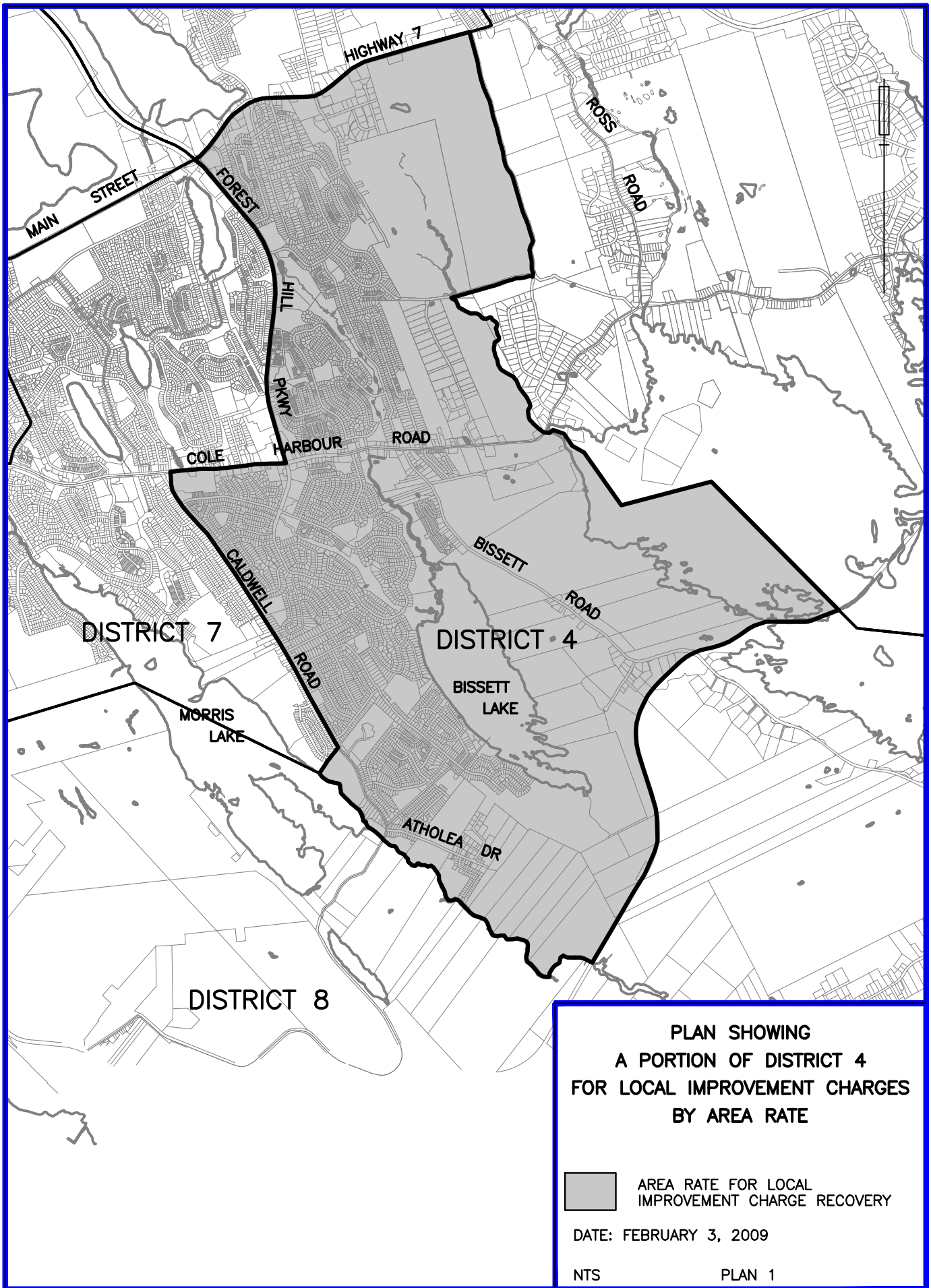
Private Road Maintenance Fees

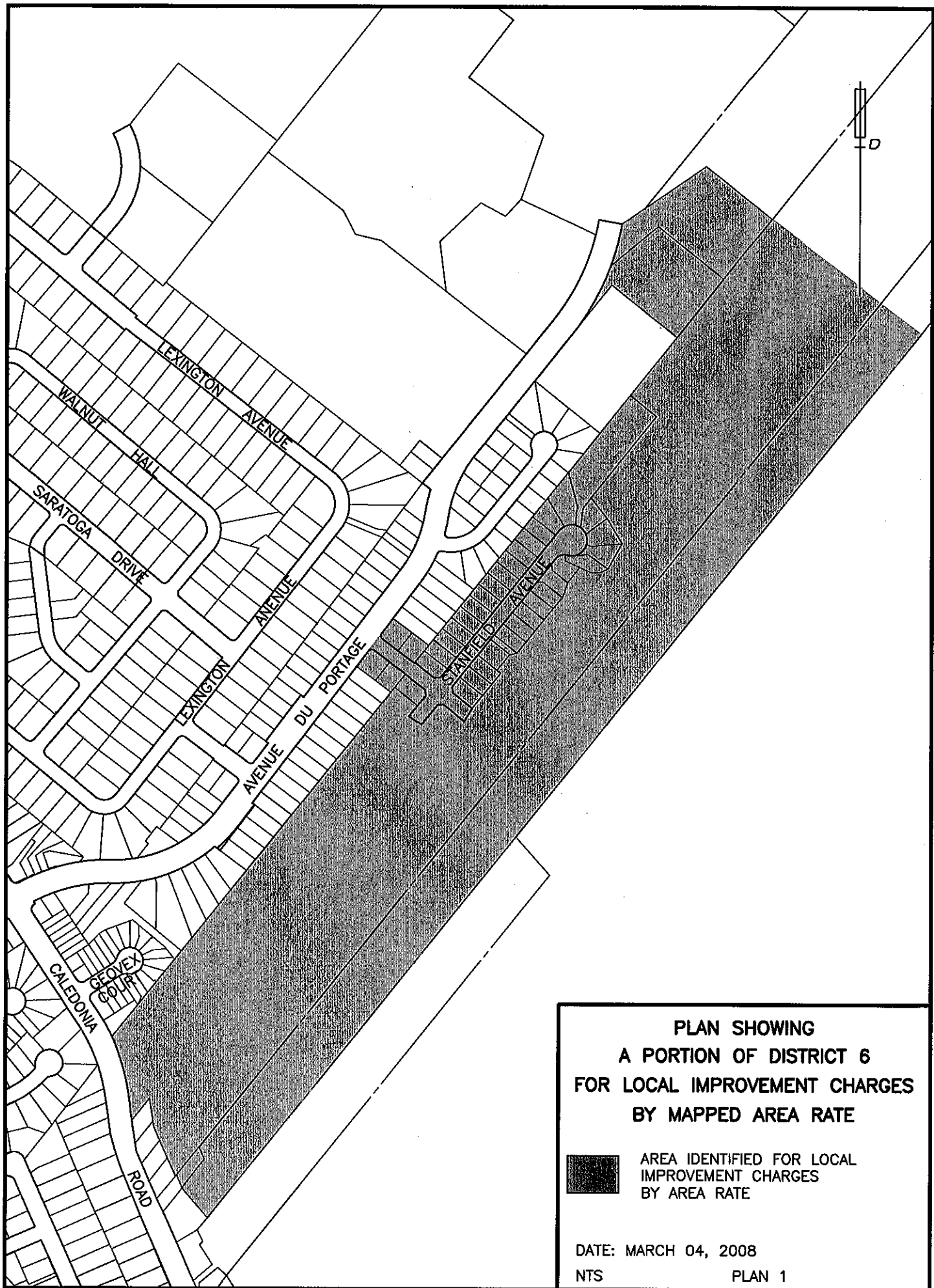
Petpeswick Drive Improvement Society	\$200.00	Flat Fee	\$200.00	Flat Fee
Three Brooks Homeowner's Association	\$580.00	Flat Fee	\$580.00	Flat Fee

Local Improvement Charges

O'Connell Dr (Provincial), Exeter Dr, Bali Terrace, Neven Rd & Old Fairbanks Rd	\$160.00	Flat Fee	\$160.00	Flat Fee
Mapped Area of Dist 2 dated May 23, 2007 (Proj 08-275: Beaver Bank Rd fr Rosley to Kinsac: 1st of 2 yrs)		0.0818		0.0818
Mapped Area of Dist 4 dated Feb 3, 2009 (Proj 08-255: Arklow Dr fr Merrimac to Perron)		0.0092		0.0092
Mapped Area of Dist 4 dated Feb 3, 2009 (Proj 08-273: Deerbrooke Dr fr Caldwell to Durham)		0.0056		0.0056
Mapped Area of Dist 6 dated Mar 4, 2008 (St. Clair Ave fr Ave de Portage to Stanfield)		0.1554		0.1554
District 7 (Project 08-237: Ridgecrest Dr fr Main to Mt Edward)		0.0036		0.0036
Mapped Area of Dist 8 dated Apr 3, 2008 (Proj 08-260: Caldwell Rd fr Himmelman to Shore)		0.0259		0.0259
Mapped Area of Dist 8 dated Apr 3, 2008 (Proj 07-266: 2nd of 3 years)		0.0221		0.0221
Mapped Area of Dist 9 dated Mar 14, 2008 (Proj 08-272: Windmill Rd fr Akerley to Wright: 1st of 2 yrs)		n/a		0.0167
Mapped Area of Dist 10 dated Oct 19, 2007 (Proj 08-250: Chain Lk Dr fr Kent to Susie Lk)		0.1699		0.1699
Mapped Area of Dist 16 dated Apr 1, 2008 (Oriole St fr Pioneer to Flamingo)		0.0103		0.0103
Mapped Area of Dist 19 dated May 4, 1998 (Proj 08-227: Stokil Dr fr Beaver Bank to Armercrest)		0.0805		0.0805
Mapped Area of Dist 19 dated May 4, 1998 (Proj 07-256: 2nd of 2 years)		0.0183		0.0183
District 19 (Project 08-277: Paving of Dylls Dr & Megan Cres)		0.0046		0.0046
District 20 (Project 08-215: Prince St fr Skyridge to Tilley)		0.0061		0.0061
Mapped Area of Dist 22 dated Sept 23, 2008 (Proj 08-280: Bay Rd fr 1982 to Devonshire & Maplewood to store)		0.0246		0.0246
Mapped Area of Dist 22 dated May 11, 2007 (Proj 07-264: 2nd of 2 years)		0.0277		0.0277







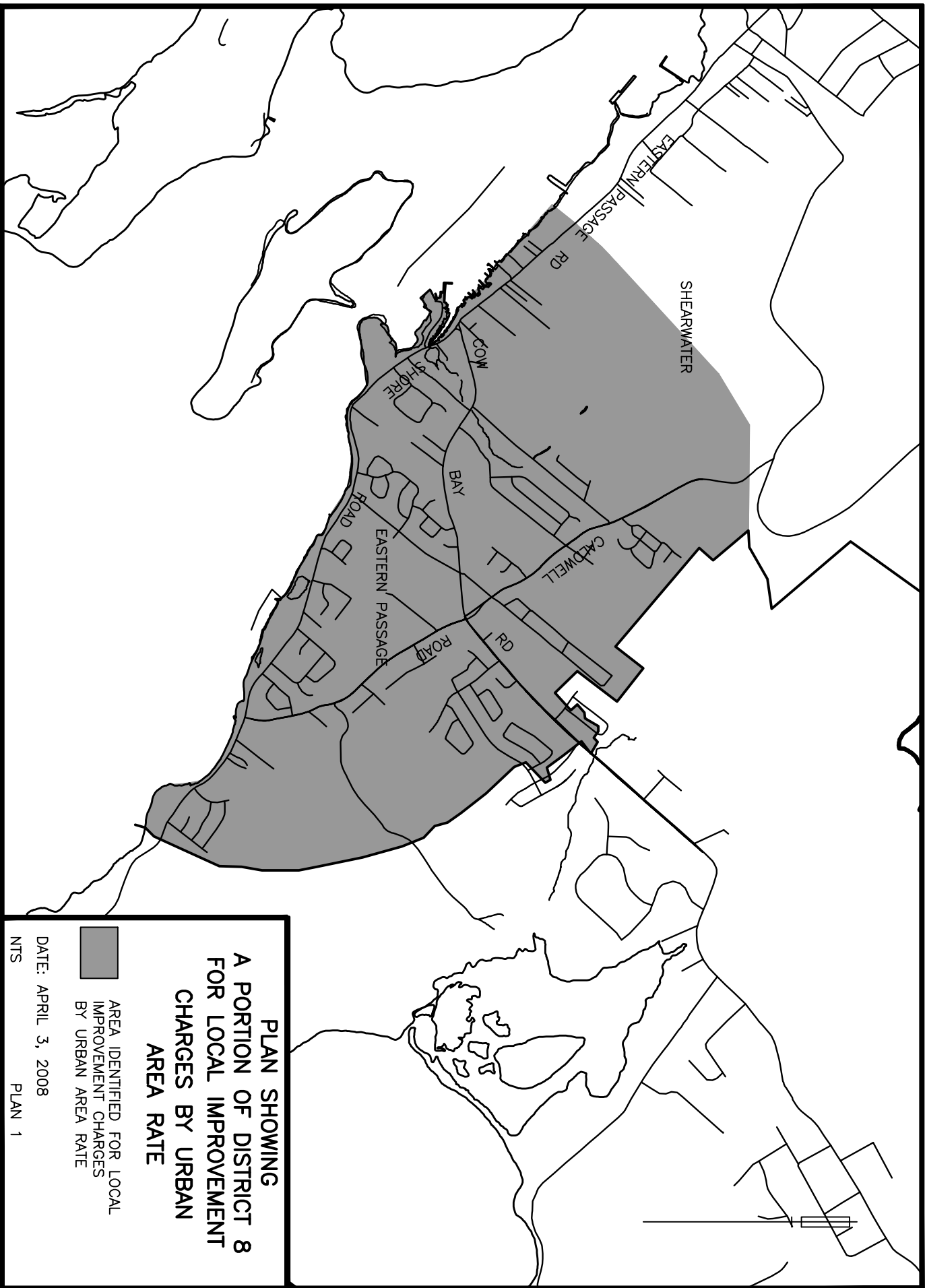
**PLAN SHOWING
A PORTION OF DISTRICT 6
FOR LOCAL IMPROVEMENT CHARGES
BY MAPPED AREA RATE**

 **AREA IDENTIFIED FOR LOCAL
IMPROVEMENT CHARGES
BY AREA RATE**

DATE: MARCH 04, 2008

NTS

PLAN 1



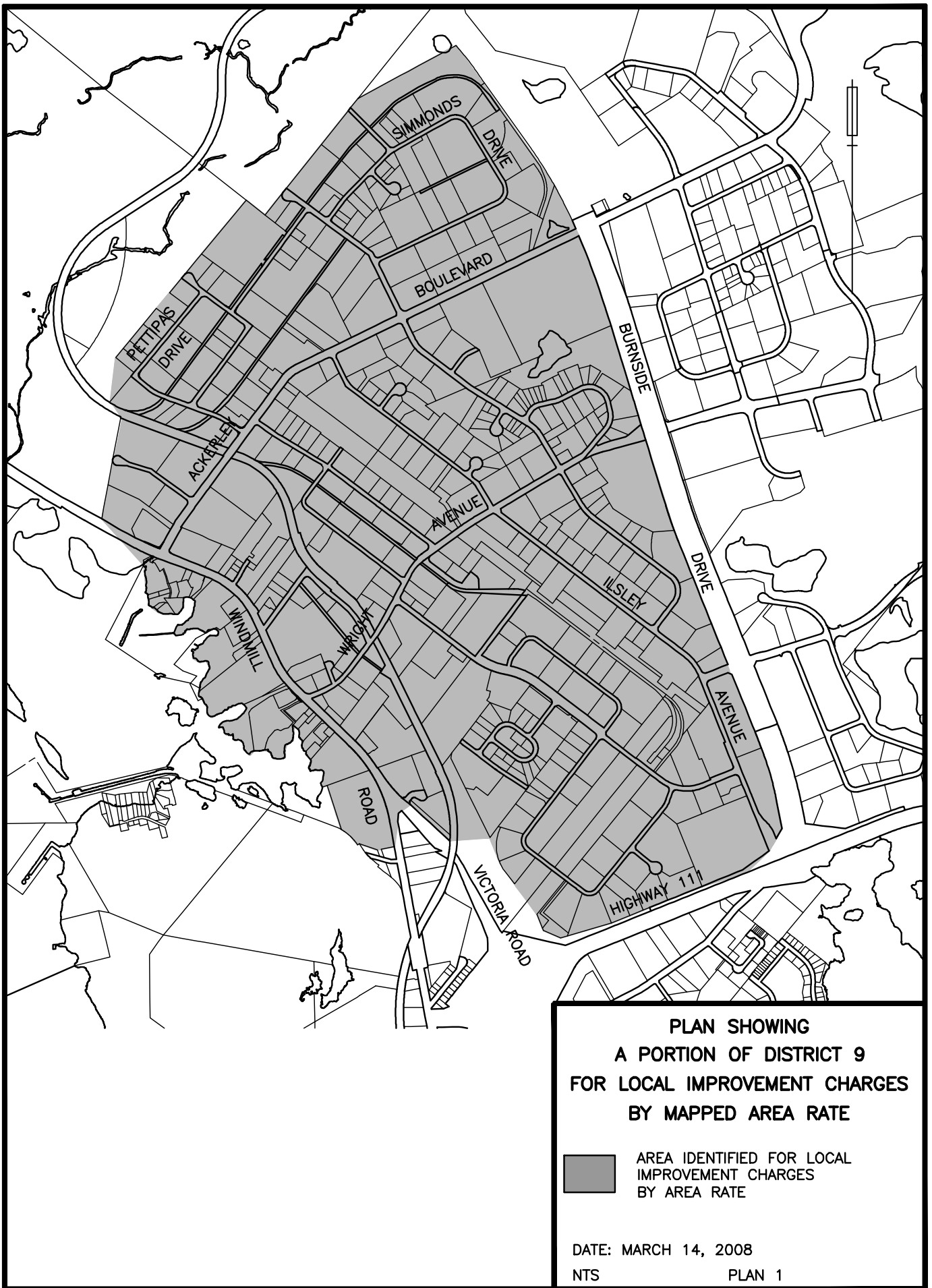
**PLAN SHOWING
A PORTION OF DISTRICT 8
FOR LOCAL IMPROVEMENT
CHARGES BY URBAN
AREA RATE**



AREA IDENTIFIED FOR LOCAL
IMPROVEMENT CHARGES
BY URBAN AREA RATE

DATE: APRIL 3, 2008
NTS

PLAN 1



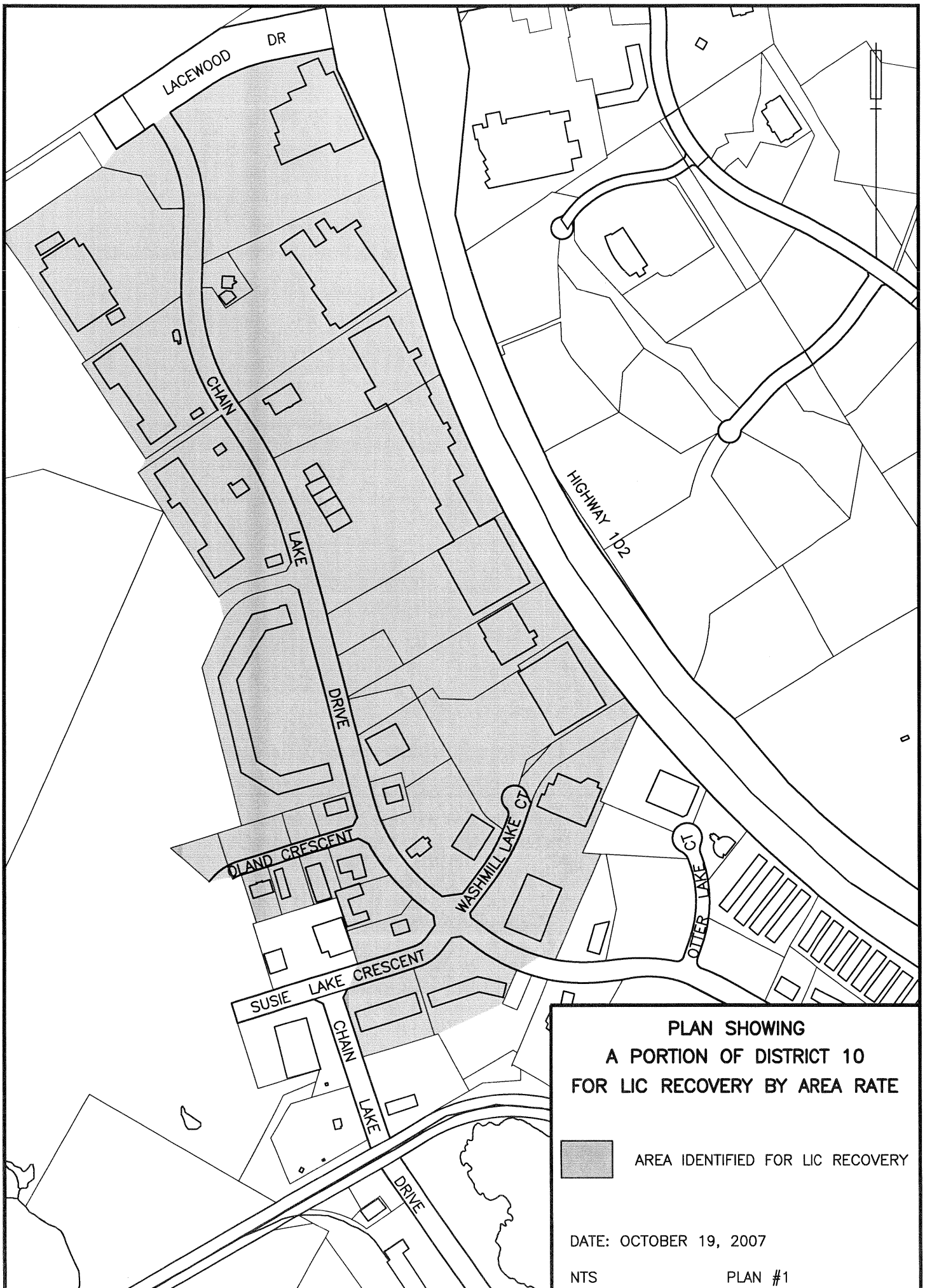
**PLAN SHOWING
A PORTION OF DISTRICT 9
FOR LOCAL IMPROVEMENT CHARGES
BY MAPPED AREA RATE**

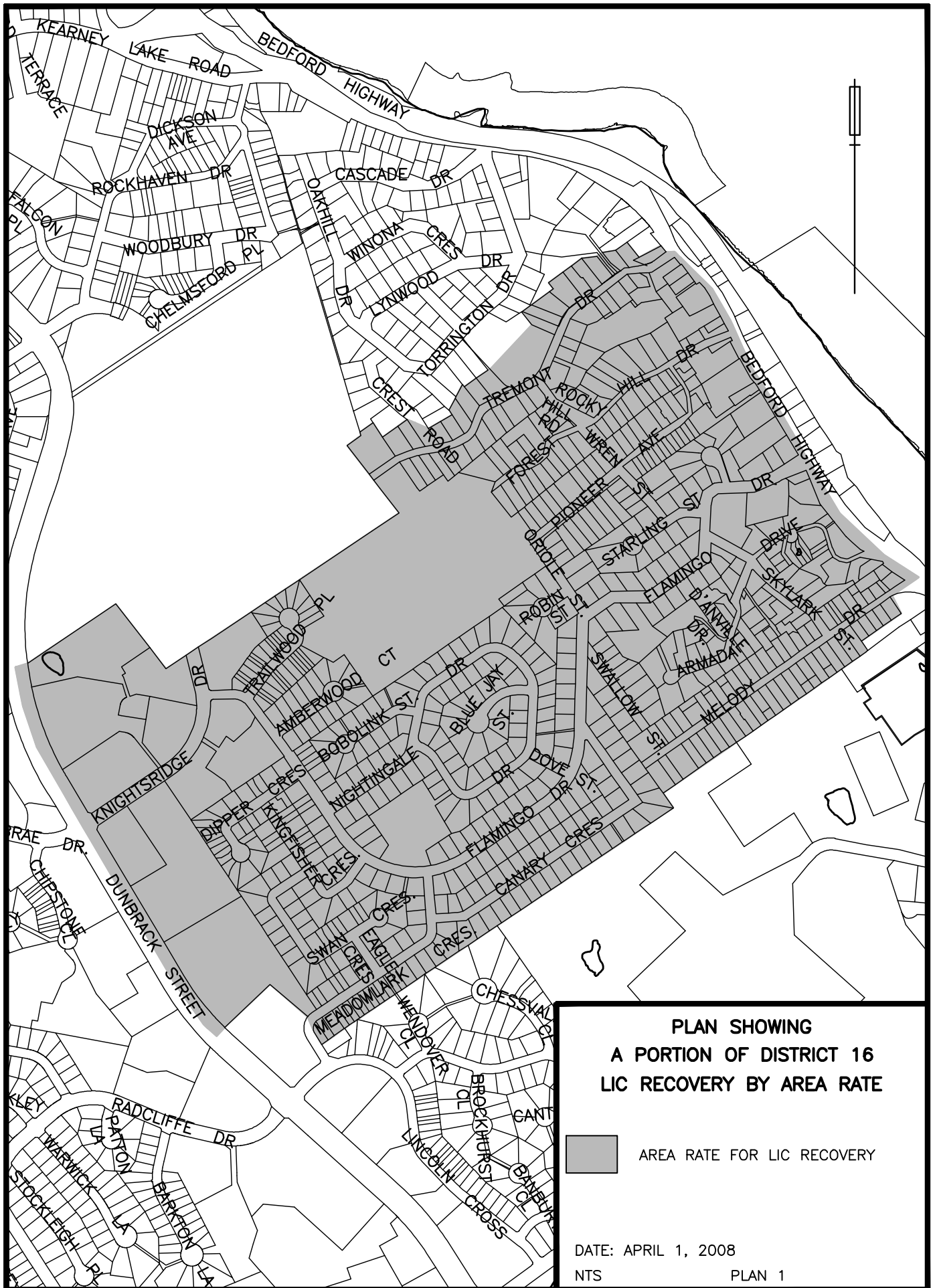
 AREA IDENTIFIED FOR LOCAL
IMPROVEMENT CHARGES
BY AREA RATE

DATE: MARCH 14, 2008

NTS

PLAN 1





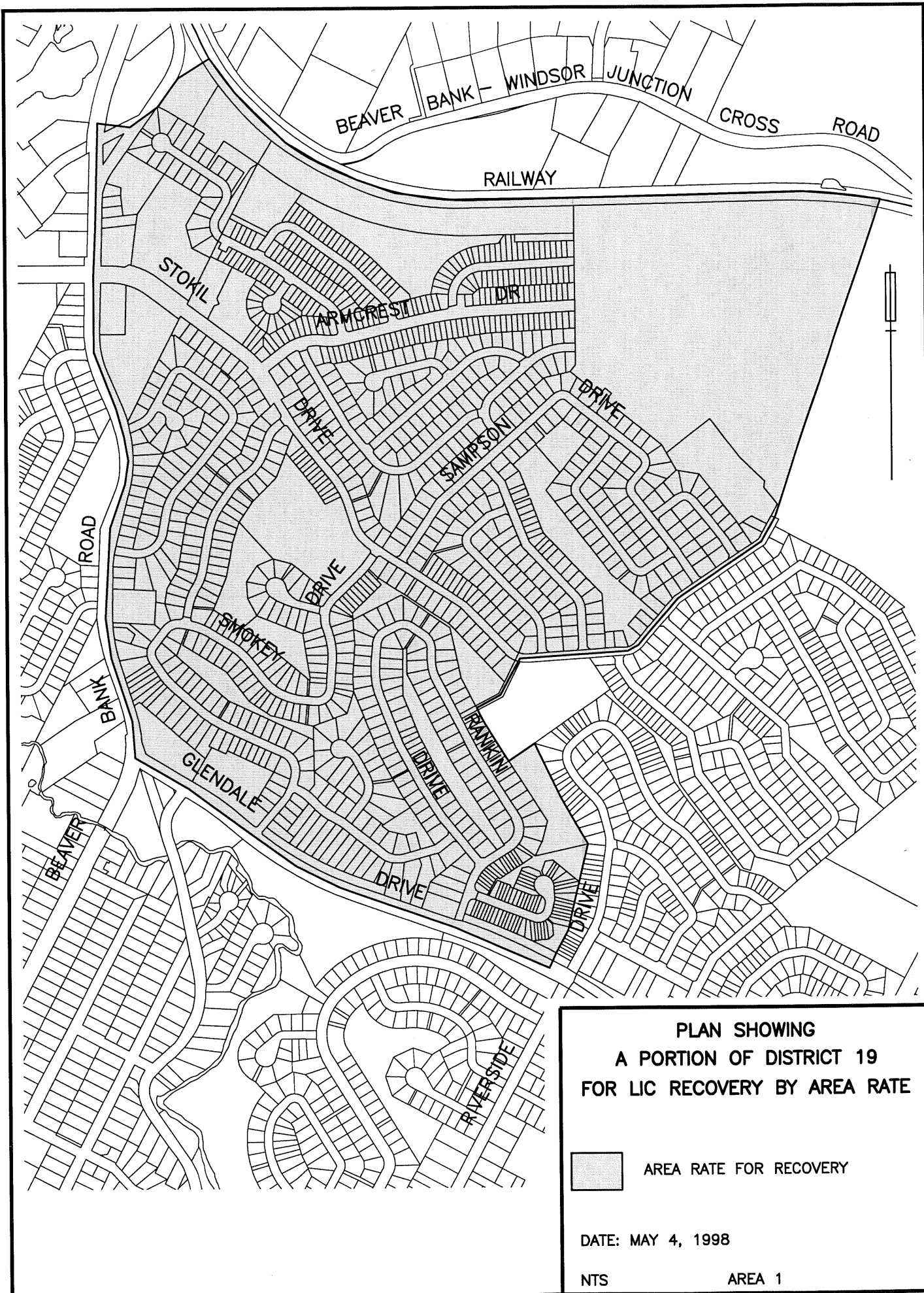
**PLAN SHOWING
A PORTION OF DISTRICT 16
LIC RECOVERY BY AREA RATE**

 AREA RATE FOR LIC RECOVERY

DATE: APRIL 1, 2008

NTS

PLAN 1



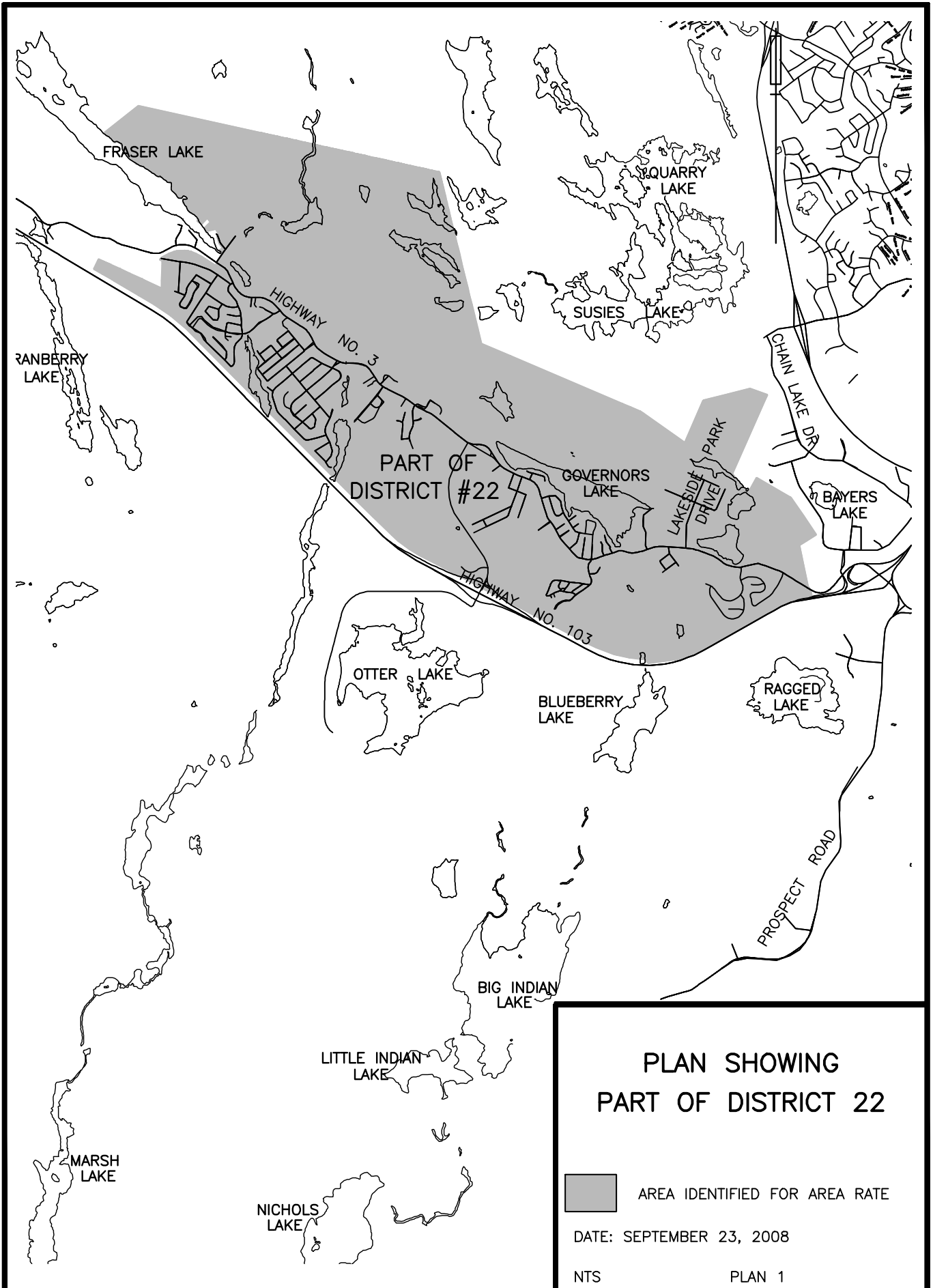
PLAN SHOWING
A PORTION OF DISTRICT 19
FOR LIC RECOVERY BY AREA RATE

 AREA RATE FOR RECOVERY

DATE: MAY 4, 1998

NTS

AREA 1



PLAN SHOWING PART OF DISTRICT 22



AREA IDENTIFIED FOR AREA RATE

DATE: SEPTEMBER 23, 2008

NTS

PLAN 1

INTRODUCTION

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

The land area of the municipality is 5,577 square kilometers (2,224 square miles), which is an area slightly larger than the Province of Prince Edward Island. With approximately 200 communities within its boundaries and a population of 385,500 (StatsCan 2007), HRM is Nova Scotia's largest and most diverse municipality. Approximately 41 per cent of the total population of the province resides within HRM.

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

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

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

HRM Statistics (2008)

HRM GDP:	\$11.6 Billion
Inflation (Municipal):	3.2 %
Inflation (CPI):	2.9 %
Population (estimate):	387,500
Population growth (estimate):	0.5 %
Household growth:	1.0 %
Taxable Assessment:	\$31.5 Billion
Avg. Residential Assessment:	

The Local Economy

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

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

The Municipal Government

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

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

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

HRM operates on a 12 month fiscal cycle, from April 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".

As part of Council's financial and other strategies there are a variety of policies and tools which interact with the Operating and Capital Budget process:

- The Multi-Year Financial Strategy outlines Council's "Principles of Financial Management" as well as its reserve, debt and capital spending policies;

- S** Business Plans are required to be developed by all HRM Business Units, including an overview of their operations, a financial and resource-utilization summary, an analysis of the challenges and opportunities facing the Unit, and a summary of the goals for the Business Unit, including specific objectives relating to these goals. Each Business Unit should also provide a summary of their accomplishments against their previous plan, and develop performance measures that they are using to gauge their efforts;
- S** Under HRM's Tax Structure, approved by Council in 2003, there are three general property tax rates (urban, suburban and rural) and variety of area tax rates;

HRM has prepared and approved three-year Capital Plans in the past and this year is in year two of its first five-year Capital Plan. Included with this document is a five-year Capital Plan with the 2009-2010 Capital Budget as Year 1. Years 2 through 5 of the plan are planning documents and are subject to revision and alteration by Council.

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

As part of setting the 2009-10 strategic direction Council agreed to have five Council Focus Area discussions which cover the following strategic topics. These Focus Areas are broken down into five categories, and are analyzed in more detail in the Priorities section found in this book:

Transportation

Transit, Active Transportation, Traffic Planning

Community Planning

Continued Implementation of Regional Plan

Infrastructure

Community Facilities, Parks and Playgrounds,
Community Beautification and Streets and
Roads

Governance and Communications

Council and Committee Reform, Internal and
External Communications

Public Safety

Implementation of Roundtable on Violence
Report



Halifax Facts...

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

Area: 5,577 square kms

Coastline: Over 400 km (250 miles) of coastline

Trade: 60 percent wholesale and 40 percent retail

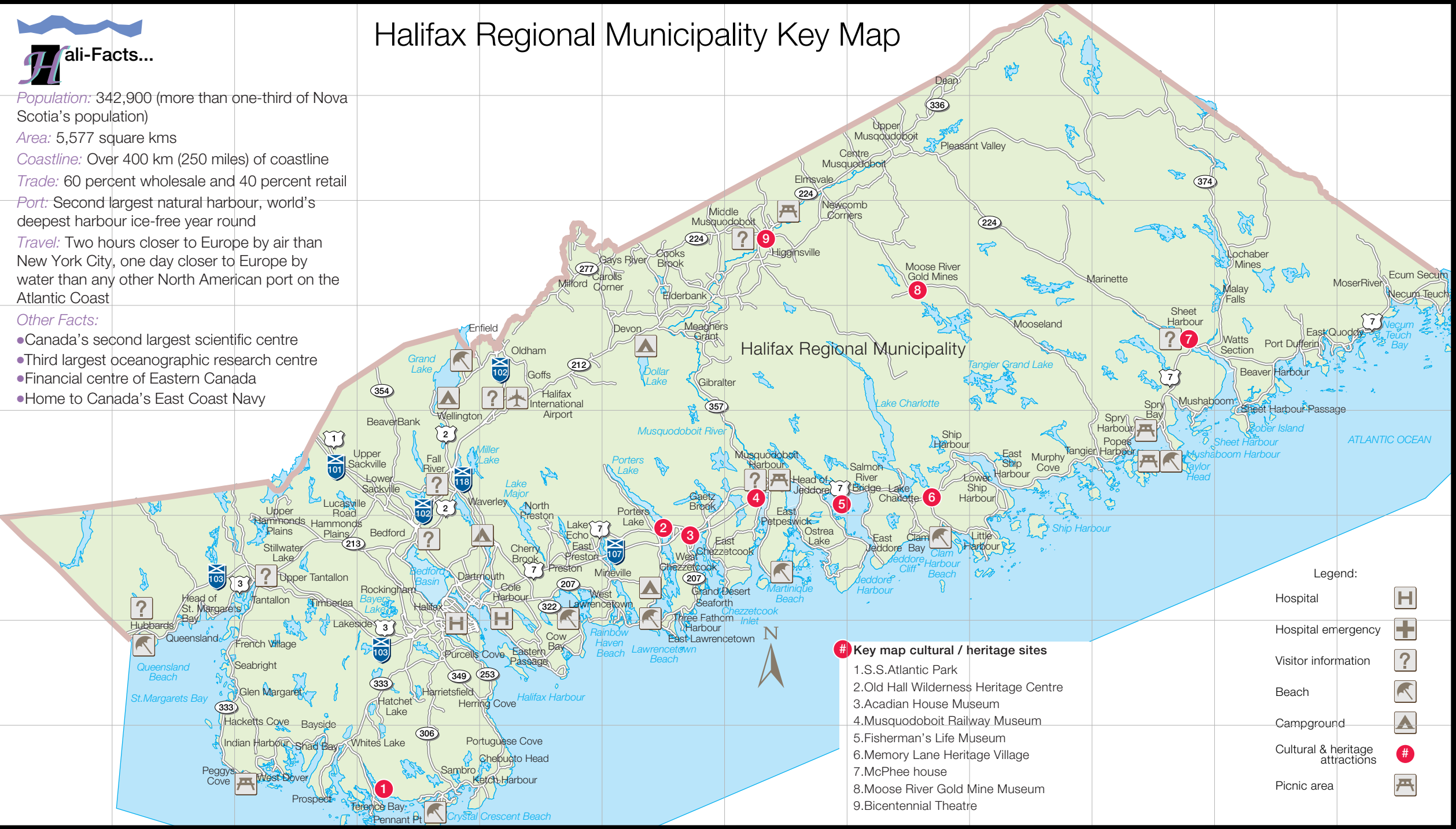
Port: Second largest natural harbour, world's deepest harbour ice-free year round

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

Other Facts:

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

Halifax Regional Municipality Key Map



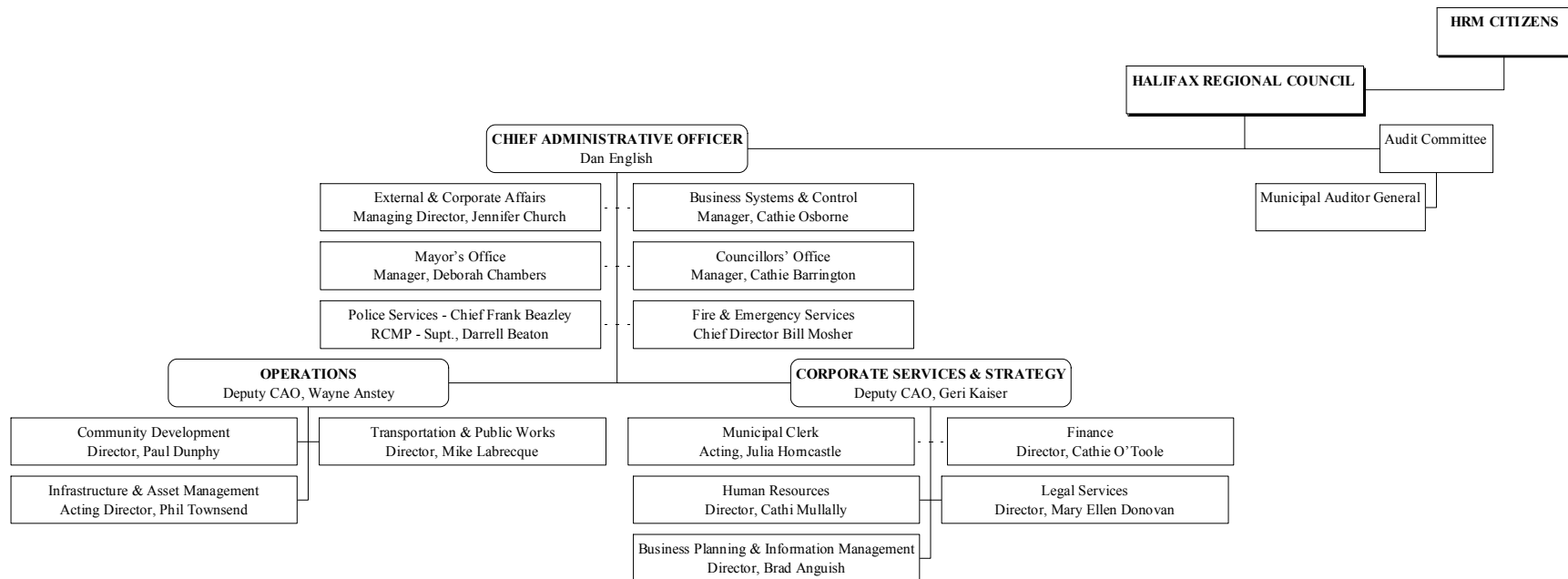
Legend:

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

Key map cultural / heritage sites

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

HALIFAX REGIONAL MUNICIPALITY



Boards and Commissions: Liaison, Dan English, CAO

- Halifax Water Commission - Carl Yates, General Manager
- Greater Halifax Partnership-Stephen Dempsey, Pres & CEO
- Police Commission - Russell Walker, Chair

Boards and Commissions: Liaison, Wayne Anstey, Deputy CAO

- Halifax Regional Library, Judith Hare, CEO

Overview of Budgets

Budget Summary

Operating Budget

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

On April 7, 2009, Regional Council reviewed the Fiscal Framework for the 2009-10 year and provided the following direction to staff:

- Proceed with the proposed base / capability allocation for the 2009/10 capital budget of 80.0% base (projects which maintain current service levels) and 20% capability (capital projects which expand current service levels).
- Proceed with development of the operating budget with no change to property tax rates .
- That Council confirm that the commercial rates be adjusted so that the residential assessment cap does not impact commercial taxpayers, because this is consistent with the way the elimination of Business Occupancy assessment is being treated (to ensure there is no impact on residential taxpayers). It is also consistent with previous residential/commercial rate decisions, and is supportive of the approved economic strategy.
- The operating budget was approved by Council on May 26, 2009 with adjustments for area rated services passed by Council on June 30, 2009.

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

- The gross amount of the operating budget is \$703,619,605 million, a net increase of \$17.2 million or 2.5% over the 2008-2009 budget.
- Collective agreements, and increased demand due to growth in Transit, Police and Fire services are some of the main reasons for increases to business unit costs.
- In the operating budget there are gross business unit revenues of \$124 million, an increase of \$34 million over 2008-2009

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

Operating Budget Summary by Business Unit

	2008-09 Net Budget	2009-10 Net Budget	Increase (Decrease)	% Change
Office of the Auditor General		330,000	330,000	
CAO	9,911,653	10,196,090	284,437	2.9%
Fire & Emergency Services	51,474,970	54,247,800	2,772,830	5.4%
Financial Services	3,838,791	3,788,430	(50,361)	-1.3%
Human Resources Services	4,512,130	4,772,160	260,030	5.8%
Legal Services	2,355,827	2,194,390	(161,437)	-6.9%
Transportation & Public Works	123,835,340	98,484,770	(25,350,569)	-20.5%
Infrastructure & Asset	8,432,022	8,660,000	227,978	2.7%
Community Development	19,445,427	19,619,990	174,563	0.9%
Regional Police	63,634,494	66,318,740	2,747,246	4.3%
Outside Police BU (RCMP)	19,324,900	20,353,100	1,028,200	5.3%
Business Planning & Information	18,777,308	19,013,818	236,510	1.3%
Library	14,415,264	15,148,000	732,736	5.1%
Totals	339,958,126	323,190,288	(16,767,837)	-4.9%

Capital Budget

Most funding for the capital budget is provided through reserves, debt financing and direct transfers from the operating budget (sometimes referred to as “pay-as-you-go”). Since all of these funding sources require payments from the operating budget, the processes for operating, reserve and capital budgets are closely linked. The Debt Servicing Plan, HRM’s financial planning modelling system, and cash flow projections from reserves, are all used to determine the total funding capacity available for the capital budget. Contributions to reserves, principal and interest payments, and Capital from Operating are included in the operating budget.

- The gross amount of the capital budget is \$146.8 million (\$141.816.5 million HRM plus \$5.1 million HRWC).
- The net amount of the capital budget is \$105.1 million (\$146.8 million, net of reserve withdrawals of \$21.8 million, cost sharing of \$8.9 million, \$4.4 million of capital projects secured with local improvement charges, \$6.8 million in capital cost contribution charges).
- The net capital budget will be funded by \$33.8 million of capital from operating, \$3.1 million from Capital Surplus Reserves, \$3.0 million from the Capital Reserve Pool (Crespool), \$25.5 million from Gas Tax, \$7.9 million under the Transit Funding Agreement and borrowing of \$31.8 million or 21.6% of the gross capital budget. This compares to borrowing of \$51.2 million or 74% of the gross capital budget in 1997-98.

Capital Budget Summary on Municipally Funded Portion of Capital Budget

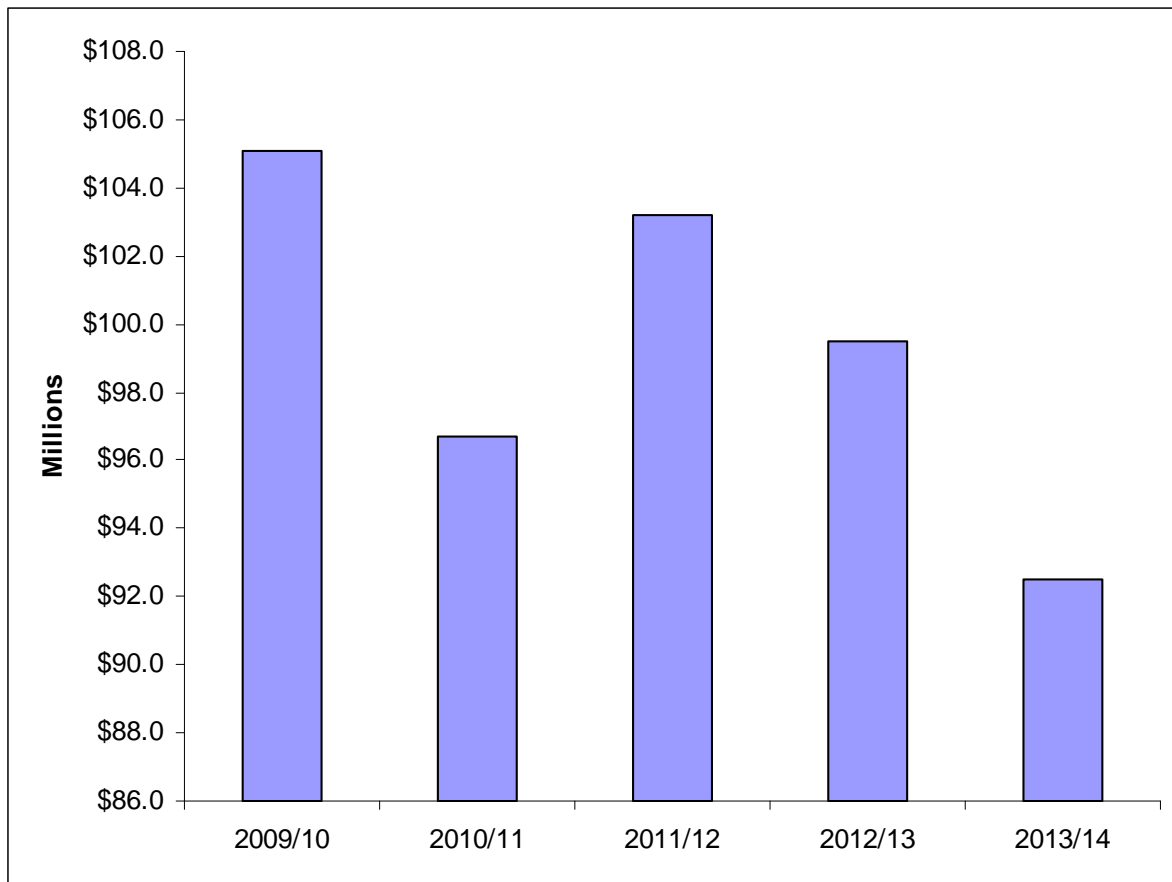
	2008-09 Net Budget	2009-10 Net Budget	Increase (Decrease)	% Change
Buildings	21,772,000	21,086,448	(685,552)	-3 %
Business Tools	6,653,000	1,528,300	(5,124,700)	-77%
Community & Property Development	2,986,000	1,687,600	(1,298,400)	-43%
District Activity Funds	1,495,000	1,495,000	0	0%
Equipment & Fleet	6,494,000	7,225,000	731,000	11%
Metro Transit	20,192,000	27,204,800	7,012,800	35%
Parks & Playgrounds	4,610,000	6,350,000	1,740,000	38%
Roads & Streets	25,736,000	21,500,000	(4,236,000)	-16%
Sidewalks, Curbs & Gutters	4,027,000	3,500,000	(527,000)	-13%
Solid Waste	7,674,000	0	(7,674,000)	-100%
Traffic Improvements	6,653,000	8,435,000	1,782,000	27%
HRM Total Capital Projects	108,292,000	100,012,148	(8,279,852)	-7.6%
Transfer to Halifax Water	8,700,000	5,100,000	(3,600,000)	-41%
Capital Budget	116,992,000	105,112,148	(11,879,852)	-10.2%

Net of Cost Sharing (\$8.9 m), Reserve Transfers (\$21.8 m) and Other External Funding (\$20.0 m). Includes federal funding from Gas Tax and Transit Funding programs.

As is the practice begun in 2008-09, Council will approve not only the capital budget for the coming year (2009-2010), but also, *in principle*, the detailed capital plans for the following years. This year, the capital budget incorporates a 5 year capital plan with detailed capital plans for 2010-11, 2011-12, 2012-13 and 2013-14.

In 2009-2010 capital spending will see a decrease of \$11.9 million over the 2008-2009 budget.

The Long Term Capital Plan Projected Spending



The main changes in HRM's five (5) year Capital Plan relate to new infrastructure funding. HRM anticipates receiving Economic Stimulus Funding and Build Canada (Major Infrastructure Funding) in 2009/10. On April 28th, HRM Council approved the four (4) pad arena project for application to the Economic Stimulus funding and the Central Library and Woodside Ferry as priorities for Build Canada Funding. Additionally, HRM Council endorsed a list of nineteen (19) other projects to be forwarded to Provincial and Federal funding partners for their consideration.

Reserve Budget

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

- Reserve balances are projected to increase from \$49.9 million to \$50.3 million.
- Equipment and operating reserves will increase by \$0.3 million. Equipment and operating reserves are projected to decline mainly due to operating costs of capital expenses. These costs are related operating expenditures for previous years planned capital projects which have not been allocated and are carried forward into reserves until required.
- Capital Reserves show a net increase of \$0.1 million. Within capital reserves there is a \$25.4M contribution and corresponding expense related to Gas Tax projects. There is also a \$7.9M contribution and expense directed for the Strategic Transit initiative.

Key Assumptions

Economics and Demographics

- The Consumer Price Index (CPI) is expected to rise by 2.8%. The CPI does not, however, include the goods and services typically purchased by municipalities. Inflation for HRM, based on its typical purchases, is estimated to rise by 3.6%.
- HRM has budgeted for fuel prices of 88.0¢ per litre for gasoline, 96.2¢ per litre for diesel, and 79.3¢ per litre for heating oil. HRM has assumed a US \$70 per barrel oil price.
- The number of households will increase by 1.1% while population will increase by 0.6%.

Revenue

- The budget maintains HRM's overall residential general property tax rates at the 2008-2009 rates.
- Commercial tax rates have been adjusted for the phase-out of the Business Occupancy Tax.
- The deed transfer tax rate will not change. Deed transfer tax revenues are projected to decline by 10% or \$3 million.
- The debenture rate is estimated at 5.0% with the short term interest rate projected to average 1.05%.

Expenditures

- The 2009-10 operating budget assumes there will be no surplus or deficit in 2009-10.
- Debt charges for HRM are \$33.6 million principal and \$12.6 million interest and other charges for a total cost of \$46.2 million. This represents 6.5% of gross operating expenditures. Debt charges are found in both Fiscal Services and operating business units.
- For 2009-2010, HRM has estimated it will pay \$6.4 million for its share of the cost of

- operating the provincial property assessment system.
- New collective agreements will be negotiated with CUPE and NSUPE in 2009-10, funds have been set aside to allow for these negotiations.

Significant Budgetary Issues and Challenges

Infrastructure

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

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

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

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

Effective 2009/10 HRM will be required to be able to report on all of the assets owned by the

municipality, their condition, their expected remaining useful life, and their estimated value as part of new financial accounting requirements for Nova Scotian municipalities. HRM's Asset Management Project is well underway, and will provide information to refine and improve HRM's infrastructure planning and capital budgeting.

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

Provincial Assessment Cap

In 2006, the Province of Nova Scotia enacted legislation which reduced the cap on property assessment increases from 10% (as set in 2005) to the Consumer Price Index (CPI). The cap applies only to certain homes and excludes apartment buildings, household improvements and commercial assessment. For the 2009-2010 tax year the cap has been set at the CPI rate of 3.5%. While market values of single family homes have increased by over 15% on average, these increases have been capped leading to an average taxable increase of 4.3%.

Tax Reform

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

It is anticipated that recommendations on tax reform will be addressed by Council in 2009-10 and any changes reflected in the 2010-11 budget year.

Revenue Capacity

To maintain current levels of service, to rebuild and maintain a crumbling infrastructure and to plan for and fund future growth, HRM requires a predictable and appropriate revenue stream.

With a heavy dependence on property tax revenue, and limited potential for additional revenue from this source, this creates some challenges.

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

On the revenue side, HRM depends on taxation, grants and user charges to support its services and programs. Each of these sources have limited room for expansion. Ten years ago, HRM was facing a heavy debt burden with large debt servicing payments. With the introduction of the Multi-Year Financial Strategy in 1998, HRM has been steadily paying down this debt and limiting new debt issued. This has reduced the annual debt servicing payments required, freeing up more of HRM's revenue for other purposes. Even with the limited change in the Debt reduction strategy approved by Council on April 7, 2009, controlled levels of debt continue to play a critical role in funding HRM's capital budget.

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

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

Other Challenges Ahead

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

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

Disaster Financial Assistance

On September 28, 2003, Hurricane Juan, a category 2 storm, hit central Nova Scotia passing directly over Halifax Regional Municipality and a state of emergency was declared. In addition to the large clean up effort and emergency response required, the Municipality suffered significant damage to its critical infrastructure. In fiscal years 2003/04 through 2006/07, a total of \$23.8 million in clean up and recovery costs were incurred. While a portion of these costs have been recovered through insurance claims, charitable donations and the overall operating budget in each of those years, there is an estimated recovery of \$17 million under the Disaster Financial Assistance Agreement (DFAA) which has been accrued in the financial statements. An advance of \$8 million has been received against the estimated total recoverable under the DFAA program.

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

Principles of Budgeting and Accounting

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

A budget is prepared for each of the funds and includes all HRM business units as well as the Halifax Regional Library, a separate board of Regional Council. These fund budgets, however, do not include the Halifax Regional Water Commission, a separate corporation wholly-owned by HRM and regulated under the Nova Scotia Utility and Review Board, nor certain agencies, boards and commissions (often in the recreation area) which are owned or controlled by HRM. Separate budgets are prepared for these entities.

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

The capital budget is funded through a variety of sources, including reserve funds, operating funds, grants and debt. As part of the capital budget, estimates are developed and approved for

individual projects. Under the MGA, only a one-year capital budget may be approved by Council, however a 5-year capital plan is presented to Council for approval, in principle only, of years 2 through 5. Nova Scotia municipalities are required to do any capital borrowing through the Nova Scotia Municipal Finance Corporation.

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

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

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

As at March 31, 2008, HRM's financial statements prepared in accordance with PSAB included \$11.3 million in amounts to be recovered from future revenues.

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

The Annual Business Planning & Budgeting Process

Every year in November/December, Halifax Regional Council reviews and establishes its strategic priorities through the "Council Focus Area" process. Council debates their priority issues and as a result produce the refined Focus Areas, which provide guidance for staff in

establishing business plans and budgets for the upcoming fiscal period. These Council Focus Areas represent the priorities of the community as determined by Council, and staff ensure that all municipal services align with these priorities to the extent of available resources.

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

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

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

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

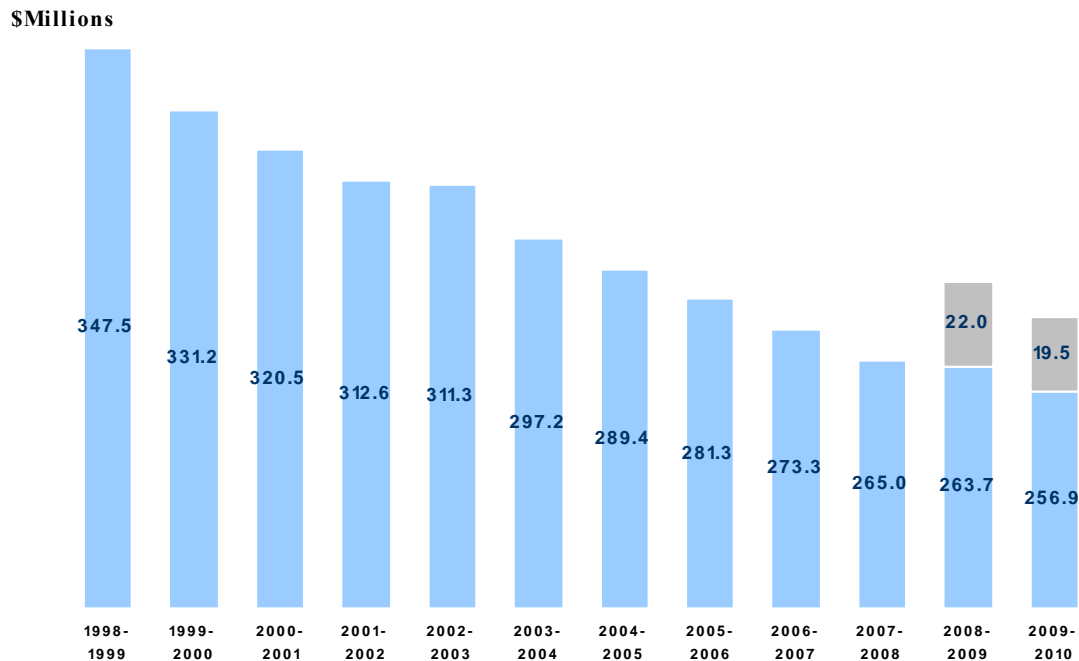
A Multi-Year Financial Strategy (MYFS)

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

The Debt Policy, contained within the MYFS, is a key strategy in the development of the capital budget capacity for each fiscal year. The Debt Servicing Plan restricts the issuance of new debt to 80% of the debt retired in the same year. As such, as debt declines, so eventually will the required annual debt servicing payments. Capital budget capacity is critical to the maintenance of our infrastructure. Therefore, as the principal and interest payments required to support our debt decline, this amount can become available to capital through "pay as you go" or Capital from Operating.

The goal under the Debt Servicing Plan was to reduce debt by 13.2% from \$347.5 million in 1999-2000 to \$301.8 million by the end of 2003-04. This goal was exceeded in 2003-04 and debt continues to decline. Debt at the end of 2008-2009 is estimated to be \$263.7 million. By the end of 2009-10 it will be further reduced to an estimated \$256.9 million.

Results of Debt Policy on



HRM Debt

HRM Tax Structure

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

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

Approved Tax Structure Model

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

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

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

HRM has changed the way it collects the existing transit taxes. Starting in 2009, existing transit taxes - that had been contained within the general rates - will be arranged as two separate tax rates. A "Regional Transportation" rate (4.5 cents per \$100 of assessment) will cover services such as the MetroLink, MetroX and Ferries. The cost for these regional services will be shared by almost all taxpayers. Secondly, "local transit" routes (such as routes 1 through 89 and community transit) will be paid by those who live within a one-km walk of a transit stop. This Local Transit Area Rate will be 8.8 cents per \$100 of assessment."

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

Assessments and Taxation

Assessments

- HRM receives an updated property assessment roll in late December of each year.
- Property assessments in Nova Scotia reflect market values. In 2005 the Province instituted a cap on increases in the value of residential assessment. In 2007-09 the Cap was set at 10%. The cap has since been set at the Consumer Price Index. For 2009-10 the cap rate is 3.4%. The cap rate is set by the Province of Nova Scotia in accordance with the provincial Assessment Act.
- In the 2009 assessment base, residential assessments within HRM have increased from \$23.5 billion to \$24.9 billion. The total increase was \$1.5 billion or 6.2%. The average single family home in HRM increased in value from \$172,600 to \$180,100 or 4.3%. Most of the remaining increase was due to the addition of new properties for a total increase in residential assessment of 6.2%.

Key Revenue Figures in the Budget

Residential Assessment :	up \$1.4 B or 6.1%
Commercial Assessment:	up 296 M or 5.9%
Residential General Tax Rates:	unchanged
Commercial General Tax Rates:	unchanged
Property Tax Revenues:	up \$22.2 M
Deed Transfer Taxes:	down \$1.7 M

Property Tax Assessment

	2008-2009	2009-2010	Change	Percent
Residential Property Tax	\$23,470,312,200	\$24,922,309,900	\$1,451,997,700	6.2%
Resource Property Tax	194,531,600	182,653,500	(\$11,878,100)	-6.1%
Sub-Total	23,664,843,800	25,104,963,400	\$1,440,119,600	6.1%
Commercial Property Tax	5,015,533,900	5,311,689,600	\$296,155,700	5.9%
Business Occupancy Tax	754,830,954	471,180,700	(\$283,650,254)	-37.6%
Sub-Total	5,770,364,854	5,782,870,300	\$12,505,446	0.2%
Total	\$29,435,208,654	\$30,887,833,700	\$1,452,625,046	4.9%

- Overall, property tax assessments are up from \$29.4 billion to \$30.9 billion. This is an increase of \$1.4 billion or 4.9%.

Taxation

Rates for 2009-10 are shown in the following table:

Municipal Property Tax Rates per \$100 of Assessed Value

	2008-09	2009-10		
		General +	Transit =	Total
Residential Tax Rate				
Urban (within 1 km of bus stop)	0.833	0.702	0.133	0.835
Suburban (1 km from bus stop)	0.730	0.685	0.045	0.730
Rural (1 km from bus stop)	0.724	0.679	0.045	0.724
	2008-09	2009-10		
Commercial Tax Rate				
Urban	3.087	3.157		
Suburban	3.087	3.157		
Rural	2.683	3.157		

* shows restructured residential tax rate for 2009-10, with applicable Regional Transportation and Local Transit area rates included in "Total". However, this does not include other area rates such as supplementary education, fire hydrants or sidewalk snowplowing.

Based on the new general tax rates, tax revenue for 2009-10 is projected to be as shown below:

Municipal Property Tax Revenues

	2008-2009	2009-2010	Change	Percent
Residential Property Tax	\$189,337,007	\$173,858,600	\$(15,478,407)	-8.2%
Resource Property Tax	1,341,000	1,257,000	(84,000)	-6.3%
Sub-Total	190,678,007	175,115,600	(15,562,407)	-8.2%
Commercial Property Tax	147,165,000	167,207,000	20,042,000	13.6%
Business Occupancy Tax	22,993,000	14,881,000	(8,112,000)	-35.3%
Sub-Total	170,158,000	182,088,000	11,930,000	7.0%
Total	\$360,836,007	\$357,203,600	(\$3,632,407)	-1.0%

Based on the approved tax rates, total property tax revenues are expected to decrease from \$360.8 million to \$357.2 million. This is an decrease of \$3.6 million or -1.0%.

Residential Assessments

Distribution of Residential Assessment Single Family Homes - 2008 to 2009

	Number of Properties	Percent Properties	Avg 2008 (Capped)
Under \$75,000	12,596	12.0%	46,414
\$75,000 to \$100,000	9,303	8.8%	92,695
\$100,000 to \$150,000	33,176	31.5%	130,829
\$150,000 to \$200,000	25,050	23.8%	177,549
\$200,000 to \$300,000	17,322	16.5%	242,794
\$300,000 to \$400,000	4,813	4.6%	349,534
\$400,000 to \$500,000	1,741	1.7%	450,500
\$500,000 to \$750,000	989	0.9%	595,490
\$750,000 to \$1 million	150	0.1%	862,647
\$1 million plus	94	0.1%	1,386,149
Total	105,234	100.0%	168,728

Commercial Assessments

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

Currently, Nova Scotia has two types of commercial assessments. Commercial assessment is levied on real property. Business Occupancy is levied on the occupants of that real property. There are three main classes of business occupancy assessment. Service stations, restaurants, hotels, motels, campgrounds and automotive dealers are no longer assessed Business Occupancy tax. Financial services firms are assessed business occupancy at 75% of their commercial assessment. All others are assessed at 10% of commercial assessment, down from 20% in 2008.

While taxable commercial assessment has risen by 5.9% in 2009, the Business Occupancy assessment has dropped due to the continued phase-out of the business occupancy tax (BOT). Overall, BOT and commercial assessments are up by \$12.5 million in 2009.

The lost revenues due to the phase out of the Business Occupancy assessment are being recaptured through an increase in the commercial tax rate. To accomplish this the commercial multiplier will be increased to 3.90. In 2009, residential assessments are covered by an assessment cap of 3.4%. Commercial assessments remain on market value. In order to ensure that the commercial weighting factor is calculated on a comparable basis, the weighting will be reduced from 3.90 to 3.79.

Accounting for Staff within HRM

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

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

Corporate FTE Overview

The FTE (full-time equivalent) count is used for budget purposes to quantify the number of positions approved by the Executive Management Team and Council. The FTE count includes permanent full-time & part-time positions. This is distinct from headcount, which represents the number of employees in those positions. For example, two half-time positions would equal one FTE.

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

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

Corporate Summary of FTEs:

Business Units	Approved 2007/08 (at April 1 2008)	Approved 2008/09 (at March 31 2009)	Proposed 2009/10
Business Planning & Information Management	160	161	167
Chief Administrative Office	69	69	66
Community Development	237.5	238.5	243.5
Financial Services	186	188	192
Fire & Emergency Services	478	494	494
Human Resources	44	44	48
Inventory & Asset Management	98	106	109
Legal Services	24	25	25
Halifax Regional Library	277.9	277.9	278.9
Halifax Regional Police	702	726.5	745.5
RCMP	170	178	178
Transportation & Public Works - Operations	628.5	639.5	1250
Transportation & Public Works - Metro Transit	540.5	570.5	
Total:	3615.4	3717.9	3796.9

The above table is a point-in-time snapshot, and does not include changes projected to occur in 2009/10 (beyond what is projected). A summary of the changes from 2007/08 to 2008/ 09, by business unit, is provided within each business plan. A summary of the proposed changes from 2008/09 to 2009/10 is found below.

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

Finance staff has captured an estimated count of temporary staff hired to support HRM'S 2008 seasonal programs:

Temporary Hires By Business Unit

BPIM	32
CD	892
IAM	4
POLICE	170
TPW	100

Total Temporary & Seasonal Staff Count: **1,197**

Proposed FTE Changes – 2008/09 to 2009/10

BPIM: (+6)

- 2 Project Managers (funded by Capital)
- 1 Asset Management - Data Analyst (Operating Cost of Capital (OCC))
- 1 Asset Management - GIS Tech - (OCC)
- 1 Corp Customer Database - Data Analyst - (OCC)
- 1 E-Document Records Management - Records Information Analyst (OCC)

CAO: (-3)

- Community Response Office transferred to HRP from CAO's office. No net change in FTEs to HRM complement as a result of transfer.

CD: (+5)

- 3 FTEs (temporary to permanent) to support facilities
- 2 positions transferred from Finance (Program Grants Technician & Team Lead, Grants, Tax & Special Projects). No net change in FTEs to HRM complement as a result of transfer.

Finance: (+4)

- 1 New position for Team Leader Tax Billing and Collections
New position of Business Analyst will be created from vacant Team Lead Tax Resource position
- 3 new FTE's (Supervisor for project accounting team, including TCA, additional project accountant and clerical support)
- 2 new FTE's - Financial Consultants
- (-2) FTE's (Grants) – Transferred to Community Development (see above).

Fire: No change

HR: (+4)

Reallocation of funds to allow:

- Senior Disability Case Consultant - Conversion of term to perm for WCB
- Conflict Resolution Consultant (paid by all Bus. Units)

- Attendance Support Coordinator (paid for by TPW)
- Labour Relations Consultant

IAM: (+3 permanent, + 2.5 term)

- 1 Parkland Planner - New position funded from Capital
- 1 Parkland Planner - Term to permanent conversion funded from Capital
- 1 Environmental Performance Officer - New position funded from existing operating funds
- 1 Design Engineer - Term position funded from LIC charges
- 1 Design Engineer - Term position funded from existing operating funds
- 1 Asset Management Assistant - Term position funded from existing operating funds
- 1 Energy Clerk - term position funded from Capital

Total incremental increase is equivalent to 5.5 FTEs, with no additional Operating funding is requested

Legal: No change

Library: (+1)

- Additional part-time hours at several branches across the region.

Police: (+19)

- 1 Police Officers Funded by HRM (complement to 470)
- 17 Police Officers Funded by the Province of NS (to 39)
- (-2) Police Officers Funded by Secondment (to 15)
- 3 – Transfer of Community Response Office (to 248)
- Note 1: Halifax Regional Police will have a total of 524 Police Officers for 2009/2010. An external client has not renewed 2 seconded positions. Secondments vary from year to year.
- Note 2: After the Provincial budget was approved in 2008, HRP were given an additional 17 officers funded by the Province of NS. The Province of NS now funds 39 Positions.
- Note 3: HRP has increased by 1 Police Officer by adding a Sergeant to oversee school crossing guards for 2009/2010. The external contract for Com missionaries was reduced to fund this position.
- Note 4: Community Response Office transferred to HRP from CAO's office. No net increase in FTEs to HRM complement as a result of transfer.

TPW: (+40)

- 3 Fleet employees through fare increase changes from increased kilometres
- 11 FTEs, through the fare increase, to support expansion of the Conventional Transit service
- 1 FTE, Employee Services Supervisor through the fare increase, to support expansion of the Conventional Transit service
- 4 FTE's, Conventional Transit Operators through the fare increase, for operator training
- 1 FTE, 2nd in Command for the Ragged Lake Transit Center (RLTC) through the fare increase, to support expansion of the Conventional Transit service
- 1 FTE, Access-A-Bus Supervisor, through the fare increase, to support expansion of the Conventional Transit service
- 1 Administrative Support through the fare increase, to support expansion of the Conventional Transit service
- 2 FTE's, Customer Service Advisors through the fare increase, to support expansion of the Conventional Transit service
- 1 FTE, Planning Technician through the fare increase, to support expansion of the Conventional Transit service
- 1 FTE, 2nd in Command Ferry Division through the fare increase, to support expansion of the Conventional Transit service
- 1 FTE, Senior Captain/Marine TSA through the fare increase, to support expansion of the Conventional Transit service
- 3 FTEs, through the capital budget, to support the Gordon Snow Community Centre (facility maintainer, front desk staff, building monitor).
- 5 FTE's to support the Work Management project
- 5 FTE's to support the start up of the RLTC

Halifax Regional Summary

Summary by Gross Expenditures & Revenues

	2007-08 Actual	2008-09 Budget	2008-09 Actual Unaudited	2009-10 Budget	Change over Budget	%
Non-Departmental Revenues						
Property Tax	(\$342,331,398)	(\$372,170,210)	(\$371,869,109)	(\$360,282,400)	\$11,887,810	-3.2%
Tax Agreements	(5,964,187)	(4,793,700)	(4,680,778)	(3,830,000)	963,700	-20.1%
Deed Transfer	(34,699,742)	(32,700,000)	(35,166,329)	(29,430,000)	3,270,000	-10.0%
Grants in Lieu	(25,737,097)	(27,185,000)	(27,828,898)	(29,514,900)	(2,329,900)	8.6%
Unconditional Transfers	(3,558,423)	(3,200,000)	(3,319,321)	(2,800,000)	400,000	-12.5%
Conditional Transfers	(83,400)	(82,400)	(82,400)	(82,400)	0	-0.0%
Own Source Revenue	(22,018,420)	(19,080,697)	(17,390,105)	(12,070,000)	7,010,697	-36.7%
Other Fiscal Revenue	(134,619,393)	(136,185,845)	(137,027,030)	(140,746,139)	(4,560,294)	3.3%
Sub-Total	(\$569,012,061)	(\$595,397,852)	(\$597,363,971)	(\$578,755,839)	\$16,642,013	-2.8%
Business Unit Revenues						
CAO & Governance	(537,618)	(282,400)	(854,060)	(287,400)	(5,000)	1.8%
Business Planning & Information Ma	(576,764)	(453,000)	(828,002)	(435,700)	17,300	-3.8%
Community Development	(15,299,303)	(15,427,448)	(17,148,683)	(15,943,917)	(516,469)	3.3%
Environmental Management Services	(5,079,919)	0	(631,309)	0	0	-
Finance	(11,687,836)	(8,148,000)	(8,472,915)	(8,353,100)	(205,100)	2.5%
Fire & Emergency	(895,453)	(574,500)	(1,185,103)	(544,500)	30,000	-5.2%
Infrastructure & Asset Management	(141,120)	(69,210)	(87,564)	(70,000)	(790)	1.1%
Halifax Public Libraries	(4,817,122)	(4,382,200)	(4,770,558)	(4,525,900)	(143,700)	3.3%
Human Resources	(1,118)	0	(7,501)	0	0	-
HRM Police	(6,850,536)	(6,555,900)	(8,361,665)	(8,567,400)	(2,011,500)	30.7%
RCMP	(90)	0	(771)	0	0	-
Legal Services	(92,040)	(71,000)	(108,799)	(144,000)	(73,000)	102.8%
Outside Agency Support	(6,169,349)	0	(5,832,400)	0	0	-
Transportation & Public Works Servi	(52,537,856)	(55,075,393)	(55,022,753)	(85,991,849)	(30,916,456)	56.1%
Sub-Total	(\$104,686,122)	(\$91,039,051)	(\$103,312,082)	(\$124,863,766)	(\$33,824,715)	37.2%
Total Revenues	(\$673,698,182)	(\$686,436,903)	(\$700,676,053)	(\$703,619,605)	(\$17,182,702)	2.5%
Expenditures						
Office of the Auditor General	0	0	0	330,000	330,000	-
CAO & Governance	9,336,495	10,194,053	10,410,622	10,483,490	289,437	2.8%
Business Planning & Information Ma	16,571,703	19,230,308	19,480,207	19,449,518	219,210	1.1%
Community Development	32,962,640	34,872,875	34,676,507	35,563,907	691,032	2.0%
Environmental Management Services	5,222,244	0	628,899	0	0	-
Finance	10,953,030	11,986,791	12,119,009	12,141,530	154,739	1.3%
Fire & Emergency	49,765,311	52,049,470	52,633,420	54,792,300	2,742,830	5.3%
Infrastructure & Asset Management	7,368,120	8,501,232	8,049,798	8,730,000	228,768	2.7%
Halifax Public Libraries	18,360,013	18,797,464	19,271,091	19,673,900	876,436	4.7%
Human Resources	3,728,478	4,512,130	4,268,325	4,772,160	260,030	5.8%
HRM Police	65,387,097	70,190,394	71,973,994	74,949,140	4,758,746	6.8%
RCMP	18,139,300	19,324,900	19,282,520	20,353,100	1,028,200	5.3%
Legal Services	1,973,991	2,426,827	2,239,003	2,338,390	(88,437)	-3.6%
Outside Agency Support	6,157,953	0	5,779,503	0	0	-
Transportation & Public Works	170,553,055	178,910,733	187,233,324	184,476,619	5,565,887	3.1%
Sub-Total	\$416,479,430	\$430,997,177	\$448,046,221	\$448,054,054	\$17,056,878	4.0%
Fiscal Services	257,132,052	255,439,726	246,794,530	255,565,551	125,825	0.0%
Total Expenditures	\$673,611,482	\$686,436,903	\$694,840,751	\$703,619,605	\$17,182,703	2.5%
Excess of Rev. over Exp.	(\$86,700)	(\$0)	(\$5,835,302)	\$0	\$1	0.0%

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

Summary by Net Expenditures

	2007-08 Actual	2008-09 Budget	2008-09 Actual Unaudited	2009-10 Budget	Change over Budget	%
Office of the Auditor General	0	0	0	330,000	330,000	-
CAO & Governance	8,798,877	9,911,653	9,556,562	10,196,090	284,437	2.9%
Business Planning & Information Ma	15,994,940	18,777,308	18,652,205	19,013,818	236,510	1.3%
Community Development	17,663,336	19,445,427	17,527,825	19,619,990	174,563	0.9%
Environmental Management Services	142,325	0	(2,410)	0	0	-
Finance	(734,806)	3,838,791	3,646,094	3,788,430	(50,361)	-1.3%
Fire & Emergency	48,869,858	51,474,970	51,448,316	54,247,800	2,772,830	5.4%
Infrastructure & Asset Management	7,227,000	8,432,022	7,962,233	8,660,000	227,978	2.7%
Halifax Public Libraries	13,542,892	14,415,264	14,500,533	15,148,000	732,736	5.1%
Human Resources	3,727,360	4,512,130	4,260,824	4,772,160	260,030	5.8%
HRM Police	58,536,560	63,634,494	63,612,329	66,381,740	2,747,246	4.3%
RCMP	18,139,210	19,324,900	19,281,749	20,353,100	1,028,200	5.3%
Legal Services	1,881,951	2,355,827	2,130,205	2,194,390	(161,437)	-6.9%
Outside Agency Support	(11,396)	0	(52,897)	0	0	-
Transportation & Public Works	118,015,199	123,835,340	132,210,571	98,484,770	(25,350,569)	-20.5%
Business Unit Totals	\$311,793,308	\$339,958,126	\$344,734,139	\$323,190,288	(\$16,767,837)	-4.9%
Fiscal Services	257,132,052	255,439,726	246,794,530	255,565,551	125,825	0.0%
Non-departmental revenues	(569,012,061)	(595,397,852)	(597,363,971)	(578,755,839)	16,642,013	-2.8%
Total Net	(\$86,700)	(\$0)	(\$5,835,302)	\$0	\$1	-177.6%

Halifax Regional Summary

Summary by Gross Expense & Revenue Types

	2007-08 Actual	2008-09 Budget	2008-09 Actual Unaudited	2009-10 Budget	Budget	Change over %
Expenditures						
Compensation & Benefits	249,218,027	259,905,527	263,185,701	274,181,859	14,276,333	5.5%
Office	10,116,320	8,775,819	10,157,359	8,818,668	42,849	0.5%
Professional Fees	19,647,247	20,927,768	20,225,786	20,760,600	(167,168)	-0.8%
Legal & Consulting Fees	1,156,201	1,291,147	1,061,577	1,369,959	78,812	6.1%
External Services	53,066,756	52,345,004	56,992,862	54,572,848	2,227,844	4.3%
Uniforms & Clothing	1,304,007	1,540,389	1,367,029	1,595,300	54,911	3.6%
Salt	3,729,141	1,600,000	3,121,767	1,600,600	600	0.0%
Supplies & Materials	5,381,428	3,936,937	4,467,000	3,984,330	47,393	1.2%
Utilities	12,546,832	11,904,914	11,074,063	12,175,300	270,386	2.3%
Building Costs	5,642,017	5,466,083	5,956,240	6,056,280	590,197	10.8%
Equipment & Communications	16,357,557	12,602,859	16,652,677	11,566,591	(1,036,268)	-8.2%
Vehicle Expense	20,166,592	19,654,951	22,078,768	21,284,000	1,629,049	8.3%
Travel	1,835,550	1,490,964	1,946,237	1,606,379	115,415	7.7%
Training & Education	1,379,068	1,911,366	1,261,769	1,932,074	20,708	1.1%
Facilities Rental	4,160,289	5,589,888	4,773,466	5,210,500	(379,388)	-6.8%
Advertising & Promotion	1,158,509	1,293,248	1,268,290	1,162,450	(130,798)	-10.1%
Other Goods & Services	9,754,433	11,957,778	9,559,480	12,264,837	307,059	2.6%
Interdepartmental	(556,930)	(199,362)	(442,832)	(390,000)	(190,638)	95.6%
Debt-Interest	13,094,583	11,858,348	12,817,954	12,656,726	798,378	6.7%
Debt Principal	44,244,584	38,442,473	37,130,536	36,764,062	(1,678,411)	-4.4%
Transfer Outside Agencies	132,124,013	134,212,868	134,404,845	141,621,281	7,408,413	5.5%
Insurance Costs	2,633,255	4,374,625	3,290,742	4,374,600	(25)	-0.0%
Grants & Tax Concessions	5,646,664	6,635,593	6,224,064	9,088,100	2,452,507	37.0%
Transfer to/from Reserves	14,817,961	19,658,467	23,070,410	15,586,415	(4,072,052)	-20.7%
Fire Protection	9,227,599	12,425,503	9,504,591	9,802,500	(2,623,003)	-21.1%
Capital from Operating	33,339,500	30,983,000	30,983,000	33,849,700	2,866,700	9.3%
Debenture Discount	276,711	381,900	381,590	372,073	(9,827)	-2.6%
Provision for Allowance	3,483,369	3,139,268	3,523,991	3,137,751	(1,517)	-0.0%
Other Fiscal	(1,264,051)	643,213	(2,923,365)	1,040,823	397,610	61.8%
Prior year Surplus/Deficit	(75,747)	1,686,365	1,725,153	(4,427,001)	(6,113,366)	-362.5%
Total	\$673,611,482	\$686,436,903	\$694,840,751	\$703,619,605	\$17,182,703	2.5%
Revenues						
Tax Revenues	(345,683,296)	(373,587,610)	(374,217,328)	(364,188,884)	9,398,726	-2.5%
Deed Transfer Tax	(34,699,742)	(32,700,000)	(35,166,329)	(29,430,000)	3,270,000	-10.0%
Area Rate Revenue	(130,671,095)	(138,743,510)	(138,368,937)	(167,428,414)	(28,684,904)	20.7%
Tax Agreements	(5,964,187)	(4,793,700)	(4,681,163)	(3,830,000)	963,700	-20.1%
Payments in Lieu of taxes	(25,737,073)	(27,185,000)	(27,828,442)	(29,514,900)	(2,329,900)	8.6%
Transfers from other Gov'ts	(10,984,521)	(10,958,986)	(11,723,073)	(10,812,700)	146,286	-1.3%
Interest Revenue	(15,741,542)	(12,759,955)	(11,154,165)	(5,715,000)	7,044,955	-55.2%
Parking Meters	(2,590,392)	(2,570,000)	(2,586,274)	(2,625,000)	(55,000)	2.1%
Fines and Fees	(11,912,276)	(5,964,100)	(5,704,245)	(5,626,800)	337,300	-5.7%
Licenses & Permits	(4,616,236)	(4,854,116)	(4,765,386)	(4,891,900)	(37,784)	0.8%
Rental & Leasing	(5,897,963)	(5,899,300)	(6,224,537)	(6,104,400)	(205,100)	3.5%
Transit Revenue	(27,445,840)	(28,760,742)	(28,021,373)	(31,841,100)	(3,080,358)	10.7%
Sludge Tipping	(759,777)	0	0	0	0	-
Tax Certificates	(447,300)	(460,000)	(366,991)	(372,300)	87,700	-19.1%
Recreational Revenue	(3,828,239)	(3,695,243)	(3,963,415)	(3,864,100)	(168,857)	4.6%
Tipping Fees - Waste Resources	(11,228,004)	(11,422,932)	(11,157,151)	(11,301,500)	121,432	-1.1%
Sales Revenue	(5,343,336)	(7,161,610)	(7,743,806)	(7,269,700)	(108,090)	1.5%
HRWC Dividend	(3,569,259)	(3,720,742)	(3,622,229)	(3,700,000)	20,742	-0.6%
Waste Water Levies	0	0	0	0	0	-
Environmental Protection Levies	0	0	80	0	0	-
Other Revenue	(26,578,105)	(11,115,213)	(23,381,276)	(15,018,807)	(3,903,594)	35.1%
Interdepartmental Revenue	0	(84,144)	8	(84,100)	44	-0.1%
Total	(\$673,698,182)	(\$686,436,903)	(\$700,676,032)	(\$703,619,605)	(\$17,182,702)	2.5%

HRM STRATEGIC PRIORITIES - 2009/2010

HRM COMMUNITY VISION & VALUES

The Halifax Regional Municipality is committed to realizing a vision that fosters a community where people love to live, work, learn and play. HRM's 20/20 Visioning exercise created a statement, which provides a foundation for the corporate direction.

"HRM is a vibrant, caring, and connected community. Our community is built upon diverse cultures, respects the environment and our heritage, supports economic prosperity, and celebrates active citizenship."

This vision is based on citizen values which include:

- Communities working together
- Economic prosperity as the backbone of a successful community
- Responsible active citizenship
- Social justice for all
- Protecting our natural environment
- Preserving our heritage strength through diversity
- Dedication to a learning culture.

(Council endorsed October 3, 2000)

COMMUNITY QUALITY OF LIFE OUTCOME AREAS

Staff have done extensive best practice research on municipalities across Canada, and examined the Federation of Canadian Municipalities' Quality of Life Reporting System, to develop Community Outcome Areas for HRM. These are considered critical to the Municipality becoming one of the best, most livable municipalities in Canada. The Outcome Areas are reflective of the key elements that make the Municipality attractive to current and prospective residents, and help align the programs and services that the Municipality delivers, with the needs and wants of the people who live, work, play, learn, and do business here. The Outcome Areas ultimately reflect a region where, the residents are actively engaged in their community, people get value for their tax dollar, and they enjoy a high quality of life.

The Outcome Areas are ongoing – they will not be achieved in the short-term, but rather represent continuous goals for the Municipality. While the priorities in any given year may be adjusted to meet the changing needs of the community, these Outcome Areas will remain stable and reflective of the vision and values established for HRM.

The six Outcome Areas are:

- A Safe and Welcoming Community
- Integrated and Affordable Transportation Networks
- Diverse Recreation, Leisure, and Cultural Choices
- Well Planned and Engaged Communities
- Clean and Healthy Environment
- Economic Prosperity

Key performance indicators will be developed and used to track our progress towards achieving these outcomes. In support of the outcomes, the Council's Focus Areas and EMT Priorities direct expertise, resources and energy to be invested to best meet the needs of our community.

Outcome Area: A Safe & Welcoming Community

Outcome Statement: Citizens and guests benefit from a safe, welcoming and resilient community.

In November of 2006, Mayor Kelly initiated the Mayor's Roundtable on Violence and Public Safety in HRM. This was in response to growing concerns that violent crime in HRM was escalating. While reports indicate that violent crime has actually been trending downward in HRM for the past three years, the fact that residents of HRM were concerned, and in some cases felt unsafe in their communities, was the impetus for the Roundtable. An action plan was developed by Halifax Regional Police resulting from the recommendations in the Roundtable, and endorsed by Council on February 17, 2009.

Although citizens depend on both police and fire services to use enforcement and education to build a safe and welcoming community, HRM recognizes there are other strategies required to be successful as well. The Municipality needs to actively engage residents, build lasting partnerships with local private and not-for-profit organizations, and work cooperatively with other levels of government to address core safety and social issues. In addition, HRM needs to ensure that it is prepared to deal with public safety or natural disaster emergencies.

The perception of public safety is also enhanced through efforts to maintain a clean municipality, where neighbourhoods are kept free of decay and nuisance, and communities work together to be maintained and welcoming to residents and visitors.

How HRM intends to achieve these outcomes over the next four years:

- Create a public safety office with assistance from the Provincial Department of Justice.
- Continue to advocate for the establishment of specialty courts, with a new Mental Health Court to be opened in the Fall of 2009.
- The Mental Health Mobile Crisis Team will expand service beyond the core area of HRM to more rural communities.
- HRP/RCMP will explore additional options for the Restorative Justice Program.
- The HRM Safer and Stronger Communities Committee, a partnership between the Provincial Government and HRM, will explore opportunities to cooperatively address crime and its root causes, including crime prevention initiatives.
- HRP/RCMP will increase the focus on, and program opportunities for disengaged or marginalised youth and pre-teens.
- HRM will partner with the RCMP to expand their current service delivery in North Preston and surrounding communities through the establishment of a full-service satellite office.
- Fire Services will construct an Urban Search and Rescue Storage facility in Highfield Park. This facility will enable a more timely coordinated response to emergencies involving natural and man-made disasters.
- HRM will continue to develop and implement emergency measures comfort centres and pandemic planning for HRM.
- Fire Service will establish 6 community Fire Prevention Offices throughout HRM, to improve our ability to actively engage residents in a partnership of development, promotion and execution of fire prevention and life safety programs.
- Fire Service will continue to build on existing partnerships with the Departments of Health and Education, the Halifax Regional School Board and Private Industry (i.e. National Safe Communities, Community Safety Net) to expand or create opportunities to improve youth and pre-teens health and safety programs.
- Fire Service will continue to provide a proactive response to life safety issues, ensuring effective customer service for the citizens of HRM.
- Efforts will continue through the Good Neighbours, Great Neighbourhoods initiative to connect residents with each other in their communities, in an effort to create capacity for positive change.
- HRM will work towards enhanced by-law enforcement.
- Staff will continue to investigate other sources of funding for Council approval, in support of the streetscape program.

Outcome Area: Integrated and Affordable Transportation Networks

Outcome Statement: **Residents, businesses and travel ers enjoy a w ide ra nge o f well-planned, a ffordable, accessible and efficient multi-modal transportation options and transpor tation networks that allow the easy flow of people, goods and services throug hout the Municipality.**

A growing municipality requires a strong vision to manage traffic movements, strategically improve and expand roadways and transit service, and encourage alternative modes of transportation, such as walking and car-pooling. An effective regional transportation system links people and communities with each other, and the goods, services and employment opportunities which they seek; in an environmentally sensitive and fiscally responsible manner. It offers a choice of interconnected travel modes and forms a powerful tool for shaping future development. For this to occur, new investments in infrastructure or services should be strategically planned in conjunction with land use, and coordinated with all levels of government, and in consultation with the community.

How HRM intends to achieve these outcomes over the next four years:

- Deliver elements of the Regional Transportation Master Plan, including the 5-year Transit Enhancements Plan and the Active Transportation Plan.
- Identify an appropriate funding strategy to fund regional transit.
- The satellite transit garage facility at Ragged Lake will open in 2010 to address transit growth requirements and increase operational efficiencies.
- Expand HRM's fleet to enable additional routes, lower the age of transit fleet, and improve reliability.
- Continue to introduce new or expanded transit routes.
- The first of four Rural Express transit routes is planned for launch in 2009.
- Pursue funding opportunities for transportation and transit projects.
- HRM will continue planning for a transit corridor across the Halifax Peninsula, to improve travel times for new express service and local transit routes.
- Continue planning for new and expanded passenger facilities at the Bridge Terminal, Scotia Square, Burnside, Tacoma Drive, and Lacewood terminals.
- Extend the Harbour Ferry Network.
- Integrate bike lane construction with road paving / re-surfacing.
- Implement the Regional Parking Strategy.
- Optimize the existing road network through signal optimization, intersection improvements and other aspects of traffic planning and management in order to improve traffic flow.
- Increase road capacity through plans and projects such as the extensions of Wright Avenue, Mount Hope, Larry Uteck Boulevard and Margeson Drive, in anticipation of future growth patterns.
- Continue working with the Strategic Joint Regional Transportation Planning Committee

- (SJRTPC) to develop and deliver strategic transportation projects.
- Assess and act on opportunities presented as part of the Atlantic Gateway initiative.

Outcome Area: Diverse Recreation, Leisure, and Cultural Choices

Outcome Statement: **The health, well being, culture and diversity of HRM's residents are supported through a broad range of affordable and accessible recreation programs, well kept facilities, learning opportunities, unique cultural and heritage experiences as well as local and world class events and festivals**

An important characteristic for cities reporting a high quality of life is the level of recreational, cultural and lifelong learning opportunities available to the community. The emphasis of this Outcome Area is on providing opportunities for HRM residents to enjoy and participate in activities that promote personal growth and development, while facilitating a healthy, active population.

HRM's Community Recreation Services provides accessible and affordable community-based recreation programs and services through a variety of means, ranging from direct provision to various partnerships with community associations. Children and youth are the priority age groups targeted, and programs are offered at the introductory level. The youth engagement process will continue to be used to both engage youth and to work with youth to plan develop and implement youth services. An increased focus will continue to be placed upon disengaged or marginalised youth and pre-teens. Diversified programs and access to programs for these youth is a priority and need to continue to be supported in order to ensure that youth have a voice and are involved in issues effecting quality of life in their communities.

HRM owns over 60 recreation facilities with more than half of these facilities operated by volunteer Community Boards with community development assistance. The Municipality also owns, operates, maintains and recapitalizes a large number of physical assets such as parks, playgrounds and public spaces for the enjoyment of residents and visitors. In 2008 HRM completed the Community Facility Master Plan as part of a strategy to enhance community recreational opportunities, encourage health and wellness, and provide much needed space for community activities.

Halifax Public Libraries provide a lifelong learning centre for the community and an opportunity for residents to discover new ideas, the joy of reading and provide residents with a wealth of information. The Municipality houses fourteen branch libraries, a mobile library, and provides Books by Mail and Home Delivery services, as well as a host of other learning and information programs and services.

Investing in and supporting the arts, heritage and multiculturalism of the Region fosters a collective sense of community, history, and sense of belonging; strengthens a shared sense of identity; respects the diversity of HRM and its communities and people; and encourages civic participation. In 2006 Council approved the Cultural Plan, a comprehensive policy and action plan to guide investment and

set priorities for culture. The Plan serves to outline our efforts to develop workable partnerships to help incubate, develop and promote our creative community and culture, and contributes to Halifax's economy by making the Municipality an attractive, vibrant place for businesses to locate and people to visit. HRM also plays an active role in promoting and celebrating the diverse communities and cultures within our municipality. With the assistance of over 1,300 volunteers, HRM annually supports over 80 community events and celebrations which attract more than 400,000 residents and visitors.

How HRM intends to achieve these outcomes over the next four years:

- HRM is well underway with the new recreation facility slated to open in the summer of 2010 in Prospect, and renovation of the Centennial Pool will be completed in 2009 through a joint-funding effort with the Province of Nova Scotia
- Develop an implementation strategy for the recommendations of the Community Facility Master Plan (CFMP) which was completed in 2008 to guide a balanced, equitable and affordable approach to the provision of indoor and outdoor recreation and leisure assets.
- HRM won the bid to host the 2011 Canada Games which will result in further enhancement and re-investment in existing local recreational facilities.
- HRM plans to open a new four-rink complex in Bedford in 2010 to address the shortage of available ice time in Metro. In addition, a long range strategy will be developed resulting in a planned and predictable approach to replace and/or reinvest in existing aging arena facilities.
- Construct the highly anticipated Mainland Common Centre. In addition to being a comprehensive fitness destination for residents, this regional facility will be home to many of Nova Scotia's elite athletes. When completed the Mainland Common Centre will be the largest municipal complex east of Montreal.
- Improve accessibility to recreational facilities and services for all citizens.
- Continue planning for a new Central Library in downtown Halifax.
- Continue to evaluate the delivery model for recreation programs and services in HRM, and identify opportunities for transitioning some of HRM's municipally-owned, municipally-operated programs and facilities to a community-operated delivery model.
- Strive to eliminate the barriers for children and youth to participate in recreational opportunities through continued efforts to strengthen (support for) the HRM Kids program and other access programming.
- Implement the recommendations of the Cultural Plan, which focuses on developing initiatives intended to build a sustainable cultural industry, a culture-based regional economy, and culturally-rich, engaged, active citizenry.
- Work with local not-for-profit organizations to ensure the successful programming, operation and maintenance of HRM-owned, community-managed recreation facilities.
- HRM has applied for a Cultural Capital of Canada designation which would provide grants which go towards artistic and cultural programs in the community.
- Continue with the Community Art and Community Proud Programs.
- Implement the Public Art Master Plan to determine sites for future art projects, and continue

- planning for a major piece of public art in 2010.
- Complete the Major Events Hosting Strategy to improve HRM's position as a world class event region.
- Continue to collaborate with the Nova Scotia Department of Justice, Public Works and Government Services Canada, the Waterfront Development Corporation Ltd., and the Halifax Regional School Board to advance various community art initiatives, including the youth restorative justice community art program, and the Bedford Row and Mainland Street Mural projects.

Outcome Area: Well Planned and Engaged Communities

Outcome Statement: **Communities within HRM share the benefits of region-wide managed growth strategies; citizen engagement opportunities; maintained assets and infrastructure; responsive service delivery systems; and recognition of distinct urban, suburban, and rural identities.**

Well planned and engaged communities are characterized by a cohesive and well communicated vision of what the community needs in order to sustain a high quality of life. This involves an integrated approach to service delivery from the Municipality and its public and private sector partners, as well as the participation of residents, businesses and key stakeholders in creating the plans, that make the vision a reality.

The smart growth approach introduced in the Regional Plan calls for centre-based development, with focussed residential, employment, and recreational use in the urban core, where infrastructure already exists and where people can easily choose to walk or take transit wherever they go. This idea of dense living capitalizes on existing infrastructure, and is a pillar of HRM's approach to sustainability. Not only does it assist in improving the livability of these centres, it contributes to more affordable service delivery for all residents and businesses.

Building communities that are self supporting and equipped to address opportunities and challenges is essential to HRM's success. Furthermore, many community challenges have underlying social issues which must be addressed in partnership with other agencies and levels of government. Recognizing the important function communities can play in their respective development has required HRM to reconsider its approach to service delivery, and shift towards a community-based service delivery model. The model focuses on the positive assets of each community, and less on needs. It emphasizes the importance of community being involved in setting its own priorities and being part of the solutions. The essential ingredient of community building is a healthy volunteer base that is engaged and active in community life and is proud of their community and its cultural diversity. HRM continues to partner with local organizations to provide support to volunteer groups and initiatives that work to build community capacity and leadership.

How HRM intends to achieve these outcomes over the next four years:

- Implement recommendations of the Regional Plan, and conduct a 5-year review of the progress of the Plan in 2011.
- Deliver on functional plans to address region-wide facility planning and service delivery needs.
- Through the HRMbyDesign project, deliver clear and predictable development standards and procedures in order to further improve planning application processing times, improve the quality of development, and provide clarity for developers and communities.
- Adopt HRMbyDesign for downtown Halifax in 2009, and for the remainder of Regional Centre over the next several years.
- Draft new Municipal Planning Strategy (MPS) and Land Use Bylaw (LUB) for downtown Halifax and the remainder of the Regional Centre.
- Develop a plan to ensure that HRM Council Committees and Community Councils are efficient, effective, and appropriately scaled.
- Implement HRM's Communications Strategy.
- Continue to implement the multi-year Community Visioning project (as approved in 2008) to identify community planning and service requirements, and build citizen capacity to allow communities to undertake local initiatives.
- Complete the community visioning exercises underway for Spryfield, Penhorn/Woodlawn, and Middle Sackville, and support the implementation of the approved visions for Bedford Waterfront, Fall River and Musquodoboit Harbour.
- Ensure HRM's Community Engagement principles and processes, form part of all new exercises / projects / initiatives and implement the Community Engagement Strategy.
- Continue to implement the Immigration Action Plan.
- Enhance regulations to support and conserve the heritage and history of HRM while balancing the economic need for development.
- Continue with the strategic acquisition of land to preserve traditional access points to rivers, lakes and coastlines and allow for facilitated development through the Open Space Functional Plan.
- Deliver the Heritage Master Plan.
- Advocate for an adequate supply of affordable market housing and a mix of housing types in various development areas.
- Encourage development in areas with low land and infrastructure costs.
- Create a GIS and asset management strategy to adequately track, manage and maintain the quality of HRM's assets and infrastructure.
- Assist community groups and local volunteer organizations with recruiting, training, and retention of community volunteers, to build leadership and capacity within HRM's communities.
- Continue to partner with the United Way, Metro Universities, Capital Health Districts, Library, HRP and RCMP on volunteer initiatives.
- Provide financial assistance to registered non-profit societies and charities throughout the region, offering a diverse array of environmental, cultural, and social programs and services.

- Provide tools, resources, internal process and messaging that supports community building (Good Neighbours, Great Neighbourhoods).

Outcome Area: Clean and Healthy Environment

Outcome Statement: **HRM is a community that values and protects its natural resources and reduces its ecological footprint, through environmental sustainability strategies that promote clean air, land and water.**

The Municipality utilizes a five-pillar approach to managing its impact on the environment. The core pillars are Clean Air, Clean Land, Clean Water, Clean Energy, and a fifth pillar – Smart Growth - that was introduced through the centre-based development approach of the Regional Plan. Projects like HRMbyDesign support this pillar by focussing residential, employment and recreational uses in the urbanized core where infrastructure already exists, and where people can easily choose to walk or take transit to places they need to go.

Over the past several years, HRM has undertaken a number of projects aimed at protecting the quality of the natural environment, and at mitigating the impact of our community on our surroundings. For example, HRM has undertaken the Harbour Solutions Project, a \$333M effort aimed at improving the water quality of HRM's harbour. This project continues to assist in renewing marine ecosystem health, and improving the quality of life for residents in HRM by way of increased recreational opportunities and reduced health risks. In addition, there are economic benefits associated with increasing the attractiveness of the municipality. The Halifax wastewater treatment facility (WWTF) began accepting flows in November 2007, the Dartmouth Cove plant entered the commissioning stage in 2008, and the Herring Cove plant is under construction with commissioning scheduled for summer, 2009.

Fiscal year 2008/09 marks the tenth anniversary of the implementation of the citizen-developed Integrated Solid Waste/Resource Management system (ISW/RMS). The goal set by Regional Council of 60% waste diversion (recyclables, composting) was achieved for the first time in 2008/09; and a survey in the fall of 2008 revealed that an average of 90 % of residents are satisfied with the ISW/RMS programs and services. HRM is one of a few municipalities in Canada that has a strategy which mandates industry to reuse/recycle 75% of Construction & Demolition Waste. HRM continues to maximize the delivery of current services, and manage ever increasing costs.

The Municipality is also taking strides to reduce the amount of emissions produced by its assets, and by the community-at-large. The continued conversion of street lights and traffic signals to LED, the implementation of energy-efficient retrofits on existing facilities (for example, the Alderney 5 Energy Project, a \$3.6 million energy-efficiency retrofit of five municipal buildings on the Dartmouth, Nova Scotia waterfront), and the exploration of wind energy opportunities are among many initiatives underway by the Municipality.

The Municipality has also introduced an anti-idling bylaw, produced a series of environment-

friendly media messages to make residents aware of how they can contribute to keeping our community healthy, and is making investments in transportation and development initiatives that will have environmental benefits associated with easing traffic congestion and urban sprawl. HRM's environmental sustainability is dependent upon the efforts of all residents and businesses to protect the quality of the air, land and water that makes our community a clean and healthy place to live.

How HRM intends to achieve these outcomes over the next four years:

- Deliver elements of HRM's Clean Air strategy.
- Continue to 'Green' HRM's fleet and assets through the use of BIO fuel in HRM's buses and by recycling re-usable equipment.
- Emphasize Active Transportation and alternatives to vehicular transit.
- Ensure sufficient open space and green space through the Open Space and Urban Forest Functional Plans.
- Continue to publish and distribute the HRM Naturally Green newsletter and provide environmental stewardship messages through local media outlets, to educate and inform the public about opportunities and regulations for waste management, energy conservation, and environmental protection.
- Investigate revenue opportunities from solid waste diversion from HRM landfills.
- Commission and bring online the Dartmouth Cove and Herring Cove waste water treatment facilities.
- Continue to liaise with Nova Scotia Environment to seek pragmatic solutions around implementation of new federal wastewater legislation (the municipal wastewater effluent strategy).
- Establish HRM as a major stakeholder in the development of the provincial water resources management strategy, which focuses on identifying, protecting and monitoring sustainable use of water resources.
- Work with the province to maintain the effective legislation and regulations currently in place around biosolids.
- Continue to keep leakage in the water distribution system close by adopting international best practices.
- Develop partnerships with Federal and Provincial governments to leverage funding for energy efficiency buildings and assets.
- Explore and implement renewable energy solutions for all new facilities and retrofits.
- Apply Sustainability Filter to all corporate decisions.
- Through the Community Energy Plan, continue to identify opportunities to reduce HRM's greenhouse gas emissions.
- Continue conversion of conventional traffic signals to LEDs.
- Enter into a joint pilot program with Nova Scotia Power to explore energy efficient street lighting options.
- Improve contribution to GHG reduction compliance through reduced congestion on key traffic corridors.

- Implement the Commuter Trip Reduction program aimed at reducing the number of HRM staff commuting to work using single occupant vehicles.
- Encourage car pooling through the HRM Ride Share program.

Outcome Area: Economic Prosperity

Outcome Statement: HRM is the centre of economic activity for Atlantic Canada and supports and grows a business climate that attracts and retains businesses and residents to the Municipality.

HRM is the centre of economic activity for Atlantic Canada. Our citizens benefit from an attractive business climate that is supported by a fair and equitable tax system, that offers good value for taxes paid, is commensurate with the level of government services provided, and emphasizes sustainable economic development.

With our excellent location, business climate, infrastructure, and quality of life, the Municipality is poised to expand its role as a key hub in the Atlantic Gateway for the movement of goods and people; both to and from North America, and to grow an already substantial service and knowledge-based economy.

Continued emphasis on fiscal responsibility, strong partnerships with other levels of government and our community partners; combined with efforts to improve and find efficiencies, will ensure programs and services are delivered to residents and businesses in a cost-effective and transparent manner that contribute to the financial success and sustainability of the Municipality.

The Municipality has adopted a regional strategy for economic development: “*Strategies for Success*.” The strategy recognizes HRM is one of many stakeholders who must work collaboratively to promote economic growth. In conjunction with private and public sector partners on the Greater Halifax Partnership Board, the Municipality has worked to establish a structure to oversee priority setting and integration of all aspects of strategy implementation. HRM acknowledges the important role of the Halifax Chamber of Commerce in ensuring ongoing commitment to the economic strategy by all stakeholders, through the Chamber’s annual Economic Strategy Scorecard Report.

HRM is committed to the implementation of *Strategies for Success* and will continue to focus its efforts on ways to support the achievement of key outcome measures set out in the strategy. These outcome measures are used as a basis for the Chamber of Commerce Scorecard¹.

In 2006 HRM adopted a Government Relations Policy aimed at increasing the effectiveness of the municipality’s relations with other levels of government and community partners. Since that time, HRM has seen a growing number of collaborative projects and improved communication between its officials and the provincial and federal governments. The three levels of government regularly

¹ HRM benchmarks its economic performance against the cities of; St. John’s; Quebec; London; Regina; and Victoria, which are of similar size and economic structure to HRM.

seek to align priorities in order to best meet the needs of our citizens. HRM has also strengthened partnerships with community stakeholders and currently has seven Memorandums of Understanding in place outlining areas of increased collaboration.

How HRM intends to achieve these outcomes over the next four years:

- Deliver key elements of the HRM Economic Strategy (including such key deliverables as the development of the Atlantic Gateway, implementation of HRMbyDesign principles, and the preparation of a Business Parks Functional Plan).
- Continue with tax reform efforts to ensure fair and equitable taxation and appropriate revenue generation for program and service offerings.
- Increased funding for HRM priorities and Council Focus Areas – particularly infrastructure and transit.
- Continued investment in public infrastructure, including such projects as the Mainland Common Community Centre. In addition, identify funding opportunities for the 4-arena complex in Bedford, the redevelopment of the Cogswell Interchange, and a new downtown convention centre in a possible new partnership agreement with the Province.
- Continue to implement HRM's Immigration Action Plan and work with other partners to implement other aspects of HRM's Regional Immigration Strategy.
- Enhance HRM's brand recognition to support recruitment and retention of talent, attract new businesses, and promote tourism.
- Re-examine HRM's debt policy and capital budget to take advantage of near-term leveraging opportunities.
- Increase the threshold for HRM's Low Income Rebate Program, to keep pace with the average increase in taxes.
- Implement a reserve strategy to ensure adequate protection against economic challenges.

Council Focus Areas

HRM's strategic priorities are represented by a dual set of focus statements. The Council Focus Areas (CFAs), reflect what the community expects from HRM, and the Executive Management Team (EMT) priorities address administrative priorities for running the business of the Municipality.

In 2006/7 Halifax Regional Council first adopted the use of Council Focus Areas (CFAs). Council's Focus Areas are an articulation of Council's direction to the administration on where to apply additional effort and resources. With limited capacity and resources available, Council develops the CFA's to ensure that extra effort is applied to key areas with specific goals.

The Council Focus Areas have been identified as requiring re-allocation of resources and focused attention, while developing the budget and business plans. The important themes of environmental sustainability and physical accessibility will continue to be emphasized in all of these areas.

Council's Focus Areas, listed in no particular order are:

- Community Planning: Ongoing implementation of the Regional Plan
- Governance and Communication
- Infrastructure
- Public Safety: Implementation of the Mayor's Roundtable on Violence Report
- Transportation

I. Community Planning: Ongoing implementation of the Regional Plan		
Outcome:		Goals:
1	Functional Plans which provide guides for strategic operating & capital investments	<ul style="list-style-type: none"> • Completion of 21 Functional Plans to address region wide facility planning and service delivery needs
2	The development of Community Visions for all Regional Plan Growth Centres	<ul style="list-style-type: none"> • Guide Council and staff in preparation of Municipal Planning Strategy reviews • Service delivery and capital project planning • Build citizen capacity for communities developing visions
3	Clear and predictable development standards and procedures	<ul style="list-style-type: none"> • Improved planning processing times • Improved quality of development • Clarity for developers & community on expectations

4	Enhanced regulations and support framework for Heritage Conservation	<ul style="list-style-type: none"> • Barrington Street Heritage District Implementation • Heritage Functional Plan (Heritage Conservation Districts) • Legislative review of Heritage Property Act (Provincial)
5	Enhanced public access to rivers, lakes and coastlines	<ul style="list-style-type: none"> • Master Plans – large subdivisions • Strategic acquisition identified in Regional Plan • Preserve traditional access points (no development applications)
6	Affordable Market Housing	<ul style="list-style-type: none"> • Provide clarity - Municipal mandate vs. Provincial mandate • Encourage development in areas with low land & infrastructure costs • Transit orientated community design & development • Mix of Housing types
7	Implementation of HRM by Design: New MPS & Bylaw for Downtown Halifax & remainder of regional centre	<ul style="list-style-type: none"> • Public Hearing for Downtown (Spring 09) • Staff recommendations for Regional Centre (Fall 09)

II. Governance & Communication		
Outcome:		Goals:
1	Committee and Council Reform: To meet Council's objective of creating a council & committee governance structure that is efficient, effective, scaled appropriately, and where decisions are made at the appropriate level	<ul style="list-style-type: none"> • Alignment of Committees of Council • District Boundaries Review (Council size) • The role & authority of Community Councils
2	Communications: HRM is the source of information about the region's plans, priorities & growth	<ul style="list-style-type: none"> • To ensure a proactive approach to HRM Communications <ul style="list-style-type: none"> • Internal (Council, Staff) • External (citizens, media, government & stakeholders)

III. Infrastructure		
Outcome:		Goals:
1	More community facilities and maintenance of existing facilities	<ul style="list-style-type: none"> • Provide more community recreation facilities and fix existing facilities • Increase Community centre funding • Implement Facilities Master Plan
2	Improved street, road and sidewalk conditions	<ul style="list-style-type: none"> • Improve streets, roads & sidewalk conditions
3	Community Beautification	<ul style="list-style-type: none"> • Development of a Creative Communities Strategy • Develop goals for HRM's Urban Forest • Develop a region wide system of parks, trails and beautiful streets • Provide protection to landmarks and cultural landscapes • Create a walkable, livable city
4	Playground, Parkland and Garden Improvements	<ul style="list-style-type: none"> • Improve playgrounds, parkland and gardens • Protect and promote natural assets, views & water access • Improve existing parks

IV. Public Safety: Implementation of the Mayor's Roundtable on Violence Report		
Outcome:		Goals:
1	Implementation of the recommendations in the report relative to Diversity	<ul style="list-style-type: none"> • Develop a collective diversity strategy
2	Police Community Response	<ul style="list-style-type: none"> • Enhance public communication around crime reduction strategies
3	Provincial Partnerships	<ul style="list-style-type: none"> • Enhance relationships in developing collective public safety initiatives
4	Sustainability Initiatives	<ul style="list-style-type: none"> • Create a public safety office providing leadership and coordination around public safety
5	Community Engagement	<ul style="list-style-type: none"> • Mobilize communities through engagement and collective public safety strategies

V. Transportation		
Outcome:		Goals:
1	Transit Enhancements	<ul style="list-style-type: none"> • Deliver elements of approved 5 Year Approach to Transit Enhancements • As part of 5 Year Operating Plan optimize existing and future service to achieve efficiencies
2	Active Transportation including Multi Use Trails, Walkways, Bike lanes, sidewalks	<ul style="list-style-type: none"> • Deliver elements of the Active Transportation Plan approved in 2006
3	Traffic Management (Transportation Planning) includes inter-governmental coordination, capability projects, network optimization	<ul style="list-style-type: none"> • Introduce capacity into the network • Optimize the existing network • Continue the Strategic Joint Regional Transportation Planning Committee

HRM ADMINISTRATIVE VISION & VALUE STATEMENTS

“As a beautiful region that is attractive for citizens to live and work, HRM is the best managed municipality in Canada, where service to our residents and our community is our priority.”

(Revised by EMT, 2008)

The following core values act as a guide to all employee decisions, actions and behaviours:

- Act with Respect
- Deliver Quality Service
- Value Diversity
- Act with Integrity
- Be Accountable

EXECUTIVE MANAGEMENT TEAM PRIORITY AREAS

The Chief Administrative Officer is responsible for leading the organization in carrying out the direction of Council. The Executive Management Team has identified the following three administrative priority areas in which additional emphasis is required over the coming year. Each address areas of service delivery and together form the basis for that which the CAO recognizes as strategically important for making HRM one of the most livable, best managed municipalities in Canada. Their success will require the commitment of all Business Units, and therefore will be monitored by EMT on a regular basis.

The following Priority Areas are considered critical in achieving success:

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

A series of indicators that HRM will use to measure success are included with each EMT Priority. While not all of these are currently available, HRM will explore the feasibility of using these indicators to enhance the organization’s understanding of key performance drivers, and to improve decision-making.

EMT Priority: FISCAL RESPONSIBILITY

Fiscal responsibility is achieving a balance of legislative compliance, public expectations, and needs through the efficient and effective management of municipal resources.

What will long term success look like?

- HRM's tax burden on a typical home is competitive with other similar municipalities.
- HRM maintains an approach that manages debt and is flexible enough to support judicious use of debt, if there is a compelling business reason and a solid business case.
- HRM's infrastructure assets are well managed and their condition is documented and maintained.
- HRM complies with all financial and administrative policies and practices.
- HRM maintains a responsible level of financial reserves to mitigate future risks.
- HRM controls the cost of its services to ensure they are competitive, efficient and effective compared to benchmark municipalities.

What will HRM do to achieve success in 2009/10?

- Review, revise, and continue to operate in accordance with the Multi-Year Financial Strategy.
- Conduct multi-year business planning to provide a more predictable financial framework and to enable the delivery of a Corporate Plan for 2010/11.
- Review and implement debt policy and strategies to enable responsible use of debt financing.
- Implement and review strategies to increase the health of reserve funds.
- Establish and continue to refine an asset management model in accordance with the 80/20 rule approved by Regional Council.
- Continue to refine the Capital Investment Plan and infrastructure planning tools.
- Develop and implement an infrastructure recapitalization plan.
- Develop an infrastructure condition report.
- Develop a service review process and identify opportunities for operational efficiencies.
- Develop a policy to ensure appropriate service fees and fines are maintained.
- Continue to implement recommendations of internal operational reviews.
- Develop an Enterprise Risk Model.

What will HRM measure to determine success?

- Benchmarking of HRM's tax burden on a typical home against similar municipalities
- Standard & Poor's rating
- Tracking of the debt ratio and related benchmarks such as investment plan performance and liquidity notes
- Infrastructure condition reports
- Monthly financial and administrative compliance reports

- Reserve funds as a percentage of total operating expenditures
- Municipal expenditures per dwelling unit
- Stakeholder surveys and feedback
- RUSH tool

EMT Priority: EMPLOYER OF CHOICE

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

What will long term success look like?

- The HRM workforce is composed of skilled and engaged employees.
- HRM has a diverse workforce, representative of the community.
- HRM is recognized as a great place to work.
- HRM provides a safe and healthy work environment.

What will HRM do to achieve success in 2009/10?

- Continue to improve HRM's Total Rewards program to ensure employee compensation levels reflects market conditions.
- Continue to improve the leadership development strategy.
- Continue to promote HRM as an Employer of Choice.
- Shorten process time to fill vacancies.
- Implement Corporate and Business Unit succession plans with a focus on transfer of knowledge.
- Continue to implement corporate attendance management strategies.
- Improve internal communications with a focus on total compensation, organizational change and employee feedback mechanisms.
- Improve HRM's employee orientation / on-boarding program.
- Develop training plans to increase performance and organizational effectiveness.
- Continue to develop and maintain strategic partnerships to enhance workforce planning.
- Continue to focus on building a workforce that is representative of our community and reflects a variety of talents, skills and perspectives.
- Continue to promote and improve corporate safety by implementing recommendations from the municipal safety audit and Corporate Safety Plan.

What will HRM measure to determine success?

- Employee turnover rate
- Employee engagement survey results
- Expenditures on training and development
- Personal Development Plan objectives
- Attendance Reports
- Average length of service
- Length of time to retirement eligibility
- Length of hiring process
- Vacancy Rate
- Grievances and Workplace Rights Complaints
- Number of workplace injuries
- Workforce demographics
- Corporate safety audit
- Results of interviews with key employees and high performers, as well as exit interviews

EMT Priority: EXCELLENCE IN SERVICE DELIVERY

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

What will long term success look like?

- Quality of life for citizens is improved.
- Comprehensive service standards in place to enable effective analysis of HRM programs and services.
- HRM is meeting or exceeding service standards.
- High level of community satisfaction with the quality of service.

What will HRM do to achieve success in 2009/10?

- Continue to coordinate and monitor the implementation of HRM's Customer Service Strategy.
- Continue to implement the integrated customer contact strategy.
- Continue to improve and refine the front-end customer intake and referral process
- Service standards will be developed and documented.
- Implement strategies which enable service standards to be met.
- Continue to innovate services through the effective and efficient use of technology and track the benefits realized.
- Develop and implement tools that measure the level of importance of services and conduct

- ongoing program and service review
- Measure community satisfaction with those services to monitor the effectiveness of service delivery.

What will HRM measure to determine success?

- Performance against community quality of life indicators
- Call centre / 911 grade of service reports
- Track performance against established service standards
- Information, Communication and Technology (ICT) reports
- Results of stakeholder surveys and feedback

Office of the Chief Administrative Officer

Business Plan - 2009/10

Mission: *To ensure the effective implementation of HRM policy and priorities by providing information, support, and guidance to Regional Council and leading the staff and administrative functions of the corporation.*

Business Unit Overview:

The focus of the Office of the Chief Administrative Officer is on achieving corporate goals as established by Regional Council. The Business Unit comprises an Executive Management Team (EMT) which includes the Chief Administrative Officer and two Deputy Chief Administrative Officers, as well as those division units that report directly to EMT. Collectively, the units are responsible for providing information and guidance to Council, as well as vision and leadership to staff, to ensure the implementation of HRM's corporate direction and strategies.

Chief Administrative Officer (CAO)

Dan English

The **Chief Administrative Officer (CAO)** is the head of the administrative branch of the government of HRM. The CAO is accountable to the Mayor and Council and provides leadership in the development, implementation and administration of all policies and programs approved by Regional Council. This includes a number of strategies and initiatives which are based on Council Focus Areas and corporate priorities. These strategies and initiatives often require collective action by staff and/or business units, Council, external partners, other levels of government, and communities. In addition, the CAO ensures Council's decisions are implemented and provides direction and oversight to Halifax Regional Fire and Emergency Services and Halifax Police Services.

External and Corporate Affairs

Jennifer Church

External and Corporate Affairs provides strategic advice and support to the corporation on a wide range of initiatives by building relationships, strengthening the corporate image, managing partnerships, and creating opportunities for effective integration. The unit encompasses public affairs, internal/external communications, corporate affairs, corporate policy, intergovernmental affairs, economic policy, and CAO office coordination.

Business Systems and Control

Cathie Osborne

Business Systems and Control assists management by providing objective and independent analysis, advice, consultation, and recommendations through comprehensive business process reviews. Functions include coordinating and monitoring operational and program studies; reporting on areas of operational risk; and conducting investigations upon allegations of irregularities or unethical conduct.

Council Support Office
Cathie Barrington

The **Council Support Office** coordinates constituent relations, communications, and administrative support to members of Regional Council in the administration of their duties. In addition, the office liaises with constituents and HRM staff to investigate issues or concerns, and shares information to support elected officials.

Mayor's Office
Debbie Chambers

The **Mayor's Office** coordinates constituent relations, communications, and administrative support to the Mayor in the administration of his duties. In addition, the office liaises with constituents and HRM staff to investigate issues or concerns, and shares information to support the Mayor.

DCAO - Corporate Services and Strategy
Geri Kaiser

The **Deputy Chief Administrative Office - Corporate Services and Strategy (DCAO-Corp)** ensures Council's decisions are implemented and provides direction and oversight to corporate Business Units (Finance, Human Resources, Business Planning and Information Management, Legal Services). The DCAO-Corp approves council reports, business plans and budgets for corporate Business Units and co-Chairs the Senior Management Team, which consists of all Business Unit Directors. In addition, the DCAO-Corp oversees the Municipal Clerk's Office, which supports the legislative process of local government, including municipal elections.

DCAO - Municipal Operations
Wayne Anstey

The **Deputy Chief Administrative Office - Operations (DCAO-Ops)** ensures Council's decisions are implemented and provides direction and oversight to operational Business Units (Transportation and Public Works, Infrastructure and Asset Management, Community Development). The DCAO-Ops approves council reports, business plans and budgets for operational Business Units and co-Chairs the Senior Management Team. In addition, the DCAO-Ops oversees the Harbour Solutions Project and Library Services.

Summary of Business Unit Structure Changes:

- The Community Response Initiative has been transferred to Halifax Regional Police Services to form part of the new HRM Public Safety Office.

Core Operations and Services provided:

- Leadership support and oversight to nine core Business Units, with a total staff complement of approximately 3,600 full and part-time employees;
- In 2008, Marketing, Design and Print Services produced more than 7,600,000 impressions for printing and copying, completed 1,800 marketing projects, and dealt with close to

425,000 pieces of mail;

- Legislative and administrative support to 23 Councillors, one per District, each representing an average of 15,000 residents;
- Legislative and record keeping services to Regional Council, six Community Councils, and more than 30 Committees of Council, as well as the public and HRM staff;
- In the 2008 Municipal and School Board elections 28,709 voters cast their ballots electronically. E-voters cast their ballots from more than 30 countries, more than 50 Canadian towns and cities, 28 states, and every university in Atlantic Canada;
- The Municipal Clerk's Office maintains and consolidates more than 120 municipal by-laws;
- Seven Memorandums of Understanding (MOUs) signed to better define and coordinate the municipality's relationship with external stakeholders.

Funded Full Time Equivalents (FTEs):

	2007/08 (Approved)	2008/09 (Approved)	2009/10 (Proposed)
Permanent FTEs (includes full- and part-time)	68	69	66

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2008/09 Budget		\$9,911.7
1	Salaries and benefits - includes cost changes resulting from merit increases, classification reviews and employer benefit costs	139.4
2	Increase in communications and marketing budget to support Council Focus Areas	300.0
3	Re-allocation from the Business Systems and Control budget to contribute to the establishment of the HRM Auditor General Office	(150.0)
4	Decreased costs due to completion of 2008 Election	(1655.0)
5	Decrease in transfer from Municipal Election Reserve (Q313) due to completion of 2008 Election	1655.0
6	Increase in interdepartmental revenue	(5.0)
2009/10 Budget		<u>\$10,196.1</u>

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2009-2012 time frame.

Challenges with Community-wide Impact:

- **Delivering Council Focus Areas:** Regional Council has adopted areas of focus to set the future direction of HRM and to assist in resource allocation. Council Focus Areas include programs and services where Council has determined they want to have the greatest impact. The Council Focus Areas are Transportation; Infrastructure; Public Safety; Community Planning; Governance and Communications. In addition, environmental sustainability and physical accessibility will be apparent throughout all of the focus areas. Since the focus areas provide an effective tool for guiding Council's future direction, it is vital to ensure that corporate resources are properly aligned to support these areas.

- **Implementation of Strategic Policy:** Increasingly, the development of strategic policy has been a priority for HRM during the last several years. As a result of this process, several key strategies, plans and initiatives have emerged. Each addresses challenging areas of public policy about which residents and Council are concerned and where improvements may be needed. Some require the involvement of more than one Business Unit and/or level of government, while some will only be successful if supported by individuals and local communities, as well as by other levels of government.

Challenges with Service Delivery / Business Unit Impact

- **Demand for Internal Services:** Resources for internal services, especially those for communications and marketing support, have been strained by an increasing demand for products and services. The demand for existing resources will increase as Council Focus Areas are further implemented, making it more difficult to adequately support the focus areas and effectively convey the municipality's priorities to the public.
- **Engaging Employees:** Effectively engaging and recognizing employees is a major challenge in an organization as large and diverse as HRM. Providing leadership and support to existing employees and recognizing their valuable contributions are essential in the municipality's quest to enhance its reputation as an employer of choice. HRM has initiated an employee engagement strategy which will identify opportunities to address this challenge.
- **Managing External Relationships:** HRM has multiple formal and informal relationships with external stakeholders including other levels of government, a variety of interest groups and community organizations, and the private sector. Often, the interests or mandates of more than one of these partners conflict or overlap. Effectively managing these multiple relationships is a challenge, but necessary to ensure the proper alignment of HRM's services and mandates with those of other stakeholders.

Strategic Goals (2009-2012)

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

Strategic Goal 1: Implementation of Council Focus Areas

Strategic Goal 2: Implementation of Executive Management Team (EMT) priorities

Strategic Goal 1: Implementation of Council Focus Areas

Corporate Strategy Linkage:

Direct linkage to all five Council Focus Areas (Transportation; Community Planning; Infrastructure; Public Safety; Communications and Governance)

Description:

The office of the CAO plays a dual role in relation to Council Focus Areas. The CAO and Deputy CAOs provide leadership and support to the business units that are directly responsible for four of the focus areas: Transportation; Community Planning; Infrastructure; and Public Safety. Two units within the CAO office are co-leading the implementation of the fifth Council Focus Area: Communications and Governance. External and Corporate Affairs is the lead on Communications, while the Office of the Municipal Clerk is responsible for the Governance portion of the Focus Area. In addition, part of the role of External and Corporate Affairs is to provide communications and marketing support to all of the Council Focus Areas.

Strategic Goal 1: Implementation of Council Focus Areas	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: Improved Internal / External Communications</i>	
S1.1.1	Develop and begin implementation of communications and marketing strategies for Council Focus Areas.
S1.1.2	Begin implementation of a comprehensive HRM Communications Strategy.
<i>S1.2 Outcome: Committee and Council reform</i>	
S1.2.1	Integrate and bring to Regional Council recommendations on realignment of Council Committees.
S1.2.2	Plan the major District Boundary review required in 2010.

Strategic Goal 1: Implementation of Council Focus Areas	
Anticipated Outcomes and Objectives (2009-2012):	
S1.2.3	Develop a plan for Regional Council's consideration of the roles and authority of Community Councils.
<i>S1.3 Outcome: EMT leadership in supporting Council Focus Areas</i>	
S1.3.1	Ensure corporate resources and support are appropriately aligned with the five Council Focus Areas.
S1.3.2	Ensure the relevant linkages and interdependencies among the Council Focus Areas are identified and strengthened.
S1.3.3	Support the Transportation Focus Area by conducting policy and research work to determine the feasibility of establishing a Capital Transportation Authority.

Strategic Goal 2: Implementation of Executive Management Team (EMT) priorities

Corporate Strategy Linkage:

Direct linkage to all EMT Priorities (Fiscal Responsibility, Employer of Choice, and Excellence in Service Delivery)

Description:

In addition to Council Focus Areas, the Executive Management Team (EMT) identifies priority areas for which emphasis is required. In recent years, Regional Council has endorsed a number of plans which provide clear direction on how to deliver on these priority areas, while the corporation has been aligned in an effort to properly resource these priorities. Many of these are ongoing and long term in nature, but have specific annual deliverables. As a result, the focus in annual planning is to integrate these priority initiatives and strategies into day-to-day operations. The role for the CAO office is to oversee and support the implementation of the priorities for which other Business Units are responsible, as well as to deliver on those aspects of the priorities for which the CAO office is directly responsible. For the 2009/2010 fiscal year, the EMT priorities are Fiscal Responsibility, Employer of Choice, and Excellence in Service Delivery.

Strategic Goal 2: Implementation of Executive Management Team (EMT) priorities	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.1 Outcome: EMT leadership in supporting Fiscal Responsibility, Employer of Choice, and Excellence in Service Delivery</i>	
S2.1.1	Ensure appropriate direction is provided to Business Units to support the implementation of EMT priorities and achievement of results.
S2.1.2	Regularly monitor progress of EMT priorities and, where necessary, adapt approaches.
<i>S2.2 Outcome: Effective implementation by CAO Business Unit of activities directly related to EMT priorities</i>	
S2.2.1	Fiscal Responsibility - Lead a review of the Multi-Year Financial Strategy.
S2.2.2	Fiscal Responsibility - Use recommendations from operational reviews to identify and implement opportunities for improved corporate efficiencies.
S2.2.3	Employer of Choice - Develop and implement a plan to respond to the CAO Business Unit results of the latest Employee Engagement survey.
S2.2.4	Employer of Choice - Continue to improve and maintain working relationships between Council and staff.
S2.2.5	Employer of Choice - Improve internal communication related to employee benefits and opportunities, organizational change, and employee feedback.
S2.2.6	Service Delivery - Coordinate and monitor the ongoing implementation of HRM's Customer Service Strategy.
S2.2.7	Service Delivery - Support a process to develop and document service standards as a key element of customer service.

Operational Goals (2009-2012)

The operational goals for the Office of the Chief Administrative Officer are:

Operational Goal 1: Support the Mayor and Council in their roles as public representatives

Operational Goal 2: Provide leadership and support to management and staff

Operational Goal 3: Effective and coordinated liaison with external partners

Operational Goal 1: Support the Mayor and Council in their roles as public representatives

Corporate Strategy Linkage:

Link to all Council Focus Areas, Excellence in Service Delivery EMT Priority

Description:

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

Operational Goal 1: Support the Mayor and Council in their roles as public representatives	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: Professional support to the Mayor and Council</i>	
O1.1.1	Continue to improve legislative, electoral and record keeping services to Regional Council, Community Councils, boards, committees, and commissions, through the Office of the Municipal Clerk.
O1.1.2	Continue to improve support to members of Regional Council in the administration of their duties, through the Council Support Office.
O1.1.3	Continue to improve support to the Mayor in the administration of his duties, through the Office of the Mayor.
<i>O1.2 Outcome: Increased public participation in municipal governance</i>	

Operational Goal 1: Support the Mayor and Council in their roles as public representatives	
Anticipated Outcomes and Objectives (2009-2012):	
O1.2.1	Increase the focus on community relations and liaison with citizens through the Office of the Mayor and the Council Support Office.
O1.2.2	Facilitate ease of public access to the legislative process through the Office of the Municipal Clerk.

Operational Goal 2: Provide leadership and support to management and staff

Corporate Strategy Linkage:

Link to Communications and Governance Council Focus Area and all EMT Priorities (Fiscal Responsibility, Employer of Choice, Excellence in Service Delivery)

Description:

The Chief Administrative Officer is the direct supervisor of all municipal department heads and, as such, leads the administrative functions of the corporation. As well, some functional areas (e.g. communications and marketing) and individual staff within the CAO Business Unit provide services to other business units and/or lend direct support to the Executive and Senior Management Teams. Because of the multiplicity of administrative leadership and support responsibilities that exist within the CAO office, the overall focus is to ensure effective and well-aligned services are provided to staff, business units, and senior management.

Operational Goal 2: Provide leadership and support to management and staff	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O2.1 Outcome: Effective support to Senior Management</i>	
O2.1.1	Provide strategic advice and support to staff, senior management and Council on corporate policy and corporate strategy initiatives.
O2.1.2	Develop and implement focussed policy initiatives which enforce the corporate direction of Council and the Executive Management Team.

Operational Goal 2: Provide leadership and support to management and staff	
Anticipated Outcomes and Objectives (2009-2012):	
O2.1.3	Ensure Council priorities, corporate direction, and public concerns are dealt with by the Senior Management Team in a timely manner.
<i>O2.2 Outcome: Effective support to Business Units</i>	
O2.2.1	Improve support to Business Units in addressing media and public relations issues and opportunities.
O2.2.2	Recommend and/or provide high quality and cost efficient communications products and services to Business Units.
O2.2.3	Work with Business Units to identify efficiency measures and risk management strategies through internal operational and business process consulting.
O2.2.4	Support the Halifax Police Commission, as required, in the review and potential implementation of a long term resource strategy for HRM Policing Services.

Operational Goal 3: Effective and coordinated liaison with external partners

Corporate Strategy Linkage:

Link to Communications and Governance Council Focus Area and all EMT Priorities (Fiscal Responsibility, Employer of Choice, Excellence in Service Delivery)

Description:

Valuing relationships with partners in government, business and the community is an essential component of good governance. HRM has multiple formal and informal relationships with external stakeholders including other levels of government, interest groups and community organizations, and the private sector. Effectively managing these multiple relationships is a challenge, but necessary to ensure proper alignment of HRM services and mandates with those of other stakeholders. A focus on collaboration and information sharing in areas of mutual interest will help to ensure that relationships are well defined and beneficial to all involved partners.

Operational Goal 3: Effective and coordinated liaison with external partners	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O2.1 Outcome: Sound Relationships with government and community stakeholders</i>	
O2.1.1	Continue to monitor and adapt HRM's Government Relations Plan.
O2.1.2	Continue to develop a multi-partner approach to enhance HRM as a destination of choice for business, immigration, tourism and major events.
O2.1.3	Through the HRM Economic Strategy, work with internal and external partners to develop initiatives to address labour force issues in HRM, especially in the areas of immigration and youth engagement.
<i>O2.2 Outcome: Formalized and well defined partnerships</i>	
O2.2.1	Contribute policy and research support to the establishment of a new service agreement with Destination Halifax.
O2.2.2	Continue to monitor the Service Level Agreement with the Greater Halifax Partnership.
O2.2.3	Align appropriate business processes to support the Economic Strategy and develop performance measures to monitor success.
O2.2.4	Continue to implement and monitor the Memorandums of Understanding (MOUs) signed between HRM and other organizations.

Service Level Changes
<p data-bbox="203 384 730 415"><u>Increases In Services / New Initiatives:</u></p> <ul data-bbox="203 457 1282 640" style="list-style-type: none">• Initial implementation of a comprehensive HRM Communications Strategy;• Development of communications and marketing plans for Council Focus Areas;• Development of recommendations on re-alignment of Council Committees;• Initial planning for the major District Boundary review required in 2010;• Development of a plan for proposed roles and authority of Community Councils. <p data-bbox="203 682 324 714"><u>Council:</u></p> <ul data-bbox="203 751 722 783" style="list-style-type: none">• Hiring of the HRM Auditor General.
<p data-bbox="203 852 836 884"><u>Decreases In Services / Operational Pressures:</u></p> <ul data-bbox="203 926 1396 1182" style="list-style-type: none">• As a result of recommendations from the Mayor’s Roundtable on Violence, the Community Response Team has been transferred to Halifax Regional Police Services to form part of the new Public Safety Office;• Resources have been re-allocated from the Business Systems and Control Group to support the establishment of the HRM Auditor General’s Office;• Operational budget pressure in supporting costs for advertising and public consultation as part of the District Boundary Review.
<p data-bbox="203 1245 743 1276"><u>Expected Services Not Being Delivered:</u></p> <ul data-bbox="203 1318 324 1350" style="list-style-type: none">• None

Office of the Chief Administrator

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
CAO Office						
E110 CAO Office	450,047	447,571	454,806	446,290	(1,281)	-0.3%
CAO Office	\$450,047	\$447,571	\$454,806	\$446,290	(\$1,281)	-0.3%
CAO Administration						
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000	0	0.0%
E200 Councillor's Support	2,346,851	2,583,000	2,594,267	2,674,800	91,800	3.6%
E300 Mayor's Support	674,678	760,260	700,369	770,500	10,240	1.3%
CAO Administration	\$4,421,529	\$4,743,260	\$4,694,637	\$4,845,300	\$102,040	2.2%
External & Corp. Affairs						
E112 Corporate Communications Administr	198,077	111,854	114,404	96,600	(15,254)	-13.6%
E400 Intergovernmental Relations	104,205	475,718	536,968	806,200	330,482	69.5%
E500 CAO Special Projects	(4,171)	0	0	0	0	-
E600 Economic Development	102,224	0	(4,850)	0	0	-
External & Corp. Affairs	\$400,335	\$587,572	\$646,521	\$902,800	\$315,228	53.6%
Marketing, Design, Print Services						
A124 Office Services - Print Shop	1,288,881	1,089,757	1,205,382	1,093,070	3,313	0.3%
A620 Mrkt & Promotions	843,485	1,000,086	923,334	1,007,530	7,444	0.7%
A621 Mrkt & Promotions - Harbour Solutio	0	14,000	1,965	0	(14,000)	-100.0%
Marketing, Design, Print Services	\$2,132,366	\$2,103,843	\$2,130,680	\$2,100,600	(\$3,243)	-0.2%
DCAO Corporate Services & Strategy						
E124 DCAO - Corp.Services & Strategy	337,939	272,157	259,618	264,160	(7,997)	-2.9%
A121 Municipal Clerk	773,782	918,400	845,951	953,160	34,760	3.8%
A125 Elections	203,971	202,000	569,270	202,000	0	0.0%
DCAO Corporate Services & Strategy	\$1,315,692	\$1,392,557	\$1,674,838	\$1,419,320	\$26,763	1.9%
DCAO Operations						
C001 DCAO - Operations	374,487	484,850	468,578	484,080	(770)	-0.2%
DCAO Operations	\$374,487	\$484,850	\$468,578	\$484,080	(\$770)	-0.2%
Business Systems & Control						
A317 Business Systems & Controls	242,037	434,400	340,561	285,100	(149,300)	-34.4%
Business Systems & Control	\$242,037	\$434,400	\$340,561	\$285,100	(\$149,300)	-34.4%
Total	\$9,336,495	\$10,194,053	\$10,410,622	\$10,483,490	\$289,437	2.8%

Office of the Chief Administrator

Summary of Gross Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
CAO Office						
E110 CAO Office	116	0	0	0	0	-
CAO Office	\$116	\$0	\$0	\$0	\$0	-
CAO Administration						
E127 ALLIES Partnership Grant	0	0	0	0	0	-
E200 Councillor's Support	(35,659)	(30,200)	(25,423)	(30,400)	(200)	0.7%
E300 Mayor's Support	(4,222)	0	(5,304)	0	0	-
CAO Administration	(\$39,881)	(\$30,200)	(\$30,727)	(\$30,400)	(\$200)	0.7%
External & Corp. Affairs						
E112 Corporate Communications Administr	(20,000)	0	0	0	0	-
E400 Intergovernmental Relations	0	0	(71,052)	0	0	-
E600 Economic Development	(615)	0	0	0	0	-
External & Corp. Affairs	(\$20,615)	\$0	(\$71,052)	\$0	\$0	-
Marketing, Design, Print Services						
A124 Office Services - Print Shop	(295,910)	(252,200)	(363,744)	(257,000)	(4,800)	1.9%
A620 Mrkt & Promotions	(135,323)	0	0	0	0	-
A621 Mrkt & Promotions - Harbour Solutio	0	0	(1,965)	0	0	-
Marketing, Design, Print Services	(\$431,233)	(\$252,200)	(\$365,709)	(\$257,000)	(\$4,800)	1.9%
DCAO Corporate Services & Strategy						
E124 DCAO - Corp.Services & Strategy	(42,805)	0	(18,067)	0	0	-
A121 Municipal Clerk	(2,355)	0	(1,231)	0	0	-
A125 Elections	(145)	0	(367,274)	0	0	-
DCAO Corporate Services & Strategy	(\$45,305)	\$0	(\$386,572)	\$0	\$0	-
DCAO Operations						
C001 DCAO - Operations	(174)	0	0	0	0	-
DCAO Operations	(\$174)	\$0	\$0	\$0	\$0	-
Business Systems & Control						
A317 Business Systems & Controls	(525)	0	0	0	0	-
Business Systems & Control	(\$525)	\$0	\$0	\$0	\$0	-
Total	(\$537,618)	(\$282,400)	(\$854,060)	(\$287,400)	(\$5,000)	1.8%

Office of the Chief Administrator

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
CAO Office						
E110 CAO Office	450,163	447,571	454,806	446,290	(1,281)	-0.3%
CAO Office	\$450,163	\$447,571	\$454,806	\$446,290	(\$1,281)	-0.3%
CAO Administration						
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000	0	0.0%
E127 ALLIES Partnership Grant	0	0	0	0	0	-
E200 Councillor's Support	2,311,192	2,552,800	2,568,845	2,644,400	91,600	3.6%
E300 Mayor's Support	670,456	760,260	695,066	770,500	10,240	1.3%
CAO Administration	\$4,381,648	\$4,713,060	\$4,663,910	\$4,814,900	\$101,840	2.2%
External & Corp. Affairs						
E112 Corporate Communications Administr	178,077	111,854	114,404	96,600	(15,254)	-13.6%
E400 Intergovernmental Relations	104,205	475,718	465,916	806,200	330,482	69.5%
E500 CAO Special Projects	(4,171)	0	0	0	0	-
E600 Economic Development	101,609	0	(4,850)	0	0	-
External & Corp. Affairs	\$379,720	\$587,572	\$575,469	\$902,800	\$315,228	53.6%
Marketing, Design, Print Services						
A124 Office Services - Print Shop	992,971	837,557	841,638	836,070	(1,487)	-0.2%
A620 Mrkt & Promotions	708,162	1,000,086	923,334	1,007,530	7,444	0.7%
A621 Mrkt & Promotions - Harbour Solutio	0	14,000	0	0	(14,000)	-100.0%
Marketing, Design, Print Services	\$1,701,133	\$1,851,643	\$1,764,972	\$1,843,600	(\$8,043)	-0.4%
DCAO Corporate Services & Strategy						
E124 DCAO - Corp.Services & Strategy	295,134	272,157	241,550	264,160	(7,997)	-2.9%
A121 Municipal Clerk	771,428	918,400	844,720	953,160	34,760	3.8%
A125 Elections	203,826	202,000	201,996	202,000	0	0.0%
DCAO Corporate Services & Strategy	\$1,270,387	\$1,392,557	\$1,288,266	\$1,419,320	\$26,763	1.9%
DCAO Operations						
C001 DCAO - Operations	374,313	484,850	468,578	484,080	(770)	-0.2%
DCAO Operations	\$374,313	\$484,850	\$468,578	\$484,080	(\$770)	-0.2%
Business Systems & Control						
A317 Business Systems & Controls	241,512	434,400	340,561	285,100	(149,300)	-34.4%
Business Systems & Control	\$241,512	\$434,400	\$340,561	\$285,100	(\$149,300)	-34.4%
Net Cost	\$8,798,877	\$9,911,653	\$9,556,562	\$10,196,090	\$284,437	2.9%

Office of the Chief Administrator

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited Budget	2009-2010	Change over Budget	%
Expenditures						
Compensation & Benefits	5,803,591	6,839,813	6,502,117	6,522,400	(317,413)	-4.6%
Office	1,059,021	1,178,277	1,291,289	926,700	(251,577)	-21.4%
Professional Fees	51,670	4,886	392	4,500	(386)	-7.9%
Legal & Consulting Fees	120,802	90,000	13,030	45,200	(44,800)	-49.8%
External Services	171,095	1,004,920	1,052,571	202,000	(802,920)	-79.9%
Uniforms & Clothing	0	305	0	300	(5)	-1.6%
Supplies & Materials	126,647	118,133	143,322	118,400	267	0.2%
Equipment & Communications	41,595	37,580	29,833	38,700	1,120	3.0%
Vehicle Expense	0	0	70	0	0 -	
Travel	121,796	135,035	136,086	130,000	(5,035)	-3.7%
Training & Education	8,847	33,195	9,731	35,000	1,805	5.4%
Facilities Rental	1,853	97,960	64,328	1,000	(96,960)	-99.0%
Advertising & Promotion	266,562	358,001	288,599	212,100	(145,901)	-40.8%
Other Goods & Services	407,542	478,260	513,104	789,090	310,830	65.0%
Interdepartmental	(120,575)	(129,312)	(42,343)	(143,900)	(14,588)	11.3%
Grants & Tax Concessions	1,400,000	1,400,000	1,400,000	1,400,000	0	0.0%
Transfer to/from Reserves	(123,951)	(1,453,000)	(991,506)	202,000	1,655,000	-113.9%
Total	\$9,336,495	\$10,194,053	\$10,410,622	\$10,483,490	\$289,437	2.8%
Revenues						
Sales Revenue	(31,429)	(30,200)	(22,024)	(30,400)	(4,800)	15.9%
Other Revenue	(506,189)	(252,200)	(832,044)	(257,000)	(5,000)	2.0%
Interdepartmental Revenue	0	0	8	0	0 -	
Total	(\$537,618)	(\$282,400)	(\$854,060)	(\$287,400)	(\$9,800)	3.5%
Net Cost	\$8,798,877	\$9,911,653	\$9,556,562	\$10,196,090	\$284,437	2.9%

Business Planning & Information Management

Business Plan - 2009/10

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

Business Unit Overview:

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

Director: Brad Anguish

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

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

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

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

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

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

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

Halifax Harbour Solutions Project Ted Tam,
Project Manager This project will construct wastewater treatment plants and collection systems in Halifax, Dartmouth and Herring Cove, along with a biosolids processing facility to improve the water quality of the Halifax Harbour.

Summary of Business Unit Structure Changes None

Core Operations and Services provided

- Visitor Information Services provided to more than 87,000 visitors annually through 13 Visitor Information Centres, a decrease of 13,000 from 2007.
- Corporate Call Centre received more than 630,000 calls, an increase of 46,000 from 2007. (2007: 584,000, 2006: 534,709)
- Customer Service Centres handled 194,000 transactions with a value of over \$120,000,000, an increase of 14,000 transactions from 2007 (2007:180,000)
- Halifax.ca website received more than 3.7 million visits via 1.4 million people, an increase of 400,000 visits and 100,000 people from 2007. (2007: 3.3 million visits, 1.29 million people)
- Municipal Archives database made available to the public on HRM website with searchable descriptions of 60% of municipal archival holdings
- Municipal Archives responded to 440 reference requests and supported 154 visits to the Archives research room, up 121 requests and 71 visits from 2007. (2007: 319 requests, 83 visits)
- Over 70 metres of early County of Halifax records processed and described on-line with financial assistance from Library and Archives Canada & Department of Canadian Heritage
- Over 15,000 City of Halifax Engineer's office maps and plans processed and stored, with financial assistance from NS Tourism, Culture and Heritage.
- Data & Business Information Management supported HRM in complying with it's legislated responsibility under Part XX of the MGA with respect to Freedom of Information and Protection of Privacy (FOIPOP) as well as the requirements of the Personal Information International Disclosure Protections Act (PIIDPA). 51 FOIPOP applications were received in 2008, an increase of 8 from 2007. (2007: 43 applications, 2006: 34 applications)
- Geographic Information Management Services (GISS) produced more than 3000 linear feet of map product (up from 2500 linear feet in 2007); developed a new Atlas product for Fire & Emergency Services, and launched a new internal mapping site called InsideHRM.

- Data Management completed base inventories of HRM owned land, buildings, vehicles, and streets in support of the corporate asset management project/ program.
- Information Technology prevented 83,295,450 unauthorized attempts to access HRM firewall ports
- Managed 71,784,936 incoming e-mail of which 65,721,492 messages were blocked as spam
- Blocked 8,964 viruses attached to e-mail
- Detected and removed 8,000 viruses from desktops
- 17,136 service calls taken through IT service desk and generated 19,195 work orders
- Managed 2,000 desktops and 500 laptops
- Managed 2,500 desk phones, 1,000 cell phones, 500 BlackBerry's, and 70 air cards
- Supported 2,616 users on HRM Network

Permanent Full Time Equivalent (FTEs):

	2007/08 (Approved)	2008/09 (Approved)	2009/10 (Proposed)
Permanent FTEs (Includes full- and part-time)	160	161	167

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2008/9 Budget	\$18,777
1. Salaries & benefits increases - includes cost changes resulting from merit increases, classification reviews and employer benefit costs	138
2. Increase for Operating Cost of Capital adjustments - Electronic Document Management	13
3. Increase in maintenance costs for Hansen, SAP, and CLASS	49
4. Cost of living increase	37
2009/10 Budget	\$19,014

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2009-2012 time frame.

Challenges with Community-wide Impact:

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

- **Challenge: Citizen Service focussed collaboration among other levels of Government and HRM Business units** - Responding to the challenge of citizen confidence based on service quality requires that all levels of government and HRM business units in the service delivery chain accept and respond to the importance of this level of accountability to the citizens of HRM; and that the appropriate benchmarks be set and monitored at the most senior levels of the organization.
- **Challenge: Appropriate Investment in Data & Technology to support desired outcomes** - Our data, tools and IT infrastructure are fundamental assets required to support municipal service delivery. In this technological age, the delivery of most municipal services is dependent upon and supported by information and technology. It is

critical therefore that we manage these assets no differently than our streets, sewers or parks. The lifecycle of technology and data assets must be planned for and managed to ensure that we are getting the greatest return on our investments and that public investment in these assets is protected over their life. As well, we must ensure that citizen-serving technologies and information services demanded by the public are properly funded and resourced to guarantee success.

The organization as a whole does not fully understand the challenges and risks underpinning the information and technological foundations - and the potential that exists to disrupt service in the future, if proper investment is not made carefully and in a timely manner.

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

Challenges with Service Delivery / Business Unit Impact

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

- **Challenge: Vulnerability from Staffing Issues - Information Management / Information Technology** - Every business unit has staffing issues and there is no question that more staff would increase the ability of the unit to deliver expected services. In BPIM, there is an additional complexity in that many of the positions across all three divisions of the business unit are highly technical, require a specialized skillset, and are one of a kind in the organization. The development of the ICT Plan of Record has also clearly demonstrated that the internal demand for certain skills far outstrips BPIM's current resource mix and availability, which may impede our ability to deliver in accordance with expectations. These factors combined with rapidly changing technology reinforce the importance of ensuring appropriate workloads to enable training of technical staff as well as continuing our investment in training, both for retention as well as ensuring optimum productivity and cost avoidance for consulting services. The services provided by BPIM are at risk if a staffing plan to cross-train staff, compensate appropriately, address workplace/ life balance issues, and deal with succession issues is

not developed and implemented. One of the first steps in resolving staffing issues will be a realignment of organizational functions in 09/10 to bring the unit in line with best practices. This initiative will temporarily reduce service capacity in 09/10.

Corporate Planning - Planned staff vacancies may affect the preparation of the Corporate Performance Reports for the first and second Quarters of 2009. Existing resources may be able to fill this gap, however delays should be expected unless additional short term resources become available. The Community Quality of Life (CQoL) Framework is on target for the 2nd Quarter, however collection of data in support of CQoL reports will be delayed, likely until the 4th Quarter.

In addition, coordinating the development of Service Standards for all services will be a challenge with the planned vacancies through the 2nd Quarter. The secondment of a team member to the Province has resulted in the shifting of business planning coordination to the remaining members of the team and this may impact the ability of the Corporate Planning Office to manage the volume of work required, particularly in light of the planned vacancies.

- **Opportunity: Information, Communication, and Technology (ICT) Committee** - The focus across HRM on improving service delivery through the use of information and technology continues to grow in importance. HRM, as a public sector organization, must deal with the very real challenge of inadequate and unsustainable resource requirements to meet business demands. The opportunity to use information and technology to improve service delivery and the associated resource challenge has driven a need for an increased focus on corporate collaborative leadership and management. This focus ensures a corporate response to HRM's business needs, based on alignment with strategic priorities, financial and non-financial value, and an acceptable level of risk.

An Information, Communication, and Technology governance structure was developed in 08/09, based on industry best practices, to oversee HRM's portfolio of ICT projects. The Committee's mandate includes identifying, evaluating, and prioritizing ICT projects as well as governing and facilitating processes, policies, principles, and activities associated with information/data management, information technology, and telecommunications across HRM.

- **Challenge: Lack of Information Management (IM) Policies & Practices** - The management of information is a key challenge and growing concern in the organization. The lack of proper information management policies and approaches means information and data is often duplicated, not easily found, and it's accuracy and currency is

questionable. This means business decisions may not be supported with the best available information. Equally important, the poor management of information means our obligations under access and privacy legislation (FOIPOP, PIIDPA) can not be guaranteed. Insufficient education and awareness programs on access and privacy as well as insufficient security protocols means the organization is challenged in its proper management of personal information involving our clients and staff. Recent changes to legislation regarding “e-disclosure” heighten the challenges of the current situation.

- **Challenge - Lack of Stability in Key Vendors** - Due to the continued uncertainty in the US economy where most of HRM's Software vendors are located, there may be rapid and unpredictable changes in ownership of various companies or applications through mergers and acquisitions, or in fact companies that simply fail. HRM may need to adjust plans for specific products on relatively short notice to ensure a supportable technical environment remains in place throughout these changes. Should a major system be impacted, resources may need to be reallocated to mitigate these risks.
- **Challenge - Corporate Support for Corporate Planning Initiatives** - The Service Delivery and Service Funding Review will require, in addition to Corporate Planning Office resources, extensive resources from select Operational Business Units and Finance staff. It is anticipated that Operational Business Unit resources will be required to participate in detailed review of select services with a mind to cost reduction and/or service efficiencies. Finance resources will be required to provide detailed analysis of service costs as well as funding sources (fee, fines, etc.) in support of the Service Funding Review. Depending on the results and recommendations of the Service Delivery Review, there is a potential demand on Human Resources and BPIM's Professional Services team to support any resulting service transformation initiatives.

Successful delivery of the Corporate Plan will also require extensive resources from Operational Business Units and Finance staff. To introduce a 3 Year Operations Plan, Finance will have to prepare a 2010/11 Budget and Planned Budget for 2011/12 and 2012/13. Similarly, Business Units will have to prepare Business Plans for those same years based on the Operating Plan.

Strategic Goals (2009-2012)

The strategic goals for Business Planning & Information Management are:

- Strategic Goal 1: Develop and Implement Information, Communication, and Technology (ICT) Governance Processes and Organization
- Strategic Goal 2: Implement Corporate Planning and Reporting Framework
- Strategic Goal 3: Support Corporate Asset Management
- Strategic Goal 4: Increase Privacy Awareness in HRM

Strategic Goal 1: Develop and Implement Information, Communication, and Technology (ICT) Processes and Organization

Corporate Strategy Linkage:

Council Focus Area: Governance & Communication

Description:

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

Strategic Goal 1: Develop and Implement Information, Communication, and Technology (ICT) Processes and Organization	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: Information, Communication, and Technology (ICT) Services are more efficient and effective due to improved planning, governance, and organizational structure.</i>	
S1.1.1	Develop and implement ICT processes regarding project prioritization, project management and benefits realization.
S1.1.2	Align organizational resources to support all processes by year end.
S1.1.3	Establish KTLO ("keep the lights on") and "small" project lists and refine processes to maintain these lists.
S1.1.4	Commence development of ICT Strategic Plan which will include overall ICT architecture.
<i>S1.2 Outcome: Operational plans are developed which include detailed resource capacity plans.</i>	
S1.2.1	Develop operational plans at the Division level for 09/10, including detailed resource capacity planning
S1.2.2	Engage expertise to aid the BU extended management team in developing capacity planning skills
S1.2.3	Establish and implement methods/ procedures/ processes for resource capacity planning in 09/10

Strategic Goal 2: Implement Corporate Planning and Reporting Framework

Corporate Strategy Linkage:

Council Focus Area: Governance & Communication

EMT Priority: Excellence in Service Delivery; Fiscal Responsibility

Description:

To ensure that HRM Councillors and employees have the best available information upon which to base decisions, HRM has undertaken a multi-phase effort to develop community, corporate and operational performance reporting. For 2009/10, the objective is to refine the corporate performance indicators to reflect the requirements of the Executive Management Team (EMT),

and to work with business units to assist them in developing performance measures to support operational efforts and establishing service standards.

To further support corporate planning and decision making, a formal process to review and refresh Programs and Services will be developed. This process will ensure that staff and council are engaged at the appropriate level to maximize effective decision making with a focus on financial efficiency and service innovation.

Strategic Goal 2: Implement Corporate Planning and Reporting Framework	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.1 Outcome: A Corporate planning and performance measurement framework is created and includes an organization-wide set of indicators and individual business unit measures</i>	
S2.1.1	Operationalize corporate performance reporting
S2.1.2	Approved community performance reporting framework with Council
S2.1.3	Conduct citizen survey prior to Dec 2009
S2.1.4	Develop Corporate Plan for 10/11 Fiscal Year, including Multi-year Operating Plan.
<i>S2.2 Outcome: A formal and ongoing process is created to review Programs and Services with a focus on financial sustainability and service innovation.</i>	
S2.2.1	Finalize list of HRM Services and Programs (Service Catalogue), including evaluation matrix by Sep 2009.
S2.2.2	Initiate and coordinate a Corporate Operating Expense and Revenue Review
S2.2.3	Develop a process to engage Staff and Council in Program and Service Review at the appropriate strategic and operational levels.

Strategic Goal 3: Support Corporate Asset Management

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

Description:

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

Strategic Goal 3: Support Corporate Asset Management	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S3.1 Outcome: Information and Technology requirements in support of Corporate Asset Management are known and planned accordingly.</i>	
S3.1.1	Complete delivery of PSAB compliance project by Jun 1, 2009 (minimum requirements) inclusive of necessary asset inventories
S3.1.2	Deliver data and tools required to support operational asset management
S3.1.3	Define data, application, and infrastructure architecture required to support operational and strategic asset management

Strategic Goal 4: Increase Privacy Awareness in HRM

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

To support HRM's compliance efforts with the Freedom of Information & Protection of Privacy Act (FOIPOP), and the Personal Information International Disclosure Protection Act (PIIDPA), an access and privacy educational program will be implemented in 2009/10. The goal of the

program will be to provide staff with an understanding of the requirement for protecting personal information and HRM's obligations under existing privacy legislation. Staff will be provided with information on the collection, use and disclosure of personal information as well as practical guidance and tools for successfully addressing privacy requirements. Existing policies and procedures impacting privacy will be updated and new policies developed, as appropriate, to ensure ongoing compliance.

Strategic Goal 4: Increase Privacy Awareness in HRM	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S4.1 Outcome: Understanding of privacy protection requirements and compliance with privacy legislation is substantially improved.</i>	
S4.1.1	Develop HRM Privacy Policy, including revamping the Internet Privacy Policy
S4.1.2	Develop and deliver appropriate access and privacy education/training/promotional programs and services
S4.1.3	Develop and deliver the Privacy Impact Assessment (PIA) process
S4.1.4	Process access applications in compliance with legislative requirements

Operational Goals (2009-2012)

The operational goals for Business Planning & Information Management are:

- Operational Goal 1: Deliver Approved Projects on Time and within Budget
- Operational Goal 2: Complete Harbour Solutions Project
- Operational Goal 3: Improve IM/IT Change Management and Communications
- Operational Goal 4: Improve Capacity and Service Quality of Client Services
- Operational Goal 5: Continue Desktop Hardware / Software Lifecycling Process
- Operational Goal 6: Improve Electronic Document Management
- Operational Goal 7: Increase Level of Employee Engagement in BPIM

Operational Goal 1: Deliver Approved Projects on Time and Within Budget

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery; Fiscal Responsibility

Description:

Project portfolio management at HRM involves the centralized management and governance of Information Management / Information Technology (IM/IT) projects, and the related corporate investment, through a committee of stakeholders representing HRM business units. The committee is known as the Information, Communication, and Technology Committee (ICT). In support of the work of ICT, a Plan of Record (POR) was developed as a living document representing the status of all projects moving through ICT approval stages and which require IM/IT delivery resources.

BPIM IM/IT resources as well as stakeholder resources are assigned to projects identified on the POR based on the priority established at ICT.

Operational Goal 1: Deliver Approved Projects on Time and Within Budget

Anticipated Outcomes and Objectives (2009-2012):

O1.1 Outcome: Approved projects from the ICT Plan of Record are delivered based on priorities established by the ICT Committee.

O1.1.1	<p>Commence delivery of ICT approved projects, based on prioritization by the ICT Committee, including but not limited to:</p> <ul style="list-style-type: none"> • Transit Scheduling System (ICT0841) • Case Management for Risk (ICT0828) • Planning Applications Case Management (ICT0713) • Cheque Image Reformat (ICT0827) • Rapid Data Migration (ICT0791) • Fibre Optic Network (ICT0719) • RBC Payment Processing (ICT0773) • AVL GIS Integration (Pilot- Buses, Police, Works – ICT0813) • VT&C Trip Planner (Google Transit - ICT0709) • Electronic Document Management - Legal, Municipal Clerks Office (ICT0708) • Asset Management - Right of Way Inventories (ICT0741, ICT0743, ICT0807)
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Operational Goal 2: Complete Harbour Solutions Project

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

Description:

With the Harbour Solutions Project now entering its sixth year of construction, 2009/10 will see the remaining treatment facility and collection system put into operation in Herring Cove. External funding from the Canada Strategic Infrastructure Fund, Provincial funding and Pollution Control Charges will support the three new sewage treatment plants and collection system under the Halifax Harbour Solutions Project.

Operational Goal 2: Complete Harbour Solutions Project	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O2.1 Outcome: Harbour Solutions project is delivered on time and within budget.</i>	
O2.1.1	Support Halifax Water to recover Halifax plant operations
O2.1.2	Substantially complete Dartmouth treatment facility and collection system and transfer to Halifax Water
O2.1.3	Commence operation of Herring Cove treatment facility and collection system
O2.1.4	Continue to remedy all project deficiencies
O2.1.5	Commence Project Office closeout
O2.1.6	Monitor harbour water quality

Operational Goal 3: Improve IM/IT Change Management and Communications

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

As IM/IT systems become increasingly complex and interdependent, changes in one system now have the possibility of negatively impacting a variety of other systems providing various services to HRM staff and the public. Effective communications both among the various BPIM teams to ensure potential problems are identified, as well as with the Business Units to assess operational impacts are now more important than in the past.

Operational Goal 3: Improve IM/IT Change Management and Communications	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O3.1 Outcome: Change management and communication are improved through process improvement and improved accountability</i>	
O3.1.1	Establish standards and processes for communicating system changes and outages
O3.1.2	Improve communications with HRM stakeholders regarding change
O3.1.3	Assign resources and responsibility for change management within BPIM
O3.1.4	Implement the Information Technology Infrastructure Library (ITIL) Request for Change (RFC) process for all BPIM initiated system changes

Operational Goal 4: Enhance Capacity and Service Quality of Client Services

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

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

Also, a Visitor Service Centres rationalization review will be conceptualized in terms of identifying new operating methodologies. This will enable visitors to access information utilizing technology without decreasing service delivery. Future work flow processes will be designed to ensure the information requirements of today's visitor will be met by the operating framework.

Operational Goal 4: Enhance Capacity and Service Quality in Client Services	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O4.1 Outcome: Capacity and service quality enhancements at the Call Centre are planned and achieved through better use of technology</i>	
O4.1.1	Identify and recommend ways to deflect non value added work from Call Centre call volume (ie, IVR, queue shifting, etc)
O4.1.2	Identify potential service delivery enhancements by reviewing current business processes and new business opportunities (ie. Knowledge tool)
O4.1.3	Create a go forward strategy that includes improvements to organizational structure, processes and technology
<i>O4.2 Outcome: Visitor Information Centres are reviewed strategically and an MOU is pursued with Destination Halifax.</i>	
O4.2.1	Complete strategic review of Visitor Information Centres and present

Operational Goal 4: Enhance Capacity and Service Quality in Client Services

Anticipated Outcomes and Objectives (2009-2012):

	rationalization plan to Council. Establish MOU with Destination Halifax as necessary.
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Operational Goal 5: Continue Desktop Hardware / Software Lifecycling Process

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

Ensuring that HRM staff have access to adequate and appropriate computer equipment and business tools remains a BPIM priority, while ensuring HRM receives maximum value from such investments. In consultation with the ICT Committee, BPIM will continue to improve on these services in 2009-10.

Operational Goal 5: Continue Desktop Hardware / Software Lifecycling Process

Anticipated Outcomes and Objectives (2009-2012):

O5.1 Outcome: Computer Lifecycling Process is established and meets organizational needs.

O5.1.1	Manage conclusion of leasing agreements with GE
O5.1.2	Develop an asset management plan for desktop equipment including reviewing life expectancy, equipment standards, acquisition deployment and disposal processes
O5.1.3	Develop procurement plan to meet HRM obligations for desktop equipment to Canada Games 2011
O5.1.4	Develop operating system strategy to address end of Windows XP support in 2014

Operational Goal 5: Continue Desktop Hardware / Software Lifecycling Process

Anticipated Outcomes and Objectives (2009-2012):

O5.1.5	Review software licencing, identify replacement Word Processing, Presentation and spreadsheet products and implement in 2009
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Operational Goal 6: Implement Electronic Document Management

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

BPIM is focusing on improved management of corporate documents and records. In support of this objective, a corporate electronic document management system has been purchased and is being implemented in a phased manner across the organization. The goal is to create a single, central repository for HRM electronic documents which is searchable and easy for all users.

Priority will be given to proper management of active records at the time of their creation. This will improve overall records management in the organization and ensure records of enduring value are preserved for permanent storage and preservation in the Municipal Archives. Full lifecycle management of HRM documents and records will be contained under the auspices of one section (IRM) within HRM.

Operational Goal 6: Implement Electronic Document Management	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O6.1 Outcome: A central repository and search engine for unstructured information (i.e. not stored in a structured database) is implemented. This includes hard copy and electronic reports, document, e-mail, images, correspondence, etc.</i>	
O6.1.1	Roll out document management system to HRM Councillors enabling Council packages to be received electronically.
O6.1.2	Implement Livelink Physical Objects module to track content and location of boxes in the Corporate Records Center.
O6.1.3	Implement Livelink system to manage electronic files for HRP- By-law Enforcement and Major Crimes division
O6.1.4	Implement Livelink system to manage case files for Legal Services as part of legislative requirement regarding electronic disclosure
O6.1.5	Identify e-document management needs associated with Asset Management (i.e. opportunity to replace EDL [Electronic Drawings Library] with Livelink, asset photo management, etc)
O6.1.6	Begin to build classification schemes and retention schedules for business units next in line to implement Livelink (i.e. Fire Services)
O6.1.7	Implement e-mail management best practices across all business units through an E-Mail Management Policy and education program. Clean up GroupWise system by instituting email quotas, archiving procedures, etc.

Operational Goal 7: Increase Level of Employee Engagement in BPIM

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

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

Operational Goal 7: Increase Level of Employee Engagement in BPIM	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O7.1 Outcome: BPIM employees are engaged and committed to meeting the changing needs of the organization</i>	
O7.1.1	Conduct interviews with employees to identify the positive and negative influences on employee engagement within BPIM
O7.1.2	Conduct formal employee engagement discussions within each BPIM Division
O7.1.3	Prepare an Action Plan based on interview results and Division discussions
O7.1.4	Implement Plan to improve employee engagement.
O7.1.5	Continue developing Succession Plans for key BPIM positions

Service Level Changes
<p><u>Increases In Services / New Initiatives:</u></p> <ul style="list-style-type: none">• Expansion of fibre optic network to Convoy Run, Acadia School, West End Mall, Sackville Fire Station, Sackville Sports Stadium, and interconnection of Valley Community Fibre with HRM• Harbour Solutions Project:<ul style="list-style-type: none">• Operation of Herring Cove Wastewater Treatment Facility and Collection System• Additional data layers on the public mapping site (permits; street priorities)• Provision of electronic Council packages to Regional Council and staff• Community / Quality of Life (QOL) Performance Framework• E-mail management policy• Commemorative Naming Policy• Privacy and Access education program• Video and audio streaming of Council meetings
<p><u>Decreases In Services / Operational Pressures:</u></p> <ul style="list-style-type: none">• OP - Performance against FOIPOP Application standards is expected to continue to decline due to increases in the volume and complexity of applications• OP - Call Centre Grade of Service expected to decline due to growth in calls• OP - Information, Communication, Technology resources insufficient to meet demands of Business Units• Hubbards Visitor Information Centre - ceased operation
<p><u>Expected Services Not Being Delivered:</u></p> <ul style="list-style-type: none">• None

Business Planning & Information Management

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
M636 VIK - Special Events	0	0	19,700	0	0	-
Commonwealth Games	\$0	\$0	\$19,700	\$0	\$0	-
Director of Business Plan. & Info Mgmt						
A610 Director of Business Planning & Inf	571,035	752,187	773,665	745,391	(6,796)	-0.9%
A630 Shared Services Co-ordination	0	0	0	0	0	-
E125 ICT Transformation	16,718	95,850	14,240	104,620	8,770	9.1%
Director of Business Plan. & Info Mgmt	\$587,753	\$848,037	\$787,905	\$850,011	\$1,974	0.2%
Data Knowledge Management						
A642 Administration - DKM	443,245	296,941	246,970	315,175	18,234	6.1%
Data Knowledge Management	\$443,245	\$296,941	\$246,970	\$315,175	\$18,234	6.1%
Information Resource Management						
A122 Information Resource Management	477,060	590,000	528,909	580,608	(9,392)	-1.6%
A123 Corporate Library	0	0			0	-
Information Resource Management	\$477,060	\$590,000	\$528,909	\$580,608	(\$9,392)	-1.6%
Geographic Information Services						
A635 GIS	497,743	489,600	478,701	499,062	9,462	1.9%
Geographic Information Services	\$497,743	\$489,600	\$478,701	\$499,062	\$9,462	1.9%
Data Sources						
A645 Data Management Group	0	560,042	565,564	617,400	57,358	10.2%
C330 Civic Addressing	391,506	433,350	370,091	430,436	(2,914)	-0.7%
Data Sources	\$391,506	\$993,392	\$935,655	\$1,047,836	\$54,444	5.5%
Information Technology						
A410 Administration - IT	2,110,244	2,099,500	3,274,697	2,215,663	116,163	5.5%
Information Technology	\$2,110,244	\$2,099,500	\$3,274,697	\$2,215,663	\$116,163	5.5%
Technology Intrastructure						
A440 Technology Intrastructure	3,760,128	4,427,901	4,292,343	4,474,100	46,199	1.0%
Technology Intrastructure	\$3,760,128	\$4,427,901	\$4,292,343	\$4,474,100	\$46,199	1.0%
Customer Care						
A420 Customer Care	1,143,841	1,288,900	1,353,560	1,263,490	(25,410)	-2.0%
A421 Telecommunications	752,486	1,007,000	1,167,537	1,012,035	5,035	0.5%
Customer Care	\$1,896,328	\$2,295,900	\$2,521,097	\$2,275,525	(\$20,375)	-0.9%
Business Solutions						
A430 Business Solutions	1,572,910	1,761,861	1,557,672	1,860,372	98,511	5.6%
Business Solutions	\$1,572,910	\$1,761,861	\$1,557,672	\$1,860,372	\$98,511	5.6%
Project Management						
A435 IT Professional Services	902,696	1,206,813	914,084	1,197,121	(9,692)	-0.8%
A438 Project Managers IT CAPITAL	0	0	1,315	0	0	-
Project Management	\$902,696	\$1,206,813	\$915,400	\$1,197,121	(\$9,692)	-0.8%
Client Services						
A461 Client Services	177,118	177,014	169,336	164,330	(12,684)	-7.2%
Client Services	\$177,118	\$177,014	\$169,336	\$164,330	(\$12,684)	-7.2%

Business Planning & Information Management

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Customer Service Centres						
A661 Admin. & Storefont	390,820	403,869	366,958	367,735	(36,134)	-8.9%
A663 Alderney Gate	101,611	104,067	94,628	102,880	(1,187)	-1.1%
A664 West End Mall	98,432	105,752	100,616	103,276	(2,476)	-2.3%
A665 Scotia Square	145,088	157,237	150,900	153,598	(3,639)	-2.3%
A666 Cole Harbour Place	105,084	107,036	106,439	103,880	(3,156)	-2.9%
A667 Acadia Centre	100,099	111,239	96,325	103,576	(7,663)	-6.9%
A668 Musquodoboit Harbour	19,236	20,000	19,100	20,000	0	0.0%
Customer Service Centres	\$960,370	\$1,009,200	\$934,966	\$954,945	(\$54,255)	-5.4%
Dispatch Services/Call Centre						
A625 Corporate Call Centre	1,655,828	1,835,936	1,800,614	1,875,738	39,802	2.2%
Dispatch Services/Call Centre	\$1,655,828	\$1,835,936	\$1,800,614	\$1,875,738	\$39,802	2.2%
E-Access & Services						
A681 E-Access & Services	477,429	608,100	510,528	593,956	(14,144)	-2.3%
E-Access & Services	\$477,429	\$608,100	\$510,528	\$593,956	(\$14,144)	-2.3%
Visitor Services						
C740 Visitor Services Staff Support	496,900	560,113	481,955	545,176	(14,937)	-2.7%
C799 Visitor Services-Clear. Acct Staff W	11,055	0	26,870	0	0	-
Visitor Services	\$507,955	\$560,113	\$508,825	\$545,176	(\$14,937)	-2.7%
Client Services						
R381 Harbour Solutions Project	0	30,000	0	(100)	(30,100)	-100.3%
Total Harbour Solutions	\$0	\$30,000	\$0	(\$100)	(\$30,100)	-100.3%
A437 BlockLand Information System (Op	153,315	0	(3,180)	0	0	-
C745 Locked International Visitor Centre	0	0	68	0	0	-
M638 Lock Commonwealth Games-Info. T	77	0	0	0	0	-
Hurricane Juan	\$153,392	\$0	(\$3,112)	\$0	\$0	-
Total	\$16,571,703	\$19,230,308	\$19,480,207	\$19,449,518	\$219,210	1.1%

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	
Director of Business Plan. & Info Mgmt						
A610 Director of Business Planning & Inf	(456)	0	(39,839)	0	0	-
A640 Vehicle Tracking & Communications						-
Director of Business Plan. & Info Mgmt	(\$456)	\$0	(\$39,839)	\$0	\$0	-
Information Resource Management						-
A122 Information Resource Management	(18,312)	0	(35,808)	(700)	(700)	-
Information Resource Management	(\$18,312)	\$0	(\$35,808)	(\$700)	(\$700)	-
Geographic Information Services						-
A635 GIS	(1,322)	(3,000)	(32,066)	(3,000)	0	-0.0%
Geographic Information Services	(\$1,322)	(\$3,000)	(\$32,066)	(\$3,000)	\$0	-0.0%
Data Sources						-
A645 Data Management Group	0	0	(5,811)	0	0	-
C330 Civic Addressing	(115,061)	(110,000)	(119,438)	(92,000)	18,000	-16.4%
Data Sources	(\$115,061)	(\$110,000)	(\$125,249)	(\$92,000)	\$18,000	-16.4%
Technology Infrastructure						-
A440 Technology Infrastructure	(65,400)	0	(133,317)	0	0	-
A420 Customer Care	0	0	(2,646)	0	0	-
Technology Infrastructure	(\$65,400)	\$0	(\$135,963)	\$0	\$0	-
Business Solutions						-
A430 Business Solutions	(1,038)	0	0	0	0	-
A435 It Professional Services	(741)	0	0	0	0	-
Business Solutions	(\$1,779)	\$0	\$0	\$0	\$0	-
Customer Service Centres						-
A661 Admin. & Storefont	(315,957)	(280,000)	(347,947)	(280,000)	0	-0.0%
Customer Service Centres	(\$315,957)	(\$280,000)	(\$347,947)	(\$280,000)	\$0	-0.0%
Dispatch Services/Call Centre						-
A625 Corporate Call Centre	(170)	0	(409)	0	0	-
Dispatch Services/Call Centre	(\$170)	\$0	(\$409)	\$0	\$0	-
E-Access & Services						-
A681 E-Access & Services	(868)	0	(186)	0	0	-
E-Access & Services	(\$868)	\$0	(\$186)	\$0	\$0	-
Visitor Services						-
C740 Visitor Services Staff Support	(57,439)	(60,000)	(110,536)	(60,000)	0	-0.0%
Visitor Services	(\$57,439)	(\$60,000)	(\$110,536)	(\$60,000)	\$0	-0.0%
Total	(\$576,764)	(\$453,000)	(\$828,002)	(\$435,700)	\$17,300	-3.8%

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	
M636 VIK - Special Events	0	0	19,700	0	0	-
A630 Shared Services Co-ordination	\$0	\$0	\$19,700	\$0	\$0	-
Director of Business Plan. & Info Mgmt						
A610 Director of Business Planning & Info	570,580	752,187	733,826	745,391	(6,796)	-0.9%
A630 Shared Services Co-ordination	0	0	0	0	0	-
E125 ICT Transformation	16,718	95,850	14,240	104,620	8,770	9.1%
Director of Business Plan. & Info Mgmt	\$587,297	\$848,037	\$748,066	\$850,011	\$1,974	0.2%
 A642 Administration - DKM	443,245	296,941	246,970	315,175	18,234	6.1%
Data Knowledge Management	\$443,245	\$296,941	\$246,970	\$315,175	\$18,234	6.1%
Information Resource Management						-
A122 Information Resource Management	458,748	590,000	493,102	579,908	(10,092)	-1.7%
Information Resource Management	\$458,748	\$590,000	\$493,102	\$579,908	(\$10,092)	-1.7%
Geographic Information Services						-
A635 GIS	496,421	486,600	446,636	496,062	9,462	1.9%
Geographic Information Services	\$496,421	\$486,600	\$446,636	\$496,062	\$9,462	1.9%
Data Sources						-
A645 Data Management Group	0	560,042	559,754	617,400	57,358	10.2%
C330 Civic Addressing	276,445	323,350	250,653	338,436	15,086	4.7%
Data Sources	\$276,445	\$883,392	\$810,407	\$955,836	\$72,444	8.2%
Information Technology						-
A410 Administration - IT	2,110,244	2,099,500	3,274,697	2,215,663	116,163	5.5%
ERR	77	0	0	0	0	-
Information Technology	\$2,110,321	\$2,099,500	\$3,274,697	\$2,215,663	\$116,163	5.5%
Technology Infrastructure						-
A440 Technology Infrastructure	3,694,728	4,427,901	4,159,026	4,474,100	46,199	1.0%
Technology Infrastructure	\$3,694,728	\$4,427,901	\$4,159,026	\$4,474,100	\$46,199	1.0%
Customer Care						-
A420 Customer Care	1,143,841	1,288,900	1,350,914	1,263,490	(25,410)	-2.0%
A421 Telecommunications	752,486	1,007,000	1,167,537	1,012,035	5,035	0.5%
Customer Care	\$1,896,328	\$2,295,900	\$2,518,451	\$2,275,525	(\$20,375)	-0.9%
Business Solutions						-
A430 Business Solutions	1,571,871	1,761,861	1,557,672	1,860,372	98,511	5.6%
Business Solutions	\$1,571,871	\$1,761,861	\$1,557,672	\$1,860,372	\$98,511	5.6%
Project Management						-
A435 IT Professional Services	901,955	1,206,813	914,084	1,197,121	(9,692)	-0.8%
Information Technology	0	0	1,315	0	0	
Project Management	\$901,955	\$1,206,813	\$915,400	\$1,197,121	(\$9,692)	-0.8%
Client Services						-
ERR	153,315	0	(3,180)	0	0	-
A461 Client Services	177,118	177,014	169,336	164,330	(12,684)	-7.2%
Client Services	\$330,433	\$177,014	\$166,156	\$164,330	(\$12,684)	-7.2%
Customer Service Centres						-
A661 Admin. & Storefront	74,863	123,869	19,011	87,735	(36,134)	-29.2%
A663 Alderney Gate	101,611	104,067	94,628	102,880	(1,187)	-1.1%
A664 West End Mall	98,432	105,752	100,616	103,276	(2,476)	-2.3%
A665 Scotia Square	145,088	157,237	150,900	153,598	(3,639)	-2.3%
A666 Cole Harbour Place	105,084	107,036	106,439	103,880	(3,156)	-2.9%
A667 Acadia Centre	100,099	111,239	96,325	103,576	(7,663)	-6.9%
A668 Musquodoboit Harbour	19,236	20,000	19,100	20,000	0	0.0%
Customer Service Centres	\$644,413	\$729,200	\$587,018	\$674,945	(\$54,255)	-7.4%

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	
Dispatch Services/Call Centre						-
A671 Dispatch Services						-
A625 Corporate Call Centre	1,655,658	1,835,936	1,800,205	1,875,738	39,802	2.2%
Dispatch Services/Call Centre	\$1,655,658	\$1,835,936	\$1,800,205	\$1,875,738	\$39,802	2.2%
E-Access & Services						-
A681 E-Access & Services	476,561	608,100	510,342	593,956	(14,144)	-2.3%
E-Access & Services	\$476,561	\$608,100	\$510,342	\$593,956	(\$14,144)	-2.3%
Visitor Services						-
C740 Visitor Services Staff Support	439,461	500,113	371,420	485,176	(14,937)	-3.0%
ERR	0	0	68	0	0	-
C750 Visitor Info. Centres	0	0	0	0	0	-
C799 Visitor Services-Clear. Acct Staff W	11,055	0	26,870	0	0	-
Visitor Services	\$450,515	\$500,113	\$398,358	\$485,176	(\$14,937)	-3.0%
Client Services						-
R381 Harbour Solutions Project	0	30,000	0	(100)	(30,100)	-100.3%
Total Harbour Solutions	\$0	\$30,000	\$0	(\$100)	(\$30,100)	-100.3%
Total	\$15,994,940	\$18,777,308	\$18,652,205	\$19,013,818	\$236,510	1.3%

Business Planning & Information Management

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	10,009,401	11,891,512	10,812,561	12,029,779	138,267	1.2%
Office Costs	3,062,765	3,405,569	3,663,896	3,543,081	137,512	4.0%
Professional Fees	554	21,600	150	15,300	(6,300)	-29.2%
Legal & Consulting Fees	65,797	266,664	135,514	288,159	21,495	8.1%
External Services	280,497	232,669	297,982	301,068	68,399	29.4%
Uniforms & Clothing	3,621	4,500	2,815	4,600	100	2.2%
Supplies & Materials	3,131	0	690	10,000	10,000	-
Utilities	1,140	2,300	1,457	2,300	0	0.0%
Building Costs	15,592	20,000	4,850	15,000	(5,000)	-25.0%
Equipment & Communications	2,719,612	3,078,776	3,733,677	3,097,391	18,615	0.6%
Travel	135,731	128,490	125,189	116,559	(11,931)	-9.3%
Training & Education	154,893	232,718	136,127	213,159	(19,559)	-8.4%
Facilities Rental	61,624	73,000	76,586	73,900	900	1.2%
Advertising & Promotion	23,898	48,250	30,507	49,300	1,050	2.2%
Other Goods & Services	143,918	142,367	133,476	135,119	(7,248)	-5.1%
Interdepartmental	(55,570)	900	(87,506)	900	0	0.0%
Transfer Outside Agencies	55,000	55,000	55,000	30,000	(25,000)	-45.5%
Insurance Costs	0	0	0	0	0	-
Transfer to/from Reserves	(109,900)	0	357,236	(67,785)	(67,785)	-
Other Fiscal	0	(374,007)	0	(408,312)	(34,305)	9.2%
Total	\$16,571,703	\$19,230,308	\$19,480,207	\$19,449,518	\$219,210	1.1%
Revenues						
	PY Actual	Budget	Actual	NY Budget	Budget Var.	Var as %
Area Rate Revenue	25	0	0	0	0	-
Licenses & Permits	(41,028)	(51,500)	(71,323)	(51,500)		
Rental & Leasing	(14,016)	(10,000)	(14,890)	(10,000)	0	-0.0%
Sales Revenue	(263,053)	(220,000)	(297,653)	(220,200)	(200)	0.1%
Other Revenue	(258,692)	(171,500)	(444,216)	(154,000)	17,500	-10.2%
Environmental Protection Levies	0	0	80	0	0	-
Total	(\$576,764)	(\$453,000)	(\$828,002)	(\$435,700)	\$17,300	-3.8%
Net Cost	\$15,994,940	\$18,777,308	\$18,652,205	\$19,013,818	\$236,510	1.3%

Community Development

Business Plan - 2009/10

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

Business Unit Overview:

Community Development delivers a variety of programs and support services to enhance the quality of life for residents and communities within HRM. Through programs and services delivered directly to residents, Community Development is often the “face” of the municipality within communities. With responsibility for areas such as recreation programming, community development, culture and heritage, facility development, regional planning and civic events, Community Development plays a key role in building strong communities throughout the municipality.

Director: Paul Dunphy

Planning Services
Austin French

Leads implementation of HRM's Regional Plan and develops policies and regulations at the community level to provide for orderly settlement, the establishment and maintenance of community character and the development of safe and accessible buildings and infrastructure. Processes and facilitates applications for changes in land use policy and regulations in support of development activity throughout the region e.g., heritage and design initiatives, creating and amending planning strategies, bylaws and development agreements and programs related to Business Improvement Districts (BID's) and downtown economic development.

Subdivision and Land Use
Sharon Bond

Reviews existing activity and all new development proposals for compliance with land use based regulations. This function includes acceptance of new HRM parkland and land use bylaw enforcement.

Development Engineering
Denise Schofield

Reviews all development proposals for compliance with engineering and infrastructure-based regulations. This function includes acceptance of new HRM infrastructure and blasting bylaw enforcement.

Permits and Inspections
Jim Donovan

Reviews all development proposals for compliance with Provincial Building Code Regulations including inspections to ensure compliance with approved plans (e.g., construction standards, life safety). Responds to citizen requests for service under Bylaw M100 - Respecting Residential Occupancies as well as the Licensing of Rooming House under Bylaw M100.

Community Recreation Services
Karen MacTavish

Offers direct and facilitated recreation and leisure programs and services including community youth development, aquatics, youth leadership, physical activity initiatives, local community events, environmental education outdoor recreation and facilitation of facility lease agreements. Coordinates bookings, scheduling and managing requests for outdoor parks, sports fields, arenas, and Halifax Regional School Board facilities.

Community Relations & Cultural Affairs
Andrew Whittemore

Focuses on empowering and organizing communities, fostering active civic engagement and building community pride. Responsible for training and fostering new leaders in communities; develops and implements major initiatives and projects for improving community conditions; promoting equity and multi cultural relations; fostering civic pride and cultural development to deepen HRM's community relations. Primarily responsible for ongoing implementation of Cultural Plan including community public art program, social heritage programming, cultural grants and investments.

Facility Management
Doug Rafuse

Provides short and long range indoor facility management strategies to allow delivery of community, recreational, sport, event and cultural programming. Provides Facility Partnership which develops, negotiates and administers management and operating agreements with facilities that support the business unit program delivery goals.

Summary of Business Unit Structure Changes

Business Unit realignment - Grants program transferred from Finance to Community Development

Core Operations and Services provided:

- Direct provision to 22 recreation and community centres and 6 indoor sport facilities including 4 ice surfaces, 2 indoor pools and several outdoor pools
- Support to an additional 24 recreation and community centres, 4 sportsplex type complexes and 5 event type facilities that includes 14 ice surfaces, 3 indoor pools and 2 outdoor pools, all HRM

- owned but operated by community boards
- Directly operates over 8000 recreation programs in 160 locations
- Permit issuance - 4125 permits were issued in 2008 for a total construction value of over \$750 million; an increase of \$100 million in construction value (2008: \$750M, 2007: \$650M)
- 23,806 construction compliance inspections completed in 2008, an increase of 207 from 2007 (2007:23,599, 2008: 23,806)
- Regulatory Enforcement - 862 land use compliance investigations were processed in 2008, an increase of 278 from 2007 (2008: 862, 2007:584)
- Planning Applications - processed 99 applications in 2008
- Support of more than 95 festivals and events
- Community leadership training and capacity building
- Preserve heritage sites and assets throughout HRM
- In 2008, provided support to 45 film projects
- Invested two million dollars in streetscape improvements
- Leverages funding and partnerships with business district associations to foster economic growth in HRM's downtown and business districts
- Policies: Municipal Planning Strategies, Public Art Policy, Community Engagement Strategy, and Urban Design
- Regional Plan: Implementation through the undertaking of 21 functional plans, watershed/servicing studies, and community visioning program
- Coordinate bookings and manage customer service for over 30,000 park and sport field users, approximately 140 Halifax Regional School Board facilities and four arenas
- Provided more than 300 youth programs, events and projects through youth action plans
- Employ approximately 500 youth and train over 500 youth volunteers annually

Funded Full Time Equivalents (FTEs):

	2007/8 (Approved)	2008/9 (Approved)	2009/10 (Proposed)
Permanent FTEs (includes full- and part-time)	237.5	238.5 ¹	243.5

¹ Please note: 2008/2009 FTE count was adjusted as a result of changes immediately following the printing of 2008/2009 Budget Book.

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2008/09 Budget	\$19,445.4
1. Salaries & benefits - includes cost changes resulting from merit increases, classification reviews and employer benefit costs	16.5
2. Increased support to board operated facilities and implementation of Community Facility Master Plan	100
3. Increase in water testing to meet regulatory requirements at Community Facilities	100
4. Increase in Barrington Street Conservation District Grant Program	150
5. Increase in transfer from Heritage & Cultural Reserve (Q312) due to Barrington Street Conservation District Grants Program	(50)
6. Miscellaneous expense increases	275.5
7. Increase in program revenues, fees, facilities rentals and grants	(417.5)
2009/10 Budget	\$19,619.9

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2009-2012 time frame.

Challenges with Community-wide Impact:

- **Cultural Plan:** Over the last year, HRM has made significant progress in operationalizing the Cultural Plan. HRM has seen an increase in both internal resources to support the plan as well as an increase in budget to facilitate programs and services (ie. public art). The primary challenge facing HRM over the coming years will be to maintain this positive momentum and energy. While these increases represent a much needed commitment to cultural development, they are not adequate to achieve the level of impact articulated within the Plan. Recognizing the need to focus resources, a new cultural operating strategy for HRM has been developed. The strategy suggests HRM focus the next five years on "public and community art, cultural spaces and places, capacity building and cultural planning". Each of these focus areas will require additional resources in order to achieve the measures for success.
- **Youth:** Youth across HRM are actively engaged in community projects such as leadership groups, youth councils, community program and event planning, physical activity initiatives, and arts and cultural endeavours. Even with this level of success, it is still evident that there are disengaged youth who face barriers to participation in programs such as cost, transportation, family support, peer pressure, social and cultural issues. Lack of youth involvement is one cause of the broader issue of youth crime and anti-social behaviour. A more coordinated approach is now being implemented including a greater investment in youth ages 10-13. Increased active partnerships with other key communities and government agencies (e.g. Library, Police, Capital Health, United Way, RCMP) are increasing the coordination of existing youth strategies, reducing service gaps and leveraging resources, especially for marginalised youth.
- **Community Engagement:** HRM's ability to foster strong, empowered and self-realized communities is greatly influenced by the degree of citizen engagement in aspects of civic life. The sheer size of HRM and its broad range of diverse communities means HRM must engage its citizens collaboratively in the development of strategies and the identification of priorities within the local context. Doing effective outreach and organizing to involve communities in formulating comprehensive strategies and actions for change is essential. HRM has had several positive examples of engaging communities through community development models, including

CANB, and most recently Community Visioning. These models need to be broadened throughout HRM.

Challenges with Service Delivery / Business Unit Impact

- **Recruitment:** HRM is experiencing difficulties similar to other companies and levels of government in Nova Scotia and the Maritime provinces with the recruitment and retention of staff. While an impact was expected with the demographic shift, this situation has been made worse by the out migration of workers to the western provinces attracted by higher salaries. Recruitment and retention are particularly difficult in technical and specialized fields such as culture, engineering, planning and building compliance. Since these positions play a key role in Community Development, prolonged and ongoing vacancies continue to place stress on the operations and capacity to deliver on high profile strategic special projects. While strategies to improve HRM's ability to attract workers with these skills has been implemented, it is expected that the recruitment and retention of these workers will continue to be an issue for the foreseeable future.
- **Volunteer Recruitment:** HRM is experiencing difficulties similar to other communities in the recruitment and retention of new volunteers. Recruitment and retention are particularly difficult in the younger demographic, and HRM is particularly challenged due to its aging volunteer base who no longer can commit to such efforts. Since volunteering is essential to Community Development, prolonged and ongoing decline in volunteers will place stress on the operations and capacity of community organizations. Moreover, this will have a direct impact on HRM, which has built a system of community organizations to manage and deliver services on our behalf (ie. facilities, recreation, heritage etc.) While HRM has a volunteer services program involving training, recognition and awards, and recently has launched a social marketing campaign to encourage more active volunteering and participation(Good Neighbours Great Neighbourhoods), HRM's ability to retain and attract new skilled volunteers will continue to be an issue for the foreseeable future.
- **Planning Applications:** The Regional Plan contains a number of policies and regulations that will have a direct and immediate impact on the operation of the Planning Applications and Development sections. Planning services processes about 100 planning applications each year in order to facilitate new development appropriate to the community setting. It should be noted that the development industry has expressed concerns with the time it takes to process applications. Recruitment of skilled staff represents an ongoing challenge. Implementation of the Community Visioning Project, HRM by Design and Functional Plans involves a significant workload for the Planning section and other business units. The completion of these projects

will require substantial Municipal Planning Strategy Reviews each consuming a significant amount of staff time.

Strategic Goals (2009-2012)

The strategic goals for Community Development are:

- Strategic Goal 1: Implementation of the Regional Plan
- Strategic Goal 2: Implement a community wide partnership approach to support youth
- Strategic Goal 3: Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles
- Strategic Goal 4: Implementation of the Cultural Plan
- Strategic Goal 5: Increase the involvement and capacity of local volunteers and citizens to foster stronger communities

Strategic Goal 1: Implementation of the Regional Plan

Corporate Strategy Linkage:

Council Focus Area: Community Planning, Council Strategy (Regional Plan)

Description:

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

Strategic Goal 1: Implementation of the Regional Plan	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: Implementation of the Regional Plan to guide HRM's physical development in a way that promotes healthy, vibrant, sustainable communities.</i>	
S1.1.1	Provide planning advice and technical support to the Regional Plan Advisory Committee
S1.1.2	Monitor and report on progress towards Plan implementation
S1.1.3	Complete the HRMbyDesign project in the Halifax downtown area in early 2009, and the rest of the Regional Centre by 2011

Strategic Goal 1: Implementation of the Regional Plan	
Anticipated Outcomes and Objectives (2009-2012):	
S1.1.4	Support the Cogswell Master Planning program and the Barrington Heritage District (funding and administration) and extension of heritage district programs to other areas of the Regional Centre
S1.1.5	Implement 21 Functional Plans
S1.1.6	Lead ongoing implementation of HRM's Community Visioning program and Community Planning projects

Strategic Goal 2: Implement a community wide partnership approach to support youth

Corporate Strategy Linkage:

Council Focus Area - Public Safety, Council Strategy (Youth)

Description:

A municipal leadership role is required to coordinate efforts among the numerous community and government agencies to address an increased focus on disengaged and marginalised youth, especially pre-teens. Engaging youth at the community level is a valuable tool to influence positive behaviour patterns and reduce risk for young people. Through community activities and leadership development, youth learn important life skills that improve their ability to participate in their communities and become successful.

Strategic Goal 2: Implement a community wide partnership approach to support youth
Anticipated Outcomes and Objectives (2009-2012):
<i>S2.1 Outcome: HRM will identify and address youth issues and opportunities using an integrated approach</i>

Strategic Goal 2: Implement a community wide partnership approach to support youth	
Anticipated Outcomes and Objectives (2009-2012):	
S2.1.1	Implement Youth Advocate Program (YAP) funded federally from the National Crime Prevention Centre to create a sustainable anti-gang initiative in pilot communities within HRM
S2.1.2	Continue partnership with Heartwood through the McConnell Foundation to create a positive public image for youth
S2.1.3	Continue to implement the goals and recommendations from the Youth Engagement Strategy focussing on partnerships and pre-teens
S2.1.4	Implement the youth goals from the HRM wide Physical Activity plan

Strategic Goal 3: Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles

Corporate Strategy Linkage:

Council Focus Area: Infrastructure & Public Safety,
Council Strategy: 2011 Games

Description:

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

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

Strategic categories for prioritization include:

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

Strategic Goal 3: Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S3.1 Outcome: Development of new indoor and outdoor recreation facilities in HRM will be planned, prioritized and funded using a coordinated framework</i>	
S3.1.1	Start implementation of short term priorities of 2008 Community Facility Master Plan
S3.1.2	Completion and implementation of the Arena Capacity Short Term Strategy (4 pad)
S3.1.3	Refine the Arena Capacity Long Term Strategy for additional pads with corresponding recapitalization, conversions and decommissions
<i>S3.2 Outcome: Establish systems and processes to adequately maintain and support existing facilities and their usage</i>	
S3.2.1	Evaluate existing facility lease and management agreement processes to ensure consistent service and appropriate funding support for volunteer groups that operate community programs, services, and facilities
S3.2.2	Expand the facility lease and management agreement review process to other facility categories and review of funding support to HRM owned cultural and heritage facilities, operated under various agreements
S3.2.3	Implement a management and administrative program to track and monitor tenant leases (including land leases) to ensure consistent approach, applicability, risk, liability, proper taxation, and that revenues owed to HRM are being collected
S3.2.4	Implement a business development and opportunities program to help support larger facilities where such opportunities may exist and are used to help offset user fee costs for recreational and community programming activities

Strategic Goal 4: Implementation of the Cultural Plan

Corporate Strategy Linkage:

Council Strategy: Economic Development Strategy, Cultural Plan

Description:

The municipality requires a solid framework to build on HRM's culture and ensure access to cultural opportunities for citizens. Sound programs and policies need to be in place so that residents feel good about and have pride in where they live. The Cultural Plan, adopted in 2006, outlines the strategic and investment framework to achieve this over the next ten years. As a progressive local government, HRM is poised to become a leader in cultural planning and development. However, the resources required to foster cultural development span well beyond the municipal structure, so multi-sector partnerships and strategies must be employed. HRM plays many roles in cultural development including program developer, investor, facilitator, manager, and delivery agent. New approaches are required to create and implement a more focussed mandate for culture at the municipal level.

Strategic Goal 4: Implementation of the Cultural Plan	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S4.1 Outcome: Enhanced cultural sector capacity</i>	
S4.1.1	Explore and develop new governance model for HRM's Cultural Sector
S4.1.2	Develop and deliver capacity building services and programs for cultural organizations and workers
S4.1.3	Develop and implement cultural grant programs
<i>S4.2 Outcome: Increased opportunities for local employment in the cultural sector</i>	
S4.2.1	Design and deliver new Public Art Programs
S4.2.2	Sustain existing and facilitate new cultural spaces and places
<i>S4.3 Outcome: Increased sense of community and identity</i>	
S4.3.1	Deliver Community Art Programs
S4.3.2	Design and deliver new cultural festivals and events
<i>S4.4 Outcome: Foster effective partnerships for maintaining and pursuing major events</i>	

Strategic Goal 4: Implementation of the Cultural Plan	
Anticipated Outcomes and Objectives (2009-2012):	
S4.4.1	Explore and develop new governance model for Major Event Hosting
S4.4.2	Introduce new festivals and events

Strategic Goal 5: Increase the involvement and capacity of local volunteers and citizens to foster stronger communities

Corporate Strategy Linkage:

Council Strategy: Economic Development Strategy, Cultural Plan, Canada Games, Community Facility Master Plan

Description:

HRM values volunteers and continues to invest in recognizing volunteers through training and professional development. These practices centre on enriching the volunteer experience, however these practices are only part of the picture. HRM must also foster a local culture that is welcoming to newcomers and volunteers and create more opportunities for residents to feel connected to their community and its issues. Only then will they be more likely to volunteer. HRM must also begin to screen volunteers and match them to organizations, as well as provide resources and information to volunteers. HRM can help volunteers build skills to make important connections and understand how their involvement builds community. By investing in volunteer management and supporting citizen involvement, HRM will enhance its volunteer management capacity and our ability to retain volunteers.

Strategic Goal 5: Increase the involvement and capacity of local volunteers and citizens to foster stronger communities	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S6.1 Outcome: Enhanced volunteer retention, recruitment and capacity building</i>	
S6.1.1	Continue to implement a Volunteer Management Strategy

Strategic Goal 5: Increase the involvement and capacity of local volunteers and citizens to foster stronger communities	
Anticipated Outcomes and Objectives (2009-2012):	
S6.1.2	Implement the Community Engagement Strategy
S6.1.3	Update the Immigration Action Plan
S6.1.4	Continue to implement social marketing campaign (Good Neighbours Great Neighbourhoods)
S6.1.5	Enhance community grants and contributions programs to better serve volunteer community

Operational Goals (2009-2012)

The operational goals for Community Development are:

- Operational Goal 1: Enhance service delivery in Planning Applications
- Operational Goal 2: Adopt a new framework for HRM's approach to community development
- Operational Goal 3: Develop a new cultural operating framework
- Operational Goal 4: Improve HRM's service delivery in community engagement activities
- Operational Goal 5: Human resource planning
- Operational Goal 6: Support major events

Operational Goal 1: Enhance service delivery in Planning Applications

Corporate Strategy Linkage:
EMT Priority: Service Delivery

Description:

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

Operational Goal 1: Enhance service delivery in Planning Applications	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: HRM will improve planning application processing time frames through staff recruitment and improved project management techniques</i>	
O1.1.1	Re-evaluate and refine the pre-application process
O1.1.2	Implement case management software: Hansen Customer Service and Project Management
O1.1.3	Training for staff on effective community engagement
O1.1.4	Standardize approaches for effective public meetings

Operational Goal 2: Adopt a new framework for HRM's approach to community development

Corporate Strategy Linkage:

Council Focus Area: Community Planning

Description:

HRM seeks to involve community members in expanding and tailoring community-based services. The initial impetus to use a community development approach to improving service delivery can arise from issues that have been identified as a result of primary community development. There is substantial evidence of growth in the use of community development as a tool in the drive to improve service delivery. To achieve these outcomes, the services and programs offered through the Community Relations division will be aligned. Moreover, all programs and services will be delivered on the basis of a 3 tiered framework focussing on capacity building, enhanced service delivery and community engagement.

Operational Goal 2: Adopt a new framework for HRM's approach to community development	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O2.1 Outcome: Expand Community Relations effectiveness at Community Based Service Delivery</i>	
O2.1.1	Develop a new community research and analysis function under the community relations division to allow HRM to address emerging issues and to proactively respond by building local capacity to address the issues
O2.1.2	Develop and implement a new model for community service delivery assessment which is based appreciative inquiry/ asset based mapping versus needs
O2.1.3	Develop and operationalize a community volunteer resource centre

Operational Goal 3: Develop a new cultural operating framework

Corporate Strategy Linkage:
Council Priority: Cultural Plan

Description:

HRM needs to operationalize the Cultural Plan by developing a new cultural framework that focuses on 3 primary outcomes. First, HRM will strive to create a sustainable cultural industry where artists and cultural sector are engaged in meaningful work and activities. Secondly, HRM aims to facilitate a Culture Based Regional Economy through focussing on the creative and cultural industry as a basis for long-term sustainability and economic vitality of HRM. Finally, HRM will aim for Culturally Rich, Engaged, Active Citizenry through a renewed focus on arts and culture as a means for fostering a collective sense of community, history, and sense of belonging and identity. Achieving these outcomes will require a commitment to a more strategic approach to cultural development which means priority focus on: Arts and Community Cultural Development, Cultural and Heritage Spaces & Places, Capacity Building, and Cultural Planning.

Operational Goal 3: Develop a new cultural operating framework	
Anticipated Outcomes and Objectives (2009-2012):	
<i>03.1 Outcome: Expand Cultural Affairs effectiveness in cultural development service delivery</i>	
03.1.1	Develop and implement a new Cultural Operating Strategy
03.1.2	Design and implement new organizational structure for delivery of cultural plan around priority operational focus areas
03.1.3	Establish internal staff implementation committee
03.1.4	Design and implement new permanent and temporary Public Art programs
03.1.5	Design and implement new Artist in Residence Program
03.1.6	Review social heritage program, including heritage collection, management and interpretation, and develop a renewed program and services
03.1.7	Implement new program for monuments and memorials
03.1.8	Operationalize new cultural liaison committee
03.1.9	Develop and implement cultural indicators and performance measures
03.1.10	Design and implement new awards, recognition and capacity building (training, professional development) program
03.1.11	Develop a Creative City Strategy

Operational Goal 4: Improve HRM's service delivery in community engagement activities

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

Engaging community in civic life and democratic debate is an important aspect of community building. HRM actively seeks to engage its citizens in civic life and to seek their views on service provision and

local government. HRM needs to improve its approach to community development and engagement to enable citizens to define and become involved in service delivery. The aim is to ensure residents feel able to voice their opinions, influence what is going on in their community, understand local priorities and understand how they have influenced services and initiatives.

Operational Goal 4: Improve HRM's service delivery in community engagement activities	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O4.1 Outcome: Expand HRM's effectiveness in community engagement</i>	
O4.1.1	Operationalize a new Community Engagement Improvement Strategy
O4.1.2	Design and implement new organizational structure for delivery of community engagement
O4.1.3	Establish internal staff implementation committee
O4.1.4	Design and implement new community engagement programs for specific exercises
O4.1.5	Operationalize internal community engagement accountability standards (ie. staff report, readiness checklist etc.)
O4.1.6	Review existing community engagement policies, processes and procedures
O4.1.7	Develop and implement community engagement indicators and performance measures
O4.1.8	Design and implement new awards, recognition and capacity building (training, professional development) programs

Operational Goal 5: Human Resource Planning

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Within the next 5 years, a significant percentage of experienced Community Development staff will be eligible for retirement. The ability to recruit experienced staff to replace imminent retirements,

secondments and other departures has proven difficult. The majority of the new hires have been recent graduates with little or no professional experience. Any reduction in staff levels, even for short periods of time will create significant capacity and skill gaps.

Operational Goal 5: Human Resource Planning	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O5.1 Outcome: To have an adequately resourced staff to ensure our business unit remains strong in its ability to provide effective service delivery.</i>	
O5.1.1	Ensure alignment to meet organizational needs (effective service delivery).
O5.1.2	Develop and implement a strategic succession planning model incorporating training and development opportunities to fill supervisory and management positions.
O5.1.3	Prepare an action plan and begin implementation of results of the corporate Employee Engagement Survey as it relates to Community Development staff.
O5.1.4	Support ongoing staff development through the provision of training and development opportunities.

Operational Goal 6: Support Major Events

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

Council Priority: Halifax 2011 Games

Description:

Community Development will be a major supporter of a number of major events over the next few years by assigning staff resources to the following events: 2009 Tall Ships, Canoe 09, Halifax 2011, Concerts on the Commons.

Operational Goal 6: Support major events	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O6.1 Outcome: Through focussed effort on supporting events, HRM will enhance community celebration throughout the municipality</i>	
O6.1.1	Provide staff support and input into planning the 2011 games.
O6.1.2	Support the planning and management of capital upgrades to HRM venues to make them games ready.
O6.1.3	Explore and develop new governance model for Major Event Hosting
O6.1.4	Introduce new festivals and events

Service Level Changes

Increases In Services / New initiatives:

- Coordinated implementation of the Cultural Plan
- Major Events Hosting Strategy implementation
- Youth Development Strategy
- Social Heritage Program Review
- Community Engagement Improvement Strategy
- Youth Governance Council (amended model)
- Community Facility Master Plan Year 1 recommendations implemented
- Arena Capacity Short Term Strategy implementation
- Urban Design Implementation
- Public Art Program
- Youth Advocate Program

Decreases In Services / Operational Pressures:

- Above average staff attrition due to aging workforce and impact of competition for skilled jobs as market demand exceeds available qualified staff
- Lack of capital resources for new and aging facilities
- New requirements and projects identified in the urban core by the Regional Plan (i.e. urban design/regional street scaping initiatives), the Cultural Plan, and the Economic Strategy will put pressure on existing staff to implement, resulting in possible decreases in other areas of service delivery
- Quality of Life indicators research
- Increased demands for new civic events programming

Expected Services Not Being Delivered:

- None

Community Development

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Administration						
C410 Director's Office	333,207	401,935	320,666	378,590	(23,345)	-5.8%
C412 HRM 2011 CWG Project Office	0	0	39,010	18,000	18,000	-
C470 Canada Games 2011	278,307	0	900,353	0	0	-
C725 Administration	164,778	0	0	0	0	-
M691 VIK - Special Events	0	0	10,665	0	0	-
Administration	\$776,292	\$401,935	\$1,270,694	\$396,590	(\$5,345)	-1.3%
Market Development						
C711 Destination Halifax	2,258,515	1,982,700	2,156,406	1,991,400	8,700	0.4%
Market Development	\$2,258,515	\$1,982,700	\$2,156,406	\$1,991,400	\$8,700	0.4%
Facilities						
C705 Facility Management	1,355,857	1,162,000	1,159,916	1,347,600	185,600	16.0%
Facilities	\$1,355,857	\$1,162,000	\$1,159,916	\$1,347,600	\$185,600	16.0%
Community Relations						
D710 Community Developers	1,061,805	1,065,100	1,083,333	1,145,100	80,000	7.5%
C760 Community/CivicEvent	1,234,185	1,242,458	1,407,278	1,238,300	(4,158)	-0.3%
C762 Youth Advocate Program	78,010	520,018	526,863	610,400	90,382	17.4%
C730 Heritage	438,300	592,761	397,341	572,800	(19,961)	-3.4%
C770 Buildings/Operations	93,087	131,400	97,488	136,600	5,200	4.0%
A811 Community Grants	136,479	142,137	136,954	141,800	(337)	-0.2%
Community Relations	\$3,041,866	\$3,693,874	\$3,649,256	\$3,845,000	\$151,126	4.1%
Development Services						
C420 Subdivision & Development	2,129,078	2,380,200	2,364,035	2,385,600	5,400	0.2%
C430 Permits & Inspection	2,841,664	3,176,026	2,830,768	3,105,200	(70,826)	-2.2%
C450 Development Engineering	1,111,526	1,178,250	1,144,435	1,146,900	(31,350)	-2.7%
Development Services	\$6,082,269	\$6,734,476	\$6,339,238	\$6,637,700	(\$96,776)	-1.4%
Planning Services						
C002 Regional Planning	78,475	0	0	0	0	-
C310 Planning & Applic.	1,653,908	1,922,820	1,864,652	2,070,700	147,880	7.7%
C320 Regional Community Planning	857,896	940,780	850,339	879,400	(61,380)	-6.5%
C510 Business Dist. Comm.	1,192,772	1,308,936	1,305,260	0	(1,308,936)	-100.0%
C511 Downtown Dartmouth BID	0	0	0	177,907	177,907	-
C512 Downtown Halifax BID	0	0	0	525,274	525,274	-
C513 Spring Garden Road BID	0	0	0	283,508	283,508	-
C514 Quinpool Road BID	0	0	0	68,159	68,159	-
C515 Spryfield & District BID	0	0	0	40,871	40,871	-
C516 Sackville Drive BID	0	0	0	88,245	88,245	-
C517 Dartmouth Main Street BID	0	0	0	74,428	74,428	-
C779 Capital District	828,837	862,390	794,138	884,400	22,010	2.6%
Planning Services	\$4,611,888	\$5,034,926	\$4,814,390	\$5,092,892	\$57,966	1.2%
Recreation Services						
C726 Marketing & Promotions	182,850	172,900	186,627	172,900	0	-
C910 Facility Transfers	330,000	393,500	497,994	398,000	4,500	1.1%
D101 Rec. Prog. Admin.	810,751	972,150	925,485	972,000	(150)	-0.0%
D102 Database Coordination	46,870	0	0	0	0	-
D103 Recreation Equipment	45,063	0	1,225	0	0	-
D104 LEED's Facilities	0	31,500	31,500	31,500	0	-
Recreation Services	\$1,415,535	\$1,570,050	\$1,642,832	\$1,574,400	\$4,350	0.3%
Outdoor Specialists						
D755 Outdoor Rec&Env Ser.	285,302	373,050	386,157	386,400	13,350	3.6%
D760 HRM Otd Rec&Env Ser.	70,182	0	(562)	0	0	-
Outdoor Specialists	\$355,484	\$373,050	\$385,595	\$386,400	\$13,350	3.6%

Community Development

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Aquatics						
D175 Capt. Will Spry Aquatics	316,501	300,555	354,100	335,100	34,545	11.5%
D220 Northcliffe Aquatics	373,739	397,513	397,386	417,000	19,487	4.9%
D320 Bed. Lions Pl/Milllk	57,809	63,065	66,698	68,300	5,235	8.3%
D540 HRM Beaches & Outside Pools	391,926	389,658	441,446	413,200	23,542	6.0%
D570 Needham Aquatics	122,687	144,509	129,513	146,600	2,091	1.4%
Aquatics	\$1,262,662	\$1,295,300	\$1,389,143	\$1,380,200	\$84,900	6.6%
Mainland South & Area	\$1,676,410	\$1,692,334	\$1,751,725	\$1,716,400	\$24,066	1.4%
Mainland North & Western	\$1,321,751	\$1,367,400	\$1,457,910	\$1,399,100	\$31,700	2.3%
Bedford, Sackville, Fall River	\$1,177,490	\$1,238,050	\$1,259,147	\$1,292,900	\$54,850	4.4%
Cole Hbr Eastern Shore & Valley	\$1,540,604	\$1,659,300	\$1,699,739	\$1,726,100	\$66,800	4.0%
Peninsula	\$1,164,372	\$1,397,490	\$1,426,516	\$1,422,400	\$24,910	1.8%
Dartmouth / Eastern Passage	\$1,202,364	\$1,162,270	\$1,200,235	\$1,197,100	\$34,830	3.0%
Arenas						
D960 Devonshire Arena	151,983	155,400	155,899	157,100	1,700	1.1%
D970 Le Brun Centre	392,552	399,600	400,630	409,800	10,200	2.6%
D980 Gray Arena	230,360	229,000	245,373	266,600	37,600	16.4%
D985 Bowles Arena	287,496	288,800	291,657	295,200	6,400	2.2%
Arenas	\$1,062,391	\$1,072,800	\$1,093,560	\$1,128,700	\$55,900	5.2%
Facility Scheduling						
D911 Outdoor Facilities - Bookings	335,530	352,200	348,690	351,700	(500)	-0.1%
D912 HRSB Facilities - Bookings	478,288	515,800	568,961	521,600	5,800	1.1%
Facility Scheduling	\$813,817	\$868,000	\$917,651	\$873,300	\$5,300	0.6%
Clearing Account REC						
D999 Clearing Account Recreation	50,644	0	40,289	(163,800)	(163,800)	-
Clearing Account REC	\$50,644	\$0	\$40,289	(\$163,800)	(\$163,800)	-
Area Services						
C220 Riverlake Com. Ctr.	7,694	5,100	6,922	5,100	0	-
C230 Waverly Com. Centre	20,863	29,200	8,194	29,200	0	-
C250 Bchville /Lkside/ Tmbrlea Rec. Adv. C	7,700	7,700	7,700	7,700	0	-
C260 Lockview Ratepayers	10,222	7,300	6,567	7,300	0	-
C270 Lucasville Comm. Ctr	9,920	8,550	9,482	8,600	50	0.6%
C280 Cole Harb.Pool/Tenni	313	10,000	52	0	(10,000)	-100.0%
C290 Upper Sack. Com. Ctr	86,790	0	85,604	0	0	-
Area Services	\$143,501	\$67,850	\$124,520	\$57,900	(\$9,950)	-14.7%

Community Development

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Area Rate Services						
C105 Sackville Heights Elementary School	178,610	173,700	167,975	183,200	9,500	5.5%
C106 Prospect Road Recreation Centre PRD	0	212,500	0	228,200	15,700	7.4%
C107 Glen Arbor Home Owners Association	0	16,510	11,714	18,460	1,950	11.8%
C108 White Hills Residents Association PRI	0	27,200	0	27,200	0	0.0%
C110 East Preston Rec Ctr	20,718	22,800	18,730	27,500	4,700	20.6%
C112 Waterstone Neighbourhood Association	0	0	0	14,100	14,100	-
C115 Mineville Community Association	3,070	9,820	(10,684)	10,000	180	1.8%
C120 Haliburton Hills	29,147	37,900	(8,105)	40,600	2,700	7.1%
C125 Beaver Bank Rec Centre	178,953	194,200	173,587	196,600	2,400	1.2%
C130 Highland Park	(6,494)	5,900	6,596	6,600	700	11.9%
C132 Birch Bear Run Homeowner's Association	0	0	0	6,540	6,540	-
C135 Kingswood Ratepayers	49,833	52,700	355	52,800	100	0.2%
C140 Prospect	20,096	67,100	30,998	67,100	0	0.0%
C142 Glengarry Estates Home Owner's Association	0	0	0	25,095	25,095	-
C145 Westwood Hills Residents Association	34,106	28,250	10,241	30,700	2,450	8.7%
C150 Up. Hammonds Plains	23,024	28,000	28,851	29,900	1,900	6.8%
C155 Harrietsfield Rec Ct	17,360	26,200	34,065	28,200	2,000	7.6%
C160 Musquodoboit Harbour	4,589	7,500	7,322	8,500	1,000	13.3%
C165 Dutch Settlement	9,609	10,700	7,276	10,700	0	0.0%
C170 Hammonds Plns Com.RT	(21,300)	53,600	20,270	56,100	2,500	4.7%
C175 Hubbards Rec. Centre	21,282	28,900	20,893	32,700	3,800	13.1%
C180 Grand Lake Com. Ctr	5,665	14,900	6,672	15,500	600	4.0%
C185 District 3 Cap. Fund	94,105	0	(89,085)	0	0	-
C190 Maplewood Subdivision	(23,048)	19,150	17,803	18,450	(700)	-3.7%
C194 Fall River Recreation Centre	572,481	612,300	0	682,100	69,800	11.4%
C196 Silversides Residents Association	9,673	16,300	16,081	16,300	0	0.0%
C198 St. Margaret's/Fox Hollow	938	6,240	(4,925)	6,180	(60)	-1.0%
C199 St. Margaret's Bay Centre (Loan)	270,548	264,900	264,963	270,200	5,300	2.0%
C210 LWF Recreation Ctr	155,958	161,800	166,153	152,100	(9,700)	-6.0%
Area Rate Services	\$1,648,925	\$2,099,070	\$897,745	\$2,261,625	\$162,555	7.7%
Total	\$32,962,640	\$34,872,875	\$34,676,507	\$35,563,907	\$691,032	2.0%

Community Development

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Administration						
C410 Director's Office	(\$157)	\$0	(\$1,689)	0	0	-
C470 Canada Games 2011	(\$238,399)	\$0	(\$900,353)	0	0	-
C725 Administration	(\$1,186)	\$0	\$0	0	0	-
Administration	(\$239,742)	\$0	(\$902,043)	\$0	\$0	-
Market Development						
C711 Destination Halifax	(1,862,402)	(1,581,100)	(1,752,856)	(1,589,800)	(8,700)	0.6%
Market Development	(\$1,862,402)	(\$1,581,100)	(\$1,752,856)	(\$1,589,800)	(\$8,700)	0.6%
Facilities						
C705 Facility Management	(100,000)	0	(81,841)	(81,500)	(81,500)	0.0%
Facilities	(\$100,000)	\$0	(\$81,841)	(\$81,500)	(\$81,500)	0.0%
Community Relations						
D710 Community Developers	(18,410)	(47,000)	(23,378)	(35,000)	12,000	-25.5%
C760 Community/CivicEvent	(337,577)	(250,000)	(396,736)	(252,800)	(2,800)	1.1%
C762 Youth Advocate Program	(68,547)	(514,218)	(521,049)	(610,600)	(96,382)	18.7%
C730 Heritage	(537)	0	(89)	0	0	-
C770 Buildings/Operations	(1,278)	0	0	0	0	-
Community Relations	(\$426,349)	(\$811,218)	(\$941,252)	(\$898,400)	(\$87,182)	10.7%
Development Services						
C420 Subdivision & Development	(208,916)	(278,000)	(210,587)	(285,900)	(7,900)	2.8%
C430 Permits & Inspection	(3,665,948)	(3,832,400)	(3,767,631)	(3,822,100)	10,300	-0.3%
C450 Development Engineering	(278,290)	(250,550)	(293,325)	(253,300)	(2,750)	1.1%
Development Services	(\$4,153,154)	(\$4,360,950)	(\$4,271,542)	(\$4,361,300)	(\$350)	0.0%
Planning Services						
C002 Regional Planning	(8,000)	0	0	0	0	-
C310 Planning & Applic.	(51,257)	(51,200)	(59,271)	(51,800)	(600)	1.2%
C510 Business Dist. Comm.	(1,192,773)	(1,308,936)	(1,305,260)	0	1,308,936	-100.0%
C511 Downtown Dartmouth BID	0	0	0	(177,907)	(177,907)	-
C512 Downtown Halifax BID	0	0	0	(525,274)	(525,274)	-
C513 Spring Garden Road BID	0	0	0	(283,508)	(283,508)	-
C514 Quinpool Road BID	0	0	0	(68,159)	(68,159)	-
C515 Spryfield & District BID	0	0	0	(40,871)	(40,871)	-
C516 Sackville Drive BID	0	0	0	(88,245)	(88,245)	-
C517 Dartmouth Main Street BID	0	0	0	(74,428)	(74,428)	-
C779 Capital District	(81,217)	(82,500)	(88,471)	(93,900)	(11,400)	13.8%
Planning Services	(\$1,333,248)	(\$1,442,636)	(\$1,452,043)	(\$1,404,092)	\$38,544	-2.7%
Recreation Prog. Admin						
D101 Rec. Prog. Admin.	0	(77,480)	(167,994)	(78,400)	(920)	1.2%
C726 Marketing & Promotions	(2,031)	0	364	0	0	-
Recreation Prog. Admin	(\$2,031)	(\$77,480)	(\$167,630)	(\$78,400)	(\$920)	1.2%
Outdoor Specialists						
D755 Rec/Enviro Leadership	(120,907)	(116,900)	(116,811)	(122,900)	(6,000)	5.1%
D760 HRM Otd Rec&Env Ser.	(4,304)	0	(365)	0	0	-
Outdoor Specialists	(\$125,211)	(\$116,900)	(\$117,176)	(\$122,900)	(\$6,000)	5.1%
Aquatics						
D175 Capt. Will Spry Aquatics	(283,214)	(259,000)	(305,393)	(287,000)	(28,000)	10.8%
D220 Northcliffe Aquatics	(448,370)	(445,000)	(463,682)	(459,000)	(14,000)	3.1%
D320 Bed. Lions Pl/MillLk	(54,981)	(47,400)	(51,254)	(50,600)	(3,200)	6.8%
D540 HRM Beaches & Outside Pools	(51,466)	(42,500)	(65,168)	(53,000)	(10,500)	24.7%
D570 Needham Aquatics	(45,891)	(40,000)	(45,394)	(40,200)	(200)	0.5%
Aquatics	(\$883,922)	(\$833,900)	(\$930,892)	(\$889,800)	(\$55,900)	6.7%

Community Development

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Mainland South & Area	(\$678,930)	(\$637,034)	(\$647,962)	(\$656,100)	(\$19,066)	3.0%
Mainland North & Western	(\$380,479)	(\$380,200)	(\$390,335)	(\$375,800)	\$4,400	-1.2%
Bedford, Sackville, Fall River	(\$428,585)	(\$408,500)	(\$422,474)	(\$467,400)	(\$58,900)	14.4%
Cole Hbr Eastern Shore & Valley	(\$384,203)	(\$367,000)	(\$352,852)	(\$341,200)	\$25,800	-7.0%
Peninsula	(\$320,141)	(\$311,790)	(\$413,425)	(\$345,400)	(\$33,610)	10.8%
Dartmouth / Eastern Passage	(\$419,630)	(\$352,670)	(\$375,307)	(\$371,900)	(\$19,230)	5.5%
Arenas						
D960 Devonshire Arena	(195,977)	(185,700)	(190,919)	(187,700)	(2,000)	1.1%
D970 Le Brun Centre	(349,268)	(342,400)	(343,173)	(351,800)	(9,400)	2.7%
D980 Gray Arena	(281,853)	(283,200)	(290,317)	(321,500)	(38,300)	13.5%
D985 Bowles Arena	(270,405)	(273,100)	(296,516)	(279,300)	(6,200)	2.3%
Arenas	(\$1,097,502)	(\$1,084,400)	(\$1,120,924)	(\$1,140,300)	(\$55,900)	5.2%
Outdoor & HRSB Facilities						
D911 Outdoor Facilities - Bookings	(25,554)	(31,400)	(24,881)	(31,000)	400	-1.3%
D912 HRSB Facilities - Bookings	(478,288)	(515,800)	(568,961)	(521,600)	(5,800)	1.1%
Outdoor & HRSB Facilities	(\$503,842)	(\$547,200)	(\$593,842)	(\$552,600)	(\$5,400)	1.0%
Area Services						
D999 Clearing Account Recreation	0	0	(88)	0	0	-
C220 Riverlake Com. Ctr.	0	0	(2,000)	0	0	-
C230 Waverly Com. Centre	0	(5,400)	0	(5,400)	0	-0.0%
C260 Lockview Ratepayers	(3,136)	0	0	0	0	-
C280 Cole Harb.Pool/Tenni	0	(10,000)	0	0	10,000	-100.0%
C290 Upper Sack. Com. Ctr	(86,790)	0	(85,604)	0	0	-
Area Services	(\$89,925)	(\$15,400)	(\$87,692)	(\$5,400)	\$10,000	-64.9%
Area Rate Services						
C105 Sackville Heights Elementary School	(194,557)	(173,700)	(201,537)	(183,200)	(9,500)	5.5%
C106 Prospect Road Recreation Centre PRD	0	(212,500)	(207,573)	(228,200)	(15,700)	7.4%
C107 Glen Arbor Home Owners Association	0	(16,510)	(16,250)	(18,460)	(1,950)	11.8%
C108 White Hills Residents Association PRD	0	(27,200)	(27,150)	(27,200)	0	-0.0%
C110 East Preston Rec Ctr	(21,627)	(22,800)	(22,712)	(27,500)	(4,700)	20.6%
C112 Waterstone Neighbourhood Assoc.	0	0	0	(14,100)	(14,100)	-
C115 Mineville Community Association	(9,380)	(9,820)	(9,480)	(10,000)	(180)	1.8%
C120 Haliburton Hills	(36,046)	(37,900)	(39,794)	(40,600)	(2,700)	7.1%
C125 Beaver Bank Rec Centre	(190,486)	(194,200)	(193,753)	(196,600)	(2,400)	1.2%
C130 Highland Park	(5,505)	(5,900)	(5,850)	(6,600)	(700)	11.9%
C132 Birch Bear Run Homeowner's Assoc	0	0	0	(6,540)	(6,540)	-
C135 Kingswood Ratepayers	(52,600)	(52,700)	(52,800)	(52,800)	(100)	0.2%
C140 Prospect	(120,786)	(67,100)	(66,301)	(67,100)	0	-0.0%
C142 Glengarry Estates Home Owner's Assoc.	0	0	0	(25,095)	(25,095)	-
C145 Westwood Hills Residents Association	(43,850)	(28,250)	(27,600)	(30,700)	(2,450)	8.7%
C150 Up. Hammonds Plains	(26,137)	(28,000)	(31,261)	(29,900)	(1,900)	6.8%
C155 Harrietsfield Rec Ct	(24,374)	(26,200)	(25,970)	(28,200)	(2,000)	7.6%
C160 Musquodoboit Harbour	(6,979)	(7,500)	(7,354)	(8,500)	(1,000)	13.3%
C165 Dutch Settlement	(10,575)	(10,700)	(10,569)	(10,700)	0	-0.0%
C170 Hammonds Plns Com.RT	(49,495)	(53,600)	(53,716)	(56,100)	(2,500)	4.7%
C175 Hubbards Rec. Centre	(27,445)	(28,900)	(28,550)	(32,700)	(3,800)	13.1%
C180 Grand Lake Com. Ctr	(14,114)	(14,900)	(14,832)	(15,500)	(600)	4.0%
C190 Maplewood Subdivisio	(18,350)	(19,150)	(18,450)	(18,450)	700	-3.7%
C194 Fall River Recreation Centre	(572,481)	(612,300)	(612,366)	(682,100)	(69,800)	11.4%
C196 Silversides Residents Association	(9,600)	(16,300)	(16,200)	(16,300)	0	-0.0%
C198 St. Margaret's/Fox Hollow	(6,180)	(6,240)	(6,180)	(6,180)	60	-1.0%
C199 St. Margaret's Bay Centre (Loan)	(270,548)	(264,900)	(264,844)	(270,200)	(5,300)	2.0%
C210 LWF Recreation Ctr	(158,893)	(161,800)	(165,503)	(152,100)	9,700	-6.0%
Area Rate Services	(\$1,870,007)	(\$2,099,070)	(\$2,126,596)	(\$2,261,625)	(\$162,555)	7.7%
Total	(\$15,299,303)	(\$15,427,448)	(\$17,148,683)	(\$15,943,917)	(\$516,469)	3.3%

Community Development

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Administration						
C410 Director's Office	333,050	401,935	318,977	378,590	(23,345)	-5.8%
C412 HRM 2011 CWG Project Office	0	0	39,010	18,000	18,000	-
C470 Canada Games 2011	39,908	0	0	0	0	-
C725 Administration	163,592	0	0	0	0	-
M691 VIK - Special Events	0	0	10,665	0	0	-
Administration	\$536,550	\$401,935	\$368,652	\$396,590	(\$5,345)	-1.3%
Market Development						
C711 Destination Halifax	396,113	401,600	403,550	401,600	0	0.0%
Market Development	\$396,113	\$401,600	\$403,550	\$401,600	\$0	0.0%
Facilities						
C705 Facility Management	1,255,857	1,162,000	1,078,075	1,266,100	104,100	9.0%
Facilities	\$1,255,857	\$1,162,000	\$1,078,075	\$1,266,100	\$104,100	9.0%
Community Relations						
D710 Community Developers	1,043,395	1,018,100	1,059,954	1,110,100	92,000	9.0%
C760 Community/CivicEvent	896,608	992,458	1,010,542	985,500	(6,958)	-0.7%
C762 Youth Advocate Program	9,463	5,800	5,814	(200)	(6,000)	-103.4%
C730 Heritage	437,764	592,761	397,252	572,800	(19,961)	-3.4%
C770 Buildings/Operations	91,809	131,400	97,488	136,600	5,200	4.0%
A811 Community Grants	136,479	142,137	136,954	141,800	(337)	-0.2%
Community Relations	\$2,615,518	\$2,882,656	\$2,708,003	\$2,946,600	\$63,944	2.2%
Development Services						
C420 Subdivision & Development	1,920,163	2,102,200	2,153,448	2,099,700	(2,500)	-0.1%
C430 Permits & Inspection	(824,283)	(656,374)	(936,863)	(716,900)	(60,526)	9.2%
C450 Development Engineering	833,236	927,700	851,110	893,600	(34,100)	-3.7%
Development Services	\$1,929,115	\$2,373,526	\$2,067,695	\$2,276,400	(\$97,126)	-4.1%
Planning Services						
C002 Regional Planning	70,475	0	0	0	0	-
C310 Planning & Applic.	1,602,651	1,871,620	1,805,371	2,018,900	147,280	7.9%
C320 Regional Community Planning	857,896	940,780	851,299	879,400	(61,380)	-6.5%
C340 Planning Services	0	0	10	0	0	-
C779 Capital District	747,620	779,890	705,667	790,500	10,610	1.4%
Planning Services	\$3,278,641	\$3,592,290	\$3,362,347	\$3,688,800	\$96,510	2.7%
Recreation Services						
C726 Marketing & Promotions	182,850	172,900	186,627	172,900	0	0.0%
C910 Facility Transfers	330,000	316,020	330,000	319,600	3,580	1.1%
D101 Rec. Prog. Admin.	808,720	972,150	925,849	972,000	(150)	-0.0%
D102 Database Coordination	46,870	0	0	0	0	-
D103 Recreation Equipment	45,063	0	1,225	0	0	-
D104 LEED's Facilities	0	31,500	31,500	31,500	0	0.0%
Recreation Services	\$1,413,503	\$1,492,570	\$1,475,201	\$1,496,000	\$3,430	0.2%
Outdoor Specialists						
D755 Outdoor Rec&Env Ser.	164,394	256,150	269,346	263,500	7,350	2.9%
D760 HRM Otd Rec&Env Ser.	65,879	0	(927)	0	0	-
Outdoor Specialists	\$230,273	\$256,150	\$268,419	\$263,500	\$7,350	2.9%
Aquatics						
D175 Capt. Will Spry Aquatics	33,287	41,555	48,707	48,100	6,545	15.8%
D220 Northcliffe Aquatics	(74,631)	(47,487)	(66,297)	(42,000)	5,487	-11.6%
D320 Bed. Lions Pl/MillLk	2,829	15,665	15,445	17,700	2,035	13.0%
D540 HRM Beaches & Outside Pools	340,461	347,158	376,278	360,200	13,042	3.8%
D570 Needham Aquatics	76,795	104,509	84,119	106,400	1,891	1.8%
Aquatics	\$378,740	\$461,400	\$458,251	\$490,400	\$29,000	6.3%

Community Development

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Mainland South & Area	\$997,480	\$1,055,300	\$1,103,763	\$1,060,300	\$5,000	0.5%
Mainland North & Western	\$941,272	\$987,200	\$1,067,575	\$1,023,300	\$36,100	3.7%
Bedford, Sackville, Fall River	\$748,906	\$829,550	\$836,673	\$825,500	(\$4,050)	-0.5%
Cole Hbr Eastern Shore & Valley	\$1,156,400	\$1,292,300	\$1,346,888	\$1,384,900	\$92,600	7.2%
Peninsula	\$844,231	\$1,085,700	\$1,013,091	\$1,077,000	(\$8,700)	-0.8%
Dartmouth / Eastern Passage	\$782,734	\$809,600	\$824,928	\$825,200	\$15,600	1.9%
Arenas						
D960 Devonshire Arena	(43,994)	(30,300)	(35,020)	(30,600)	(300)	1.0%
D970 Le Brun Centre	43,284	57,200	57,457	58,000	800	1.4%
D980 Gray Arena	(51,492)	(54,200)	(44,944)	(54,900)	(700)	1.3%
D985 Bowles Arena	17,091	15,700	(4,858)	15,900	200	1.3%
Arenas	(\$35,111)	(\$11,600)	(\$27,364)	(\$11,600)	\$0	-0.0%
Facility Scheduling						
D911 Outdoor Facilities - Bookings	309,975	320,800	323,809	320,700	(100)	-0.0%
Facility Scheduling	\$309,975	\$320,800	\$323,809	\$320,700	(\$100)	-0.0%
Clearing Account REC						
D999 Clearing Account Recreation	50,644	0	40,201	(163,800)	(163,800)	-
Clearing Account REC	\$50,644	\$0	\$40,201	(\$163,800)	(\$163,800)	-
Area Services						
C220 Riverlake Com. Ctr.	7,694	5,100	4,922	5,100	0	0.0%
C230 Waverly Com. Centre	20,863	23,800	8,194	23,800	0	0.0%
C250 Bchville /Lkside/ Tmbrlea Rec. Adv. C	7,700	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	7,087	7,300	6,567	7,300	0	0.0%
C270 Lucasville Comm. Ctr	9,920	8,550	9,482	8,600	50	0.6%
C280 Cole Harb.Pool/Tenni	313	0	52	0	0	-
Area Services	\$53,576	\$52,450	\$36,916	\$52,500	\$50	0.1%
Area Rate Services						
C105 Sackville Heights Elementary School	(15,947)	0	(33,562)	0	0	-
C106 Prospect Road Recreation Centre PRD	0	0	(207,573)	0	0	-
C107 Glen Arbor Home Owners Association	0	0	(4,536)	0	0	-
C108 White Hills Residents Association PRD	0	0	(27,150)	0	0	-
C110 East Preston Rec Ctr	(909)	0	(3,982)	0	0	-
C115 Mineville Community Association	(6,310)	0	(20,164)	0	0	-
C120 Haliburton Hills	(6,899)	0	(47,899)	0	0	-
C125 Beaver Bank Rec Centre	(11,532)	0	(20,166)	0	0	-
C130 Highland Park	(11,998)	0	746	0	0	-
C135 Kingswood Ratepayers	(2,767)	0	(52,445)	0	0	-
C140 Prospect	(100,689)	0	(35,303)	0	0	-
C145 Westwood Hills Residents Association	(9,744)	0	(17,359)	0	0	-
C150 Up. Hammonds Plains	(3,113)	0	(2,410)	0	0	-
C155 Harrietsfield Rec Ct	(7,014)	0	8,095	0	0	-
C160 Musquodoboit Harbour	(2,390)	0	(31)	0	0	-
C165 Dutch Settlement	(966)	0	(3,293)	0	0	-
C170 Hammonds Plns Com.RT	(70,796)	0	(33,447)	0	0	-
C175 Hubbards Rec. Centre	(6,163)	(0)	(7,657)	0	0	-200.0%
C180 Grand Lake Com. Ctr	(8,449)	0	(8,161)	0	0	-
C185 District 3 Cap. Fund	94,105	0	(89,085)	0	0	-
C190 Maplewood Subdivisio	(41,398)	0	(647)	0	0	-
C194 Fall River Recreation Centre	0	0	(612,366)	0	0	-
C196 Silversides Residents Association	73	0	(119)	0	0	-
C198 St. Margaret's/Fox Hollow	(5,242)	0	(11,105)	0	0	-
C199 St. Margaret's Bay Centre (Loan)	0	0	120	0	0	-
C210 LWF Recreation Ctr	(2,935)	0	649	0	0	-
Area Rate Services	(\$221,082)	(\$0)	(\$1,228,851)	\$0	\$0	-200.0%
Total	\$17,663,336	\$19,445,427	\$17,527,825	\$19,619,990	\$174,563	0.9%

Community Development

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	18,315,033	19,971,893	20,325,498	20,094,400	122,507	0.6%
Office Costs	852,403	808,349	893,427	770,550	(37,799)	-4.7%
Professional Fees	289,073	14,008	243,442	22,500	8,492	60.6%
Legal & Consulting Fees	97,358	48,431	25,405	136,200	87,769	181.2%
External Services	1,227,474	2,035,330	1,046,861	1,978,260	(57,070)	-2.8%
Uniforms & Clothing	36,097	50,404	35,197	48,500	(1,904)	-3.8%
Salt	29	0	35	0	0	-
Supplies & Materials	389,156	366,087	407,420	375,700	9,613	2.6%
Utilities	296,261	218,345	222,597	216,600	(1,745)	-0.8%
Building Costs	187,946	236,086	178,755	331,880	95,794	40.6%
Equipment & Communications	199,030	234,552	311,530	245,400	10,848	4.6%
Vehicle Expense	200,785	220,365	195,767	181,500	(38,865)	-17.6%
Travel	238,962	213,215	305,035	220,600	7,385	3.5%
Training & Education	83,667	111,298	92,492	106,750	(4,548)	-4.1%
Facilities Rental	351,081	487,293	396,208	426,800	(60,493)	-12.4%
Advertising & Promotion	173,334	151,777	178,377	172,050	20,273	13.4%
Other Goods & Services	1,805,835	1,735,863	1,695,128	1,863,740	127,877	7.4%
Interdepartmental	2,666,019	2,821,302	2,810,956	2,800,400	(20,902)	-0.7%
Debt-Interest	212,583	213,903	191,141	187,700	(26,203)	-12.2%
Debt Principal	339,852	274,276	292,362	292,300	18,024	6.6%
Transfer Outside Agencies	4,477,691	4,153,068	4,388,577	4,118,541	(34,527)	-0.8%
Insurance Costs	13,263	15,225	14,409	15,200	(25)	-0.2%
Grants & Tax Concessions	559,734	929,693	830,363	2,057,200	1,127,507	121.3%
Transfer to/from Reserves	25,000	(36,200)	25,000	(1,050,000)	(1,013,800)	2800.6%
Provision for Allowance	722	39,268	22,320	37,751	(1,517)	-3.9%
Other Fiscal	0	0	7,075	79,635	79,635	-
Prior year Surplus/Deficit	(75,747)	(440,956)	(458,868)	(166,250)	274,706	-62.3%
Total	\$32,962,640	\$34,872,875	\$34,676,507	\$35,563,907	\$691,032	2.0%
Revenues						
Tax Revenues	(206,100)	(215,800)	(215,800)	(1,447,692)	(1,231,892)	570.8%
Area Rate Revenue	(2,766,064)	(3,179,206)	(3,169,756)	(2,072,325)	1,106,881	-34.8%
Payments in Lieu of taxes	24	0	0	0	0	-
Transfers from other Gov'ts	(68,547)	(514,218)	(521,049)	(610,600)	(96,382)	18.7%
Fines and Fees	(53,077)	(43,500)	(48,553)	(44,000)	(500)	1.1%
Licenses & Permits	(4,080,908)	(4,277,050)	(4,113,326)	(4,276,400)	650	-0.0%
Rental & Leasing	(1,173,598)	(1,177,780)	(1,495,414)	(1,341,900)	(164,120)	13.9%
Recreational Revenue	(3,826,294)	(3,695,243)	(3,959,689)	(3,864,100)	(168,857)	4.6%
Sales Revenue	(217,882)	(293,700)	(319,731)	(252,300)	41,400	-14.1%
Waste Water Levies	0	0	0	0	0	-
Other Revenue	(2,906,857)	(2,030,951)	(3,305,365)	(2,034,600)	(3,649)	0.2%
Total	(\$15,299,303)	(\$15,427,448)	(\$17,148,683)	(\$15,943,917)	(\$516,469)	3.3%
Net Cost	\$17,663,336	\$19,445,427	\$17,527,825	\$19,619,990	\$174,563	0.9%

Finance

Business Plan - 2009/10

Mission: *To provide high quality advice, services, information, policy and leadership in support of financial stewardship for the benefit of HRM citizens and stakeholders.*

Business Unit Overview:

Finance leads HRM's Fiscal Accountability activities in support of the Executive Management Team's Priority Areas and provides direct services and advice to internal clients, Council and residents of HRM.

Director
Cathie O'Toole, CGA

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

**Senior Manager,
Financial Services**
Catherine Sanderson,
CMA

Revenue, Accounting, Procurement & Stores Operations and Payroll Operations. These divisions are responsible for revenue identification, analysis, processing and collection, payment processing, accounting processing, financial monitoring & reporting, purchasing, inventory management, coordination of contracting for materials, services and supplies for HRM, contract management and technical support, payroll functions, and position management.

**Revenue Operations
Manager**
Jerry Blackwood, CGA

Prepare billings, collect all revenues, administration of animal control and False Alarms By-Laws, Local Improvement charges, tax sales, parking regulations

**Accounting Operations
Manager**
Louis de Montbrun, CA

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

**Procurement & Stores
Operations Manager**
Anne Feist, CPPB

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

**Payroll Operations
Manager**

Kevin Hislop

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

**Budget & Financial
Analysis**

Paul Fleming, MBA,
CHRP

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

Fiscal & Tax Policy

Bruce Fisher, MPA,
CMA

Develops, defines and refines policies related to fiscal management, financial planning, debt policy, and taxation. Provides strategic support to corporate policy initiatives such as Regional Planning. Leads HRM's Tax Reform and Multi Year Financial Strategy.

**Corporate Reporting &
Financial Policy**

Pamela Caswill, CA

Researches, analyses and recommends Generally Accepted Accounting Principles (GAAP) to be used by HRM and its related organizations as it relates to Public Sector Accounting Board recommendations as well as HRM internal policies. In conjunction with the Treasurer, the Investment team guides the long and short term investment policy of the Municipality and provides leadership and control to the overall process through cash management performance measurement. Leads the Disaster Financial Recovery claims process for losses incurred during Hurricane Juan and the February 2004 Blizzard.

Core Operations and Services provided:

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

- Corporate Financial Planning & Budget Process Management
- Bylaw Registration and Administration, eg: False Alarms, Parking Meters
- Area Rate Analysis and Administration
- Coin Processing
- Collective Agreement Costing
- Job Costing
- Fiscal and Tax Policy
- Revenue & Tax Billing and Collection
- Financial Analysis & Consulting
- Customer Services & Inquiries
- Parking Ticket Enforcement
- HRM Investments & Cash Management
- Banking Relationships & Coordination
- Disaster Financial Assistance Claims Support
- Financial Policy Development & Implementation

Funded Full Time Equivalent (FTEs):

	2007/08 (Approved)	2008/09 (Approved)	2009/10 (Proposed)
Permanent FTEs (includes Full and Part-time)	186	188	192

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2008/09 Budget		3,838.8
1	Compensation and Benefits	(215.7)
2	External Services (mostly parking enforcement contract and armoured courier service)	177.9
3	Transfer to/fr Reserves - Revenue Replacement Project	310.0
4	Revenue increase, Fines & Fees, Tax Certificates and Sales Revenue	(321.6)
5	Other Goods and Services (travel, training, advertising)	(1.0)
2009/10 Budget		3,788.4

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2009-2012 time frame.

Challenges with Community-wide Impact:

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

- **Long Term Fiscal Sustainability:** Providing strategies in a cost effective manner to ensure delivery of existing municipal services to residents and other taxpayers; and meet new service demands. The budget and business planning process is the key mechanism to determine service and funding levels. During the next 2 - 3 fiscal years it will be increasingly difficult to devise funding strategies, and it may be necessary to re-align services to meet funding levels.
- **Tax Reform:** HRM's Tax Reform Project is based upon developing a vision of "What should our tax system do for us?" Tax Reform is intended to provide a very broad review of the taxation system including the relevance of the market value system and its many

components including the urban, suburban and rural tax boundaries and its relationship to economic competitiveness and population growth. HRM has the highest reliance on property taxes of any major city weak transfers from other governments,;and limited sources of other revenues. It was not anticipated that the resources would be tied up in tax reform fo such a long time. This impacts the work being done on the Multi-Year Financial Strategy.

Challenges with Service Delivery / Business Unit Impact:

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

- **Staffing:** Staff attraction, retention, retirements, backfilling secondments, internal moves and succession planning.
- **New Public Sector Accounting requirements regarding Tangible Capital Assets:** Effective April 1, 2009, new policies and procedures will be introduced as it relates to the acquisition, disposal and on-going accounting and reporting of HRM's tangible capital assets. Finance has been working with business unit stakeholders in developing the new processes and will continue implementation of the changes throughout 2009/10.
- **Service Expectations:** Managing internal and external service expectations and aligning our capacity to the most critical projects.
- **Work Environment:** Accommodations, and providing an adequate work environment for employees.
- **Revenue Tools:** Operationalizing the Revenue Tools Project, and realizing the benefits of the new technology.
- Implementation of outstanding recommendations from Business Systems and Control Group (BSCG) reports to business units, including but not limited to Finance. There is no consistent formal process or capacity to review existing BSCG reports, prioritize recommendations, and create and implement an action plan. In the absence of a plan to implement recommendations based on relative risk and impact, the organization is exposed to criticism and will be pressured to implement all recommendations whether they have high or low impact.

Strategic Goals (2009-2012)

The strategic goals for Finance are:

Strategic Goal 1: Improved Employee Engagement and Satisfaction

Strategic Goal 2: Improved Financial Information

Strategic Goal 3: Promote Fiscal Responsibility

Strategic Goal 1: Improved Employee Engagement and Satisfaction

Corporate Strategy Linkage:

EMT Priorities: Employer of Choice and Service Delivery

Description:

In order to meet the objectives of EMT Priorities: Employer of Choice and Service Delivery, Finance, working with EMT and Human Resources Services, will enhance staff retention, recruitment and succession planning by developing staff and future leaders through support and encouragement in the participation of internal and external training programs; rewarding excellence; and creating a positive work environment.

Strategic Goal 1: Improved Employee Engagement and Satisfaction	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: Improved Employee Engagement</i>	
S1.1.1	Encourage a professional, positive and supportive work environment through implementation of employee feedback tools; and targeted professional development as part of a Finance in-service.
S1.1.2	Develop an orientation package with a focus on training & development, expectations regarding roles and responsibilities and performance expectations.
S1.1.3	Develop skills through increased organizational awareness, cross training and documenting business practices. Create a comprehensive business process inventory and a disaster recovery business continuity plan for Finance.

Strategic Goal 1: Improved Employee Engagement and Satisfaction	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.2 Outcome: Focus on Rewarding Excellence</i>	
S1.2.1	Reward and recognize employees' individual achievements. Establish Finance standards within the corporate framework for employee recognition, establish a reporting mechanism to track rewards and recognition and ensure achievements are noted in personnel files where appropriate.
S1.2.2	Identify, motivate and develop future Finance leaders. As part of HRM's succession planning initiatives, develop and document training plans for potential future leaders throughout the PDP process.
S1.2.3	Create a culture of recognition by focusing on day-to-day and informal recognition. Ensure all areas of Finance conduct regular team meetings which include recognition of both positive accomplishments and areas for improvement.

Strategic Goal 2: Improved Financial Information

Corporate Strategy Linkage:

EMT Priorities: Fiscal Responsibility and Service Delivery

Description:

Service delivery to both internal and external clients will benefit from the review, development and improvement of financial information.

Strategic Goal 2: Improved Financial Information	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.1 Outcome: Timely and accurate information</i>	
S2.1.1	Improve reporting and projections to EMT/SMT by developing specific business processes and reports to address needs identified by internal clients.
S2.1.2	Revise current Financial Statements to maintain Public Sector Accounting Board (PSAB) compliance.

Strategic Goal 2: Improved Financial Information	
Anticipated Outcomes and Objectives (2009-2012):	
S2.1.3	Develop a methodology to conduct cost analysis of programs and services that can be used by business units.
<i>S2.2 Outcome: Improved Information, Training and Education to support business units specific issues</i>	
S2.2.1	Provide training and education for Managers through a partnership model with Human Resources, Finance and business units, on use of the financial system SAP, financial business processes and policies.
S2.2.2	Analysis and reporting on variances/exceptions to expedite projection reporting.
S2.2.3	Consult with other business units to create an effective and integrated training approach for fiscal accountability.
<i>S2.3 Outcome: Improved Financial Reporting and Compliance with Infrastructure Funding Agreement Requirements</i>	
S2.3.1	Document financial reporting, audit, and claims submission requirements and business processes for Gas Tax, Public Transit, Municipal Rural Infrastructure Fund Program, and Build Canada.
S2.3.2	Work with capital project managers in Infrastructure and Asset Management and other business units to develop clear roles, responsibilities and accountabilities, and ensure expectations around infrastructure reporting, and the financial aspects of capital project management are well understood by capital project managers.
<i>S2.4 Outcome: Improved information to the Public</i>	
S2.4.1	Review of the tax bill format and any changes to transit charges.
S2.4.2	Develop an interactive website tool that helps the public understand what is included on their residential or commercial tax bill.
S2.4.3	Work with Corporate Communications to develop a communications plan around any tax structure changes or transit charges.

Strategic Goal 3: Promote Fiscal Responsibility

Corporate Strategy Linkage:

EMT Priorities: Fiscal Responsibility and Service Delivery

Description:

Finance is leading the Corporate Strategy for Practising Fiscal Responsibility. Finance will continue with Tax Reform, Corporate Asset Accounting, and updating policies such as the Multi Year Financial Strategy (MYFS) and Debt Policy to reflect Council's direction with regard to HRM's Fiscal Strategy. Service delivery to internal and external clients will benefit from the utilization of consistent policies, ensuring better understanding and compliance.

Strategic Goal 3: Promote Fiscal Responsibility	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S3.1 Outcome: Revised Multi-Year Financial Strategy</i>	
S3.1.1	Examine options for a Long Term Debt, Reserves and Capital Strategy.
S3.1.2	Create a clear long term approach to the Multi -Year Financial Strategy.
<i>S3.2 Outcome: Develop a Multi-Year Fiscal Framework</i>	
S3.2.1	Develop the capacity to provide multi-year operational budgets.
S3.2.2	Analyse financial implications of new programs, services and resource requests.
<i>S3.3 Outcome: A reformed HRM taxation environment</i>	
S3.3.1	Complete the Tax Reform Project, including any recommendations on commercial taxation, and bring forward to Regional Council. Complete all necessary work in support of Council's decision.
S3.3.2	Operationalize any recommended changes.
S3.3.3	Review the non-profit tax exemption program.

Operational Goals (2009-2012)

The operational goals for FINANCE are:

- Operational Goal 1: Develop an HR Strategy specific to Finance
- Operational Goal 2: Enhance the Miser Model
- Operational Goal 3: Document Finance Business Processes
- Operational Goal 4: Implement Operational Review
- Operational Goal 5: Improve Internal and External Communications

Operational Goal 1: Develop an HR Strategy specific to Finance

Corporate Strategy Linkage:

EMT Priorities: Employer of Choice

Description:

Create a revised HR Strategy for Finance.

Operational Goal 1: Develop an HR Strategy specific to Finance	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: Create a supportive, productive environment that offers challenging and interesting work to employees.</i>	
O1.1.1	Create a dedicated collections department within Revenue Operations.
O1.1.2	Review the overall structure and staffing levels within Finance, and conduct an internal customer service survey to get feedback on performance from other business units.
O1.1.3	Align with the Corporate direction of HRM through succession planning and development of training plans for future leaders. Ensure Managers develop succession and training plans for their respective areas.
O1.1.4	Develop attraction and retention strategies specific to Finance, with particular focus on the Accounting division. Fill key vacancies with individuals with required skill sets and competencies.
O1.1.5	Develop Finance materials for inclusion in HRM Orientation/In-Processing kits, in cooperation with Human Resources.

Operational Goal 2: Enhance the Miser Model

Corporate Strategy Linkage:

EMT Priorities: Fiscal Responsibility and Service Delivery

Description:

Improve HRM's long-term financial model, the Miser Model, to enable changes in the budget from year to year to be more readily explained.

Operational Goal 2: Enhance the Miser Model	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O2.1 Outcome: Improved Model</i>	
O2.1.1	Revise MISER to enhance modeling for future years; to move toward multi-year operational budgets.
O2.1.2	Explore business tools available and ease of data extraction and manipulation from HRM's enterprise system, SAP, particularly with respect to the wage modeling.
O2.1.3	Improve ability to model impacts of operating costs of new projects.

Operational Goal 3: Document Finance Business Processes

Corporate Strategy Linkage:

EMT Priorities: Practising Fiscal Responsibility and Service Delivery

Description:

Enhance and develop business processes and create a knowledge management system for Finance to ensure they are current and up to date.

Operational Goal 3: Document Finance Business Processes	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O3.1 Outcome: Documented business processes and procedures</i>	
O3.1.1	Develop business process manuals for each division or operational area.
O3.1.2	Establish a process to ensure business process documentation is available, is reviewed periodically and updated.

Operational Goal 4: Implement Operational Review

Corporate Strategy Linkage:

EMT Priorities: Fiscal Responsibility and Service Delivery

Description:

Review audit recommendations to prioritize and implement.

Operational Goal 4: Implement Operational Review	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O4.1 Outcome: Successfully implemented recommendations</i>	
O4.1.1	Identify top priorities for implementation from outstanding Business Systems and Control Group (BSCG) recommendations. <ul style="list-style-type: none">• Procurement & Accounts Payables Review• Cash Management• Employee Expense Reimbursement Policy• Safeguarding HRM Assets
O4.1.2	Develop or update action plans for response to each BSCG review; and where other business units are involved, obtain their agreement and support.
O4.1.3	Input implementation updates within the “Rush” reporting tool employed by BSCG.

Operational Goal 5: Improve Internal and External Communications

Corporate Strategy Linkage:

EMT Priorities: Employer of Choice and Service Delivery

Description :

Improve communications within the business unit, and with other business units and citizens of HRM.

Operational Goal 5: Improve Internal and External Communications	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O5.1 Outcome: Improved Communications</i>	
O5.1.1	Update Finance information on HRM's internet and intranet; with assistance from Corporate Communications.
O5.1.2	Develop consistent branding/look and feel to Finance communication documents.
O5.1.3	Review information on policies and processes available to staff on the intranet site to see if any enhancements are possible.
O5.1.4	Reinstate an electronic internal Finance newsletter for staff.

Service Level Changes
<p><u>Increases In Services / New Initiatives:</u></p> <ul style="list-style-type: none"> • Reorganize the Revenue Division to have a collections team headed up by a team leader. This team will report to the Manager and be a results oriented team that will engage in pro-active collections. • Once implemented, the Dunning Module in Hansen is projected to foster a more focussed collection effort and increase cash flows for the collections team, • Response to Capital Budget Infrastructure Initiative (fast track capital projects) • Implementation of a Tangible Capital Asset sub-ledger to track asset costs, including opening value, additions, disposals, depreciation and net book value. • Continued benefits realization from Revenue Resolution Project eg collections enhancements, potential increased tax sale activity • Roll out of amended procurement policy that will streamline the tender/award process with a greater emphasis on core values and sustainability. • Design and implementation of a new payroll journal to allow for electronic authorization via workflow. Implement electronic submission of records of employment via the web. • Implement the proposed partnership model with Financial Consultant's and Service Delivery Analyst's to provide improved financial support to Community Development and Transportation and Public Works. • Preparation/set up of new stores operation at the Ragged Lake Transit Centre
<p><u>Decreases In Services / Operational Pressures:</u></p> <ul style="list-style-type: none"> • Operational Pressure: Staff are still getting used to new Revenue software (Hansen). Customer service may still be impacted through 2009-10. • Operational Pressure: Turnover in positions from retirements, departures and secondments have resulted in many new staff with limited knowledge and experience
<p><u>Expected Services Not Being Delivered:</u></p> <ul style="list-style-type: none"> • None

Finance

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Administration - Finance						
A301 Administration - Finance	293,542	370,300	333,397	377,980	7,680	2.1%
M621 Commonwealth Games	69	0	0	0	0	-
Administration - Finance	\$293,612	\$370,300	\$333,397	\$377,980	\$7,680	2.1%
Finance						
A304 Financial Reporting & Treasury	307,564	340,100	327,295	339,700	(400)	-0.1%
A351 Budget & Financial Analysis	565,697	600,000	591,295	609,600	9,600	1.6%
A810 Fiscal & Tax Policy	310,400	320,263	324,019	321,200	937	0.3%
Finance	\$1,183,660	\$1,260,363	\$1,242,609	\$1,270,500	\$10,137	0.8%
Financial Services Admin						
A302 SMFS Admin.	156,960	177,700	161,377	184,400	6,700	3.8%
A306 Capital Projects Overheads	0	0	246	(10)	(10)	-
Financial Services Admin	\$156,960	\$177,700	\$161,623	\$184,390	\$6,690	3.8%
Revenue						
A311 Revenue - Administration	263,275	320,100	296,045	319,790	(310)	-0.1%
A312 Coin Room	198,998	223,100	216,170	213,180	(9,920)	-4.4%
A313 Payment Processing	271,538	289,064	292,895	286,780	(2,284)	-0.8%
A314 General Revenue	488,304	512,600	492,417	509,560	(3,040)	-0.6%
A315 Ticket Office	776,091	892,164	1,021,877	1,037,160	144,996	16.3%
A316 Taxation	700,270	738,100	806,025	734,850	(3,250)	-0.4%
A360 Admin. & Mtce of Parking Meter	209,708	222,900	228,122	227,790	4,890	2.2%
Revenue	\$2,908,182	\$3,198,028	\$3,353,551	\$3,329,110	\$131,082	4.1%
Accounting						
A321 Accounting Administration	646,419	688,080	806,818	696,980	8,900	1.3%
A322 Payment Processing	577,754	619,820	591,408	613,600	(6,220)	-1.0%
A323 Accounting Processing	540,772	560,600	616,412	561,100	500	0.1%
A324 Accounting Reporting	306,504	370,500	332,526	365,500	(5,000)	-1.3%
Accounting	\$2,071,449	\$2,239,000	\$2,347,164	\$2,237,180	(\$1,820)	-0.1%
Procurement						
A331 General Purchasing	514,505	592,704	592,912	592,780	76	0.0%
A332 Inventory & Asset Mg	149,991	111,000	126,838	90,750	(20,250)	-18.2%
A333 Stores-Transit/Fire	793,737	874,600	844,533	890,100	15,500	1.8%
A334 Stores-East/West	569,806	574,700	560,437	577,200	2,500	0.4%
A335 Procurement Field Support Reps	468,234	464,185	469,825	460,880	(3,305)	-0.7%
A336 Procurement Staff	617,870	677,111	678,240	679,560	2,449	0.4%
A337 Disposal of Surplus Equipment	17,575	0	28,579	0	0	-
Procurement	\$3,131,717	\$3,294,300	\$3,301,362	\$3,291,270	(\$3,030)	-0.1%
Payroll Operations						
A615 Payroll Operations	1,168,363	1,273,200	1,211,058	1,262,800	(10,400)	-0.8%
Payroll Operations	\$1,168,363	\$1,273,200	\$1,211,058	\$1,262,800	(\$10,400)	-0.8%
Revenue Replacement Project						
A319 Tools Replacement Project	39,087	7,400	7,400	0	(7,400)	-100.0%
A391 PS3150 Compliance	0	166,500	160,846	188,300	21,800	13.1%
Revenue Replacement Project	\$39,087	\$173,900	\$168,246	\$188,300	\$14,400	8.3%
Total	\$10,953,030	\$11,986,791	\$12,119,009	\$12,141,530	\$154,739	1.3%

Finance

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Administration - Finance						
A301 Administration - Finance	(2,003)	0	(434)	0	0	-
Administration - Finance	(\$2,003)	\$0	(\$434)	\$0	\$0	-
Financial Services Admin						
A302 SMFS Admin.	(673)	0	0	0	0	-
Financial Services Admin	(\$673)	\$0	\$0	\$0	\$0	0.0%
Revenue						
A314 General Revenue	(172,143)	(180,900)	(180,004)	(181,900)	(1,000)	0.6%
A315 Ticket Office	(9,594,712)	(6,047,100)	(6,450,114)	(6,332,300)	(285,200)	4.7%
A316 Taxation	(1,852,400)	(1,912,200)	(1,803,886)	(1,831,100)	81,100	-4.2%
Revenue	(\$11,619,255)	(\$8,140,200)	(\$8,434,004)	(\$8,345,300)	(\$205,100)	2.5%
Accounting						
A321 Accounting Administration	(5,633)	0	(3,430)	0	0	-
A322 Payment Processing	0	0	0	0	0	-
Accounting	(\$5,633)	\$0	(\$3,430)	\$0	\$0	-
Procurement						
A331 General Purchasing	(15,526)	0	(800)	0	0	-
A332 Inventory & Asset Mg	(6,386)	0	0	0	0	-
A336 Procurement Staff	0	0	191	0	0	-
A337 Disposal of Surplus Equipment	(19,148)	0	(26,418)	0	0	-
Procurement	(\$41,060)	\$0	(\$27,027)	\$0	\$0	-
Payroll Operations						
A615 Payroll Operations	(19,212)	(7,800)	(8,020)	(7,800)	0	-0.0%
Payroll Operations	(\$19,212)	(\$7,800)	(\$8,020)	(\$7,800)	\$0	-0.0%
Total	(\$11,687,836)	(\$8,148,000)	(\$8,472,915)	(\$8,353,100)	(205,100)	2.5%

Finance

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Administration - Finance						
A301 Administration - Finance	291,539	370,300	332,963	377,980	7,680	2.1%
M621 Commonwealth Games	69	0	0	0	0	-
Administration - Finance	\$291,608	\$370,300	\$332,963	\$377,980	\$7,680	2.1%
Finance						
A304 Financial Reporting & Treasury	307,564	340,100	327,295	339,700	(400)	-0.1%
A351 Budget & Financial Analysis	565,697	600,000	591,295	609,600	9,600	1.6%
A810 Fiscal & Tax Policy	310,400	320,263	324,019	321,200	937	0.3%
Finance	\$1,183,660	\$1,260,363	\$1,242,609	\$1,270,500	\$10,137	0.8%
Financial Services Admin						
A302 SMFS Admin.	156,287	177,700	161,377	184,400	6,700	3.8%
A306 Capital Projects Overheads	0	0	246	(10)	(10)	-
Financial Services Admin	\$156,287	\$177,700	\$161,623	\$184,390	\$6,690	3.8%
Revenue						
A311 Revenue - Administration	263,275	320,100	296,045	319,790	(310)	-0.1%
A312 Coin Room	198,998	223,100	216,170	213,180	(9,920)	-4.4%
A313 Payment Processing	271,538	289,064	292,895	286,780	(2,284)	-0.8%
A314 General Revenue	316,160	331,700	312,413	327,660	(4,040)	-1.2%
A315 Ticket Office	(8,818,621)	(5,154,936)	(5,428,237)	(5,295,140)	(140,204)	2.7%
A316 Taxation	(1,152,130)	(1,174,100)	(997,862)	(1,096,250)	77,850	-6.6%
A360 Admin. & Mtce of Parking Meter	209,708	222,900	228,122	227,790	4,890	2.2%
Revenue	(\$8,711,073)	(\$4,942,172)	(\$5,080,454)	(\$5,016,190)	(\$74,018)	1.5%
Accounting						
A321 Accounting Administration	640,786	688,080	803,388	696,980	8,900	1.3%
A322 Payment Processing	577,754	619,820	591,408	613,600	(6,220)	-1.0%
A323 Accounting Processing	540,772	560,600	616,412	561,100	500	0.1%
A324 Accounting Reporting	306,504	370,500	332,526	365,500	(5,000)	-1.3%
Accounting	\$2,065,816	\$2,239,000	\$2,343,734	\$2,237,180	(\$1,820)	-0.1%
Procurement						
A331 General Purchasing	498,979	592,704	592,112	592,780	76	0.0%
A332 Inventory & Asset Mg	143,605	111,000	126,838	90,750	(20,250)	-18.2%
A333 Stores-Transit/Fire	793,737	874,600	844,533	890,100	15,500	1.8%
A334 Stores-East/West	569,806	574,700	560,437	577,200	2,500	0.4%
A335 Procurement Field Support Reps	468,234	464,185	469,825	460,880	(3,305)	-0.7%
A336 Procurement Staff	617,870	677,111	678,430	679,560	2,449	0.4%
A337 Disposal of Surplus Equipment	(1,573)	0	2,161	0	0	
Procurement	\$3,090,657	\$3,294,300	\$3,274,335	\$3,291,270	(\$3,030)	-0.1%
Payroll Operations						
A615 Payroll Operations	1,149,151	1,265,400	1,203,038	1,255,000	(10,400)	-0.8%
Payroll Operations	\$1,149,151	\$1,265,400	\$1,203,038	\$1,255,000	(\$10,400)	-0.8%
Revenue Replacement Project						
A319 Tools Replacement Project	39,087	7,400	7,400	0	(7,400)	-100.0%
A391 PS3150 Compliance	0	166,500	160,846	188,300	21,800	13.1%
Revenue Replacement Project	\$39,087	\$173,900	\$168,246	\$188,300	\$14,400	8.3%
Total	(\$734,806)	\$3,838,791	\$3,646,094	\$3,788,430	(\$50,361)	-1.3%

Finance

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	9,699,251	10,875,848	10,487,542	10,663,200	(212,648)	-2.0%
Office Costs	424,776	407,147	503,513	404,837	(2,310)	-0.6%
Professional Fees	103,619	125,800	260,028	128,300	2,500	2.0%
Legal & Consulting Fees	72,136	15,811	71,231	6,000	(9,811)	-62.1%
External Services	410,927	422,563	623,325	600,500	177,937	42.1%
Uniforms & Clothing	7,122	11,110	13,908	11,500	390	3.5%
Supplies & Materials	49,713	62,254	54,903	61,930	(324)	-0.5%
Utilities	10	0	18	0	0	-
Building Costs	6,487	1,500	150	1,500	0	0.0%
Equipment & Communications	99,671	84,003	88,971	82,600	(1,403)	-1.7%
Vehicle Expense	4,934	4,800	3,681	0	(4,800)	-100.0%
Travel	45,363	41,588	39,961	40,820	(768)	-1.8%
Training & Education	43,550	71,259	44,310	69,565	(1,694)	-2.4%
Facilities Rental	2,657	400	28,831	11,400	11,000	2750.0%
Advertising & Promotion	16,908	18,911	23,725	17,000	(1,911)	-10.1%
Other Goods & Services	80,753	135,808	104,296	135,578	(230)	-0.2%
Interdepartmental	23,155	18,000	33,081	23,300	5,300	29.4%
Transfer to/from Reserves	(138,000)	(310,011)	(262,324)	0	310,011	-100.0%
Other Fiscal	0	0	(142)	(116,500)	(116,500)	-
Total	\$10,953,030	\$11,986,791	\$12,119,009	\$12,141,530	\$154,739	1.3%
Revenues						
Area Rate Revenue	0	0	191	0	0.0%	0.0%
Fines and Fees	(11,008,099)	(5,020,200)	(4,827,272)	(4,698,300)	321,900	-6.4%
Licenses & Permits	0	0	0	0	0 -	
Transit Revenue	0	0	0	0	0 -	
Tax Certificates	(447,300)	(460,000)	(366,991)	(372,300)	87,700	-19.1%
Waste Water Levies	0	0	0	0	0	-
Sales Revenue	(130,758)	(2,630,000)	(3,210,049)	(3,244,500)	(614,500)	23.4%
Other Revenue	(101,678)	(37,800)	(68,793)	(38,000)	(200)	0.5%
Total	(\$11,687,836)	(\$8,148,000)	(\$8,472,915)	(\$8,353,100)	(\$205,100)	2.5%
Net Cost	(\$734,806)	\$3,838,791	\$3,646,094	\$3,788,430	(\$50,361)	-1.3%

Fire and Emergency

Business Plan - 2009/10

Mission: *Dedicated to enhance and preserve the quality of life, property and environment through education, leadership, partnerships and effective response to emergencies.*

Business Unit Overview:

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

Director: **William H. Mosher, Chief Director**

Operational Support
Roy Hollett,
Deputy Chief Director

The Operational Support Team is the infrastructure that supports the Operations Division. This section is responsible for Communications, Buildings & Fleet, Finance, Human Resources, Fire Prevention, Marketing & Public Relations, Safe Communities, Emergency Measures, Firefighter Assistance Program, and Special Operations to coordinate - Urban Search & Rescue (USAR) and Chemical, Biological, Radiological, Nuclear (CBRN) Teams. The Corporate Safety Division for HRM is also under the Fire's umbrella and is responsible to ensure that HRM meets its legislative compliance under the Occupational Health & Safety Act.

Operations
Stephen Thurber,
Deputy Chief Director

The Operations Team is responsible for the mitigation of emergency response which is provided from 59 Fire Stations that cover all of HRM. These stations range from being fully career to fully volunteer, with some stations having a combination response of career and volunteer firefighters. A special operations section is responsible for the coordination and development of the Marine/Dive Teams. Also reporting under Operations is Training and Logistics Divisions, Labour Relations, Records Management, Station Location Study, and Committees: Rural Management, Zone Chiefs and the Board of Chiefs.

**Summary of
Business Unit
Structure Changes:**

- Restructure of Fire Prevention & Life Safety, Fire Investigation and Public Education back to one Division to enhance service delivery of the Division.
- Negotiated and implemented a Junior Officer Rank for stations 19 - 63 that have day time staff assigned to the station.
- Implemented Platoon E which standardized the day-time work schedule for stations with day-time staff assignments in the rural areas.
- Increased existing part-time .05 FTE to full-time 1.0 FTE to support Logistics Division with the increased work to support the rural stations 19-63.

Core Operations and Services provided:

- 494 Career Staff (469 Uniformed & 25 Civilian)
- 650 Volunteers
- 59 Fire Stations
- Fire and Emergency Response, Medical Response
- Vehicle Rescue, Water/Ice Rescue, Structural/Confined Space Rescue, High Angle Rescue, Search and Rescue
- Emergency Measures Office (EMO)
- Corporate Safety
- Hazardous Materials Response
- Inspections; Investigations
- Public Education; Public Information
- Emergency Responses: (2008/07 - 11,820); (2007/06 - 12,267); (2006/05 - 13,875)
- Smoke Detectors installed by Operations Crews (2008 - 41); (2007 - 53); (2006 - 119)
- Public Education Presentations conducted (2008 - 731) (2007 - 748) (2006 - 708)
- Public & 12 Private Schools participated in Fire Prevention Week Activities (2008 - 109); (2007 - 109); (2006 - 109).
- Occupancy Inspections (2008 - 3512); (2007 - 2200); (2006 - 2173)
- Fire Safety Plans Reviewed (2008 - 500)
- 153 Front Line Apparatus (Engines, Pumpers, Aerials, Rescues & Tactical Support)
- 145 Support Vehicles (Light Rescues, Air Supply Units, Utilities Trucks/Cars/Vans, Command and Speciality Trailers, Boats, Tractors, ATV's, Antiques, etc.)

Funded Full Time Equivalents (FTEs):

	2007/08 (Approved)	2008/9 (Approved)	2009/10 (Proposed)
Permanent FTEs (Includes full- and part-time)	478 453 Uniformed 25 Civilians	494 469 Uniformed 25 Civilians	494 469 Uniformed 25 Civilians

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2008/9 Budget		\$51,475
1	Salaries & benefits - includes cost changes resulting from annualized cost of 16 new hires in 2008, collective agreement increases, step level increases, classification reviews and employer benefit costs	2,627
2	Fleet-Interdepartmental Increase	23
3	Reduction in False Alarm Revenues	30
4	Debt Service Costs	93
2009/10 Budget		\$54,248

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2009-2012 time frame.

Challenges with Community-wide Impact:

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

- **External Partnerships:** Developing and continuing to enhance existing partnerships with external agencies to provide services to our residents and visitors.
- **Citizens Emergency Capability:** There is a need to further develop programs such as Joint Emergency Management teams which are designed to assist residents to be prepared and be able to take care of themselves for the first 72 hours in the event of an emergency.
- **Volunteer Recruitment & Retention:** Halifax Regional Fire and Emergency faces a significant challenge in recruiting and retaining volunteer firefighters which is a major issue across the Province of NS and North America. Recruitment campaigns for volunteers firefighters are ongoing, with emphasis in communities with low volunteer turnout.

Challenges with Service Delivery / Business Unit Impact

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

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

current levels of service delivery. Staff also continue to work on the alignment of existing resources and shift schedules to increase efficiencies in service delivery as required.

- **Service Delivery - Station Location:** As we move forward with the Station Location Project, this will be a challenge for the Fire Service as we make changes in service delivery with the building of new stations, closing redundant stations, and consolidating stations as identified for service improvements and efficiencies.

Strategic Goals (2009-2012)

The strategic goals for the Fire and Emergency are:

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

Strategic Goal 2: EMO Preparedness and Business Continuity

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

Corporate Strategy Linkage:

Council Focus Area: Public Safety

Description:

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

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

Strategic Goal 1: Fire Service Strategies aligned with Approved Service Delivery Standard	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: Service Delivery</i>	
S1.1.1	To develop a multi-year plans to improve service delivery: <ul style="list-style-type: none"> • Station locations and an emergency fleet that aligns with Regional Planning objectives; • Staffing and equipment levels align with service delivery.
S1.1.2	Integration of rural, suburban and urban delivery standards into one service delivery protocol: <ul style="list-style-type: none"> • To realign existing resources and shift schedules to create efficiencies in service delivery. • To have the technology in place to monitor and evaluate service delivery. • To continue to assess and evaluate the standard for response coverage for all Fire Service.
<i>S1.2 Outcome: Service Level Agreement - Integrated Emergency Services (911 Dispatch)</i>	
S1.2.1	To develop and implement a service level agreement with HRP for Dispatch services.
<i>S1.3 Outcome: Insurers Advisory Organization (IAO) Review of HRM for Fire Protection</i>	
S1.3.1	To explore the feasibility of having an actuarial analysis conducted by IAO to determine Fire Insurance ratings for citizens of HRM, as a result of the changes in fire protection since 1996.
<i>S1.4 Outcome: Service Level Agreement - Halifax International Airport Authority</i>	
S1.4.1	To develop and implement a service level agreement in conjunction with the development of HRM's Memorandum of Understanding with the Halifax International Airport Authority.

Strategic Goal 2: EMO Preparedness and Business Continuity

Corporate Strategy Linkage:

Council Focus Area: Public Safety

Description:

In addition to ensuring professional municipal response to emergencies, EMO provides leadership and support to all business units and affiliated agencies to ensure corporate readiness in the event of a disaster or large-scale emergency situation. This includes the development of emergency plans, training and exercises to identify areas for improvements and ensures coordination and preparedness in the event of an emergency.

Strategic Goal 2: EMO Preparedness & Business Continuity	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.1 Outcome: HRM is prepared in the event of large scale emergency or disaster</i>	
S2.1.1	The evacuation sector profiles are updated including the development and implementation of an emergency shelter profiling system in priority ranking.
S2.1.2	HRM facility profiling for transfer switches and/or generator requirements is now an on going capital project which will span for the next four years. These facilities will act as evacuation/comfort centres in times of emergency.
<i>S2.2 Outcome: Business Continuity Planning</i>	
S2.2.1	Infectious Disease Plan developed to identify and address the level of service that will be provided to residents of HRM during a pandemic event.
S2.2.2	Business Continuity Planning Committee to determine and prioritize mission critical and essential services that would be provided by the Municipality.
S2.2.3	To conduct a Hazards Risk and Vulnerability Analysis (HRVA) of the Municipality.
S2.2.4	Based on the Hazard Risk And Vulnerability Analysis (HRVA) and the prioritization of services, EMO will coordinate the development of an overall business continuity plan for implementation in HRM.
<i>S2.3 Outcome: Emergency Operating Centre (EOC) Upgrades</i>	
S2.3.1	To conduct a gap analysis of the current EOC functionality.

Strategic Goal 2: EMO Preparedness & Business Continuity	
Anticipated Outcomes and Objectives (2009-2012):	
S2.3.2	Results of gap analysis for changes/upgrades to be actioned and incorporated in future budget consideration.

Operational Goals (2009-2012):

The operational goals for the Fire and Emergency are:

- Operational Goal 1: Marine Emergency Operations
- Operational Goal 2: Urban Search and Rescue (USAR) Atlantic Task Force 5 Team
- Operational Goal 3: Training Facility
- Operational Goal 4: Corporate Safety
- Operational Goal 5: Succession Planning
- Operational Goal 6: Resource Strategies

Operational Goal 1: Marine Emergency Operations

Corporate Strategy Linkage: .
Council Focus Area: Public Safety

Description:

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

Operational Goal 1: Marine Emergency Operations	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: Halifax Regional Fire and Emergency provides the Halifax Harbour with shoreline fire protection and marine emergency response.</i>	
O1.1.1	To complete a Hazard Assessment that began in 2006 of Halifax Harbour, in conjunction with the Halifax Port Authority, Dept. Of National Defence, EMO Nova Scotia. The assessment will also outline the areas currently lacking for the harbour and any related response capability.
O1.1.2	To review the existing Marine Emergency Response Team under the Operations Division, evaluating existing resources, equipment and current location to ensure optimized response capability for emergency response.
O1.1.3	To continue working on conducting research on the feasibility of establishing an Emergency Response Dive Team for Fire & Police.

Operational Goal 2: Urban Search and Rescue (USAR) Atlantic Task Force 5 Team and Chemical Biological Radiological Nuclear (CBRN) Response Team

Corporate Strategy Linkage:
Council Focus Area: Public Safety

Description:

Firefighters are faced with serious unpracticed challenges in the areas of Hazardous Material Emergency Responses, Chemical-Biological-Radiological-Nuclear Responses, Technical Rescue, and Urban Search and Rescue. Firefighters are expected to perform these arduous tasks in the most physically and mentally demanding environments, without the benefit of “on site preplanning.” In addition, as our aging workforce retires, the actual on scene experience also leaves the workplace, placing additional stress on the new work force.

Halifax Regional Fire Service is the Urban Search and Rescue (USAR) Atlantic Task Force 5 Team. This teams has worked very hard to achieve and maintain this level of response. Education efforts for firefighters have previously been focussed on knowledge based learning and consistent practice of physical and mental skills that will result in predictable and desired behaviours and a positive outcome on the fire ground.

Operational Goal 2: Urban Search and Rescue (USAR) Atlantic Task Force 5 Team and Chemical Biological Radiological Nuclear (CBRN) Response Team	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O2.1 Outcome: Training & storage facility - Highfield Park Fire Station</i>	
O2.1.1	To build a training & storage facility under the Urban Search and Rescue - Joint Emergency Preparedness Program (USAR - JEPP) / HRM funding partnership.
<i>O2.2 Outcome: HRM staff trained to support USAR deployment</i>	
O2.2.1	To continue to develop internal resources in training and the utilization of their expertise in support of deployment as required.
<i>O2.3 Outcome: Service Level Agreement - CBRN Response Team</i>	
O2.3.1	To develop and implement a Service Level Agreement with Halifax Regional Police, Province of NS - Provincial Fire Marshal's Office, EMO and Emergency Health Services and the Federal Government of Canada - RCMP for response, equipment, training, and deployment to Chemical Biological Radiological Nuclear events.

Operational Goal 3: Training Facility

Corporate Strategy Linkage:

Council Focus Area: Public Safety

Description:

Today's firefighters are faced with serious challenges as they must perform physically demanding skills in life threatening environments without the benefit of on site pre-job planning. This is compounded by a reduction in overall experience levels and opportunities to practice. Educational efforts for firefighters have been focussed on knowledge-based learning, and it has become evident that for overall firefighter development, we must return to the learning and consistent practice of physical skills that will result in predictable and desired behaviours on the fire ground. Our Fire Service has limited time at the current Waverley Firefighter's School and the School is looking at increasing their Pre-Employment Firefighting programs which will further impact our ability to use this facility for training.

The construction of a proper training facility would allow firefighters, engineers, company

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

Operational Goal 3: Training Facility	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O3.1 Outcome: Improved training facilities and firefighting preparedness</i>	
O3.1.1	To continue to research and develop plans to fully identify Fire & Emergency's training requirements for a training facility to reduce risk, liability and to improve the safety of our firefighters
O3.1.2	To identify future site location(s) to build a training facility.
O3.1.3	Research and explore alternative options to provide firefighter training.

Operational Goal 4: Corporate Safety

Corporate Strategy Linkage:

EMT Priorities: Service Delivery and Employer of Choice.

Description:

The Chief Administrative Officer (CAO) assigned the responsibility of Corporate Safety to Fire & Emergency. This reassignment would ensure a consistent standardized level of service delivery of Occupational Safety throughout HRM. The transition of Corporate Safety Staff to Fire Service is complete. The Corporate Safety team have been working on the development of the Corporate Safety direction.

Operational Goal 4: Corporate Safety	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O4.1 Outcome: Approved Operational Plan implemented for Service Delivery of Corporate Safety</i>	
O4.1.1	Operational Plan incorporated into future business planning and budget cycles.
<i>O4.2 Outcome: Office Space & Resources</i>	
O4.2.1	Corporate Safety relocated to temporary office space in Eric Spicer in the Fall of 2008. Permanent space will be incorporated into the future development plan for Eric Spicer Building in accordance with the Corporate Accommodations Committee.
O4.2.2	A review of existing staffing levels and work loads to ensure that Corporate Safety are meeting their mandate has identified the need for two (2) additional resources: Training Safety Officer and Administrative Support for the Division that will be address through future business planning and budget cycles.

Operational Goal 5: Succession Planning

Corporate Strategy Linkage:

EMT Priorities: Employer of Choice

Description:

A succession plan was developed and implemented December 2004 and continues to be updated to reflect changes in the management structure, and identify other opportunities as they arise. The succession plan has been successful in recruiting initiatives to fill career positions of Firefighter, in establishing a career development plan for Officer Development, along with the implementation of a Lieutenant position and the establishment of an Apprentice Mechanic level during the 2007 Re-Opener of the IAFF Local 268 Collective Agreement.

The main focus for the next three years will be on the Senior Management team. The current Senior Management team has undergone a restructure in October, 2007 with a reduction of 2 Deputy Chief Directors. This restructuring provided an opportunity to implement 3 Assistant Deputy Chief Positions to provide more opportunities for career advancement, and the blending of Core and Rural Operations into one division under one Deputy Chief will result in changes in the future. The Fire Service Management Team has 14 have individuals who are eligible to retire so it is imperative that we continue to develop and attract individuals to these positions.

Operational Goal 5: Succession Planning	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O5.1 Outcome: Continue to develop and update the Succession Plan to maintain trained, capable staff to replace retiring members at all levels.</i>	
O5.1.1	To continue to review and update the Succession Plan with opportunities identified and developed for managerial and operational positions..

Operational Goal 6: Resource Strategies

Corporate Strategy Linkage:

EMT Priorities: Employer of Choice

Description:

Our volunteer firefighters are committed to protecting the citizens and property of HRM and are a very valuable resource for the Fire Service and HRM. Volunteer recruitment continues to be a challenge especially in areas that are fully protected by volunteer members and have a low volunteer membership. The downward trend in volunteering is not only an issue for HRM but also for the Province and North America. As a result, we will continue to focus our efforts on the recruitment and retention of our volunteers. Fire Services will be working to address areas identified in the Employee Engagement Survey as requiring improvement.

Operational Goal 6: Resource Strategies	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O6.1 Outcome: Volunteer Recruitment & Retention</i>	
O6.1.1	To address volunteer recruitment and volunteer retention issues by: <ul style="list-style-type: none"> • Conducting volunteer recruitment drives in areas as identified; • Developing strategies to assist with volunteer retention.
O6.1.2	To continue to work with the Provincial Fire Marshal's Office on a Provincial Recruitment & Retention Strategy. A HR Staff person has been assigned to this working committee.

Operational Goal 6: Resource Strategies	
Anticipated Outcomes and Objectives (2009-2012):	
<i>06.2 Outcome: Honourariums</i>	
06.2.1	To review and implement a blended Honourarium system for all Fire Service Volunteers which will replace the two existing systems currently in use.
<i>06.3 Outcome: Employee Engagement Survey</i>	
06.3.1	To establish a Team Lead and cross functional team to review the Employee Engagement Survey results, with the Team Lead being Fire's representative on the Corporate Employee Engagement Committee.
06.3.2	To have the team develop a framework for a measurable action and communication plan in response to the survey.

Service Level Changes
<u>Increases In Services / New Initiatives:</u> <ul style="list-style-type: none"> Underwater Recovery Dive Team established within existing resources.
<u>Decreases In Services / Operational Pressures:</u> <ul style="list-style-type: none"> (OP) Increased emergency response times in areas where there is limited or no volunteer response during day time hours. (OP) During times when the daily station staffing level is fewer than 4 firefighters, this may result in increased time to mitigate an emergency, due to the need to await additional resources from another station.
<u>Expected Services Not Being Delivered:</u> <ul style="list-style-type: none"> None.

Fire and Emergency Services

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Operations						
F110 Operations	34,275,724	34,874,400	35,601,253	37,080,500	2,206,100	6.3%
F120 Training	943,518	1,095,200	1,196,769	1,262,700	167,500	15.3%
F791 Rural Fire Debt Payments	735,452	707,700	710,874	800,900	93,200	13.2%
F792 Rural Fire Fleet Maintenance	110,665	143,700	127,478	161,500	17,800	12.4%
F793 Rural Fire - Rural Operations	1,736,216	2,856,100	2,832,871	2,815,400	(40,700)	-1.4%
F170 Rural District Management	488,634	0	(3,300)	0	0	-
F724 Enfield	40,000	40,000	40,000	40,000	0	0.0%
F727 Milford Station	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	40,000	40,000	40,000	40,000	0	0.0%
F751 District 1 Fire	180,996	0	140	0	0	-
F752 District 2 Fire	111,150	0	21	0	0	-
F753 Fire District 3 Revenue & Capital	91,333	0	405	0	0	-
F756 District 6 Fire	310,213	0	2,734	0	0	-
F725 Zone 4	195,012	0	17	0	0	-
Operations	\$39,261,313	\$39,759,500	\$40,551,661	\$42,203,400	\$2,443,900	6.1%
Operations Support						
A451 Emergency Measures Recoveries	25,000	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures Administration	166,677	124,700	153,362	121,400	(3,300)	-2.6%
F121 Career Development	111,575	303,700	217,882	303,700	0	0.0%
F130 Prevention	1,670,359	1,707,500	1,188,985	1,775,200	67,700	4.0%
F140 Administration	3,177,051	4,766,900	5,172,384	4,929,200	162,300	3.4%
F141 Community Relations	(11,904)	145,200	124,124	137,200	(8,000)	-5.5%
F142 Locked:Fire & Explosion Investigation	0	0	125	0	0	-
F143 Locked:Fire Prevent and Life Safety I	182	0	24	0	0	-
F150 Mechanical Maint.	2,052,834	2,222,170	2,095,659	2,245,100	22,930	1.0%
F160 Buildings & Logistic	1,830,167	1,840,400	1,919,730	1,889,700	49,300	2.7%
F180 Safety & Strategic Initiatives	364,673	291,000	379,973	295,400	4,400	1.5%
F181 USAR Project	573,908	600,000	370,194	600,000	0	0.0%
F182 Corporate Safety	137,336	53,800	17,839	53,800	0	0.0%
F190 Communications	406,140	209,600	416,477	213,200	3,600	1.7%
Operations Support	\$10,503,998	\$12,289,970	\$12,081,759	\$12,588,900	\$298,930	2.4%
Total	\$49,765,311	\$52,049,470	\$52,633,420	\$54,792,300	\$2,742,830	5.3%

Fire and Emergency Services

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Operations						
F110 Operations	(254,483)	(100,000)	(404,990)	(\$70,000)	30,000	-30.0%
F120 Training	(16,892)	0	(14,393)	\$0	0	-
F793 Rural Fire - Rural Operations	(13,217)	(24,500)	(171,094)	(24,500)	0	-0.0%
F170 Rural District Management	(44,000)	0	0	0	0	-
F751 District 1 Fire	(492)	0	0	0	0	-
F752 District 2 Fire	(21,646)	0	0	0	0	-
F725 Zone 4	(5,000)	0	0	0	0	-
Operations	(\$355,730)	(\$124,500)	(\$590,477)	(\$94,500)	\$30,000	-24.1%
Operations Support						
C801 Emergency Measures Administration	(96)	0	(1,173)	0	0	-
F121 Career Development	(2,557)	0	(7,142)	0	0	-
F130 Prevention	(24,783)	0	(26,237)	0	0	-
F140 Administration	(133,673)	0	(171,671)	0	0	-
F141 Community Relations	0	0	(3,400)	0	0	-
F150 Mechanical Maint.	0	0	(205)	0	0	-
F160 Buildings & Logistic	(33,495)	0	(26,224)	0	0	-
F180 Safety & Strategic Initiatives	(63,396)	0	(1,677)	0	0	-
F181 USAR Project	(281,617)	(450,000)	(356,898)	(450,000)	0	-0.0%
F190 Communications	(106)	0	0	0	0	-
Operations Support	(\$539,723)	(\$450,000)	(\$594,626)	(\$450,000)	\$0	-0.0%
Total	(\$895,453)	(\$574,500)	(\$1,185,103)	(\$544,500)	\$30,000	-5.2%

Fire and Emergency Services

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Operations						
F110 Operations	34,021,241	34,774,400	35,192,963	37,010,500	2,236,100	6.4%
F120 Training	926,626	1,095,200	1,182,376	1,262,700	167,500	15.3%
F791 Rural Fire Debt Payments	735,452	707,700	710,874	800,900	93,200	13.2%
F792 Rural Fire Fleet Maintenance	110,665	143,700	127,478	161,500	17,800	12.4%
F793 Rural Fire - Rural Operations	1,722,999	2,831,600	2,661,777	2,790,900	(40,700)	-1.4%
F170 Rural District Management	444,634	0	0	0	0 -	
F724 Enfield	40,000	40,000	40,000	40,000	0	0.0%
F727 Milford Station	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	40,000	40,000	40,000	40,000	0	0.0%
F751 District 1 Fire	180,504	0	140	0	0 -	
F752 District 2 Fire	89,504	0	21	0	0 -	
F753 Fire District 3 Revenue & Capital	91,333	0	405	0	0 -	
F756 District 6 Fire	310,213	0	2,734	0	0 -	
F725 Zone 4	190,012	0	17	0	0 -	
Operations	\$38,905,583	\$39,635,000	\$39,961,184	\$42,108,900	\$2,473,900	6.2%
Operations Support						
A451 Emergency Measures Recoveries	25,000	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures Administration	166,582	124,700	152,189	121,400	(3,300)	-2.6%
F121 Career Development	109,018	303,700	210,740	303,700	0	0.0%
F130 Prevention	1,645,576	1,707,500	1,162,897	1,775,200	67,700	4.0%
F140 Administration	3,043,378	4,766,900	5,000,714	4,929,200	162,300	3.4%
F141 Community Relations	(11,904)	145,200	120,724	137,200	(8,000)	-5.5%
F143 Locked:Fire Prevent and Life Safety I	182	0	0	0	0	-
F150 Mechanical Maint.	2,052,834	2,222,170	2,095,455	2,245,100	22,930	1.0%
F160 Buildings & Logistic	1,796,672	1,840,400	1,893,506	1,889,700	49,300	2.7%
F180 Safety & Strategic Initiatives	301,277	291,000	378,296	295,400	4,400	1.5%
F181 USAR Project	292,291	150,000	13,296	150,000	0	0.0%
F182 Corporate Safety	137,230	53,800	17,839	53,800	0	0.0%
F190 Communications	406,140	209,600	416,477	213,200	3,600	1.7%
Operations Support	\$9,964,275	\$11,839,970	\$11,487,133	\$12,138,900	\$298,930	2.5%
Total	\$48,869,858	\$51,474,970	\$51,448,316	\$54,247,800	\$2,772,830	5.4%

Fire and Emergency Services

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	40,488,961	41,969,625	42,758,268	44,592,900	2,623,275	6.3%
Office Costs	470,394	330,500	534,005	330,500	0	0.0%
Professional Fees	0	5,000	6,537	5,000	0	0.0%
Legal & Consulting Fees	71,247	25,000	85,655	25,000	0	0.0%
External Services	363,783	275,900	235,140	275,900	0	0.0%
Uniforms & Clothing	501,661	670,300	497,926	670,300	0	0.0%
Salt	304	0	393	0	0	-
Supplies & Materials	162,980	170,900	159,854	170,900	0	0.0%
Utilities	449,187	479,500	430,565	479,500	0	0.0%
Building Costs	764,835	788,800	721,029	788,800	0	0.0%
Equipment & Communications	1,858,261	2,163,475	2,100,728	2,146,400	(17,075)	-0.8%
Vehicle Expense	132,422	143,700	146,394	161,500	17,800	12.4%
Travel	297,997	211,500	265,056	211,500	0	0.0%
Training & Education	230,399	395,800	145,473	395,800	0	0.0%
Facilities Rental	56,832	10,000	61,165	10,000	0	0.0%
Advertising & Promotion	32,715	20,000	44,811	20,000	0	0.0%
Other Goods & Services	497,161	594,900	708,751	594,900	0	0.0%
Interdepartmental	2,543,206	2,710,870	2,645,115	2,736,500	25,630	0.9%
Debt-Interest	161,336	134,500	135,494	188,100	53,600	39.9%
Debt Principal	573,158	573,200	575,379	612,800	39,600	6.9%
Insurance Costs	2,396	60,000	60,479	60,000	0	0.0%
Grants & Tax Concessions	30,074	31,000	30,201	31,000	0	0.0%
Transfer to/from Reserves	285,000	285,000	285,000	285,000	0	0.0%
Other Fiscal	(208,998)	0	0	0	0	-
Total	\$49,765,311	\$52,049,470	\$52,633,420	\$54,792,300	\$2,742,830	5.3%
Revenues						
Fines and Fees	(70,389)	(100,000)	(69,030)	(70,000)	30,000	-30.0%
Rental & Leasing	(48,046)	0	(40,279)	0	0	-
Other Revenue	(777,018)	(474,500)	(1,075,795)	(474,500)	0	-0.0%
Total	(\$895,453)	(\$574,500)	(\$1,185,103)	(\$544,500)	\$30,000	-5.2%
Net Cost	\$48,869,858	\$51,474,970	\$51,448,316	\$54,247,800	\$2,772,830	5.4%

Fiscal Services Business Plan 2009/10

Business Unit Overview:

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

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

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

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

Summary of 2009/10 Operating Budget

Revenues	Amount
Residential Property Taxes (net of appeals)	(173,441,600)
Commercial, Resource & Business Occupancy Property Taxes (net of appeals)	(182,065,000)
Deed Transfer Taxes	(29,430,000)
Payment in Lieu of Taxes & Tax Agreements	(34,838,900)
HRWC Water Dividend	(3,700,000)
Area Rates for Supplementary Education	(19,705,700)
Provincial Area Rates	(113,575,200)
Area Rate for Fire Protection	(4,969,000)
Interest Revenue	(5,715,000)
LIC & HRWC Recoverable Debt Charges	(4,092,498)
HST offset Unconditional Grant	(2,800,000)
Other Revenue	(4,422,941)
Total Revenues	(578,755,839)

Expenditures

Debt Charges (Principal & Interest)	40,118,258
Transfer to Reserves	13,209,500
Insurance Policy/Premium	4,200,000
Supplementary Education	19,705,700
Mandatory Provincial Payments	113,575,200
Fire Protection (Hydrants)	4,969,000
Grants & Tax Concessions	5,599,900
Operating Costs of New Capital	2,900,000
Provision for Valuation Allowance	3,100,000
Capital from Operating	33,849,700
Retirement Obligations	2,343,800
Transfers to Agencies	4,385,000
Other Expenditures	7,609,493
Total Expenditures	255,565,551

Fiscal Services Net Budget

(323,190,288)

Analysis of Budget Changes

Approved 2008/09 Business Plan Base Budget	(331,772,691)
Increase in Property Tax Revenue	3,547,107
Increase Debt Charges (Principal & Interest)	1,823,040
Increase in Revenue in Lieu of Taxes & Tax Agreements	(2,860,200)
Decrease in Deed Transfer Taxes	3,270,000
Decrease in Transfer to Reserves	(6,203,400)
Increase in Capital from Operating	3,046,700
Increase in Grants & Tax Concessions	1,325,000
Decrease in Contingency for Heating Fuel	(1,600,000)
Decrease in HST Offset	400,000
Decrease in Interest Revenue	7,044,955
Increase in Operating Costs of New Capital	(3,572,516)
Other Fiscal Transactions (net)	2,361,717
Proposed 2009/010 Budget	(323,190,288)

Key Obligations and Responsibilities

The following challenges and opportunities will have an impact on Fiscal Services during the 2009/10 time frame.

Obligations / Responsibilities: Debt Repayment and Servicing

Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are other costs relating to bank charges, debenture discount and interest payments to Agencies, Boards & Commissions totaling about \$1million. Not all HRM's debt charges are included in Fiscal Services. The debt charges for Metro Transit, Solid Waste, Fire and some Area Rates are allocated to their respective departments. HRM's current debt charges of \$46.2 million represent 8.0% of gross expenditures. The breakdown for debt costs is as follows:

2009 - 10 Net HRM Debt Charges By Business Unit

	Principal	Interest	Other	Totals
Fiscal Services (<i>Note 1,2</i>)	25,856,515	9,177,172	992,073	36,025,760
Metro Transit	4,676,922	1,159,645		5,836,567
Solid Waste	1,966,649	835,708		2,802,357
Other (<i>Fire & Area Rates</i>)	1,084,709	440,194		1,524,903
Totals	33,584,795	11,612,719	992,073	46,189,587

Note 1: Other costs are broken-down as: Interest Payments to Agencies Boards and Commissions (ABC's) (\$318,000); Debenture Discounts (\$372,073) and, Bank Charges (\$302,000).

Note 2: Gross principal debt charges are \$36,898,342 with \$3,313,546 in recoveries from LIC and HRWC netting to \$33,584,795. Gross interest charges are \$12,391,671 with \$778,952 in recoveries from LIC and HRWC netting to \$11,612,719.

Obligations / Responsibilities: Reserve Funding

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

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

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement.

Reserve Transactions:	Amount
Transfers to Reserves	
Q126 Strategic Growth Reserve	5,000,000
New Debt Servicing Reserve	3,000,000
Q129 Ferry Replacement Reserve	1,300,000
Interest on Reserve Balances	2,200,000
Q309 Snow and Ice Reserve	624,600
Q133 CCC Bedford South Interchange Reserve	450,000
Q206 Fire Vehicle Equipment Reserve	300,000
Q125 Metro Park Parkade Reserve	223,800
Q316 DNA Costs (HRP and RCMP) Reserve	111,100
Total	13,209,500

Analysis of Reserve Budget Changes

Changes in Funding

Approved 2008/09 Reserve Transfer Budget	19,412,900
Increase in Q129 Ferry Replacement Reserve	1,300,000
Decreased withdrawal from Q310 Service Improvement Reserve	500,000
Decrease in Q313 Municipal Elections Reserve	(200,000)
Decrease in Q321 Information & Communications Technologies Reserve*	(500,000)
Decrease in Q309 Snow and Ice Reserve	(903,400)
Decrease in Q123 Waste Resource Reserve	(1,600,000)
Decrease in Reserve Interest	(4,800,000)
Decrease in Funding Transfers to Reserves	(6,203,400)
Proposed Reserve Transfer Total	13,209,500

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Obligations / Responsibilities: Transfers to Outside Agencies

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

1) Supplementary Education

Since 1996-97, the year of amalgamation, HRM has provided funding to the Halifax Regional School Board (HRSB) for the former cities of Halifax and Dartmouth. In 2000-01 Council added an area rate for use in the Bedford-County areas under the MGA. As of April 1, 2006 these funds are shared with the Conseil scolaire acadien provincial (CSAP), the province-wide Acadian school board. Fiscal year 2009-10 is the third year of a four-year plan to unify the area rates for Supplementary Education. As per HRM's agreement with the school boards, the total payment for 2009-10 will be \$19,496,100. Surplus/Deficit from Area Rates collections not equalling payment amount for 2009-10 is \$209,600

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

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

Mandatory Education

Since 1996/97, the year of amalgamation, HRM has been required to provide funding to the Halifax Regional School Board (HRSB) under the Municipal Government Act (MGA). This mandatory education contribution is set at the value of the "Education Rate" times the "Uniform Assessment". The estimate for 09/10 is \$96.9 million, an increase of about \$4.3 million over the previous year's budget.

Assessment

In 2001/02 HRM was notified by the Province that it would be required to pay a share of the cost of operating the provincial assessment system. HRM pays an amount equal to the total provincial assessment costs times the average of (1) HRM's share of Uniform Assessment, and (2) HRM's share of assessment accounts. The estimate for 09/10 is \$6.4 million, an increase of \$298k over previous year's budget.

Correctional Services

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula. HRM's budgeted amount of \$7.9 million for 2009/10 is based upon assumed changes in CPI and uniform assessment.

The following is a list of budgeted 2009/10 fiscal year payments mandated by the Province:

	Estimated Amount
Halifax Regional School Board - Mandatory Education	96,584,000
Assessment Services	6,411,800
Correctional Services	7,924,000
Metropolitan Regional Housing Authority	2,505,000
Total Transfers	113,424,800

Deficits for Area Rates related to Provincial Services to be collected in 2009/10

150,400

World Trade Center

HRM has an agreement to fund the World Trade Centre. For the 2009/10 fiscal year, HRM has budgeted an amount of \$588,000 in order to meet its obligations. This amount has increased approximately \$17k compared to previous year's budget based upon Halifax CPI.

3) Fire Protection Services (Hydrants)

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to make a contribution to fund the operations of the Halifax Regional Water Commission (HRWC). This contribution is used to fund the hydrant costs incurred by the Commission and is set by a formula approved by the NSUARB. The hydrant charges are recovered via a special "Fire Protection" area rate that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes.

The amount required for the 09/10 Area Rate is \$4,968,933. This amount is lower than previous years as \$4,833,517 from previously collected funds are being allocated in order to decrease the rate for 2009/10

Obligations / Responsibilities:

Grants to Non-Profit Organizations

Included within Fiscal Services are various grants and tax concessions to registered Non-Profit Organizations. The 2009/10 proposed budget includes the following amounts:

	Amount
Community Grants*	1,572,700
Residential Tax Exemptions	1,306,400
Non-Profit Tax Concessions	2,454,700
Fire Protection/Commercial Tax Concessions	61,100
Low Income Contingency	205,000
Total	5,599,900

** Includes Councilors' Discretionary Operating funds of \$69,000 and the \$1 million Community Partnership Fund which was included in the capital budget for 08/09*

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

Changes over the 2008/09 budget are: an increase of \$125,000 for the Residential Tax Exemption Program based on Councils approval to index the funding.

Obligations / Responsibilities:

Operating Costs of New Capital

Included within Fiscal Services is a net amount of \$2.9 million to provide for the operating costs associated with new capital projects proposed for 2009/10. Funds for such projects are held in Fiscal until such time as the capital project is complete. At that time, they are transferred to the relevant business unit.

Obligations / Responsibilities:

Other Fiscal Transactions

Also included within Fiscal Services are a variety of other financial transactions not directly tied to program operations. For instance, provisions for payments to the capital fund to offset debt costs (Capital From Operating or “Pay as You Go”) are normally included here. In 2009/10 HRM has budgeted for \$33.8 million in Capital from Operating. There is no transfer to the reserve for solid waste cells and equipment in 2009/10 compared to \$1.6 million in 2008/09.

HRM has also included Provisions for Uncollected Debts of \$3.1 million in 09/10 compared to \$3.1 million in 08/09. These amounts include approximately \$2.4 million in respect of Grants-in-Lieu from the Federal and Provincial Governments for which HRM may be unable to enforce collection. HRM has also budgeted \$0.4 million for outstanding assessment appeals, and \$0.3 million for non-tax receivables and related items. This provision is required by the Province of Nova Scotia’s Financial Reporting and Accounting Manual (FRAM).

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

Expenditures

Insurance Claims	4,200,000
Compensation PPP (Retirement Obligation)	2,220,000

Revenues

Unconditional Transfers (HST Offset)	(2,800,000)
Parking Meters	(2,625,000)

Fiscal Services

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Private Roads						
R756 Petpeswick Drive	0	3,200	3,000	3,200	0	0.0%
R757 Three Brooks Home Owner's Association	0	0	0	53,940	53,940	-
Total Private Roads	\$0	\$3,200	\$3,000	\$57,140	\$53,940	1685.6%
Debt Servicing:						
M110 Debt & Interest Chg	47,346,469	48,196,182	40,585,115	46,189,588	(2,006,594)	-4.2%
M112 Allocation of Debt Charges to B. Units	(15,442,756)	(12,466,682)	(12,732,574)	(10,163,826)	2,302,856	-18.5%
M113 Interest payments-General Government	1,718,574	0	1,523,333	0	0	-
M114 Interest payments-Protective Services	615,204	0	597,713	0	0	-
M115 Interest payments-Transportation Serv	4,506,748	0	4,367,276	0	0	-
M116 Interest payments-Environ.Mgmt Serv	525,557	0	0	0	0	-
M117 Interest payments-Social Housing	27,685	0	0	0	0	-
M118 Interest payments-Comm.Dev. (Planning	289,948	0	221,216	0	0	-
M119 Interest payments-Comm.Dev. (Recreati	723,249	0	593,890	0	0	-
M121 Principal payments Outside Agencies	0	81,900	0	0	(81,900)	-100.0%
M122 HRWC Debt Charges	0	413,718	413,718	1,637,607	1,223,889	295.8%
M530 Local Improvement Charges	3,016,383	2,802,983	2,050,831	3,781,392	978,409	34.9%
Total Debt Servicing	\$43,327,062	\$39,028,101	\$37,620,518	\$41,444,761	\$2,416,660	6.2%
Transfers to/fr Other Funds:						
M230 Correctional Centre	7,818,882	7,906,837	7,906,837	7,983,000	76,163	1.0%
M240 Met. Reg. HousingAut	2,450,000	2,484,468	2,484,468	2,726,500	242,032	9.7%
M250 World Trade Centre	554,099	571,300	570,168	588,000	16,700	2.9%
M280 Halifax Regional School Board	90,431,000	92,974,137	93,092,130	96,565,200	3,591,063	3.9%
M284 Supplementary Education- Halifax	2,029,100	0	(0)	0	0	-
M285 Supplementary Education- Dartmouth	981,000	0	0	0	0	-
M286 Supplementary Education-County/Bedfo	(1,659)	0	0	0	0	-
M287 Supplementary Education-CSAP	558,400	0	0	0	0	-
M288 Supplementary Education- HRM-wide	16,844,259	20,381,521	20,320,127	19,705,700	(675,821)	-3.3%
M291 Fire Protection (Hydrants)	9,227,599	12,425,503	9,504,591	4,969,000	(7,456,503)	-60.0%
M292 NSLC Area Rate	0	1,097,000	1,093,979	0	(1,097,000)	-100.0%
M318 Provincial Assessment System	5,926,241	6,132,881	6,132,881	6,300,500	167,619	2.7%
Total Transfers To Outside Agencies	\$136,818,921	\$143,973,647	\$141,105,182	\$138,837,900	(\$5,135,747)	-3.6%
Other Fiscal Services:						
M270 Compensation PPP	3,149,833	2,529,180	2,278,035	2,343,800	(185,380)	-7.3%
M310 Other Fiscal Serv.	2,358,008	3,510,732	1,245,888	9,793,550	6,282,818	179.0%
M311 Grants & Tax Concessions	3,465,414	3,939,800	3,894,650	4,264,800	325,000	8.2%
M351 Managers Contingency					0	-
M361 Councillors Discretionary Fund	69,000	69,000	68,850	69,000	0	0.0%
M451 Valuation Allowance	3,482,647	3,100,000	3,501,671	3,100,000	0	0.0%
Total Other Fiscal Services	\$12,524,902	\$13,148,712	10,989,094	\$19,571,150	\$6,422,438	48.5%
Transfer to/from other funds:						
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	5,000,000	0	0.0%
M317 Operating Costs for New Capital	574,000	3,194,866	3,194,866	2,900,000	(294,866)	-9.2%
M319 DNA Reserve	109,300	111,100	111,100	111,100	0	0.0%
M320 Insurance Claims	4,277,872	4,200,000	4,183,061	4,200,000	0	0.0%
M321 Ferry Replacement Reserve	1,300,000	0	0	1,300,000	1,300,000	-
M322 New Capital Replacement Reserve	1,250,000	500,000	500,000	0	(500,000)	-100.0%
M323 Insurance Reimbursed Claims	227,128	0	136,743	0	0	-
M324 Capital Surplus Reserve	442,400	0	0	0	0	-
M325 CCC Bedford South Reserve	450,000	450,000	450,000	450,000	0	0.0%
M411 Operating Stabilization Reserve	500,000	0	0	0	0	-
M421 Service Improvement Reserve	192,200	(500,000)	0	0	500,000	-100.0%
M441 Interest on Reserves	7,615,508	7,065,000	3,994,315	2,265,000	(4,800,000)	-67.9%
M461 Capital Fr Operating	39,339,500	32,583,000	32,583,000	33,849,700	1,266,700	3.9%
M471 Other Transfers	1,019,000	5,028,000	5,028,000	3,924,600	(1,103,400)	-21.9%
Total Transfers to/fr Other Funds	\$62,296,907	\$57,631,966	\$55,181,085	\$54,000,400	(3,631,566)	-6.3%
Non-Department Revenue						
M555 Parkade	1,634,131	1,554,100	1,718,353	1,554,100	0	0.0%
M580 Fiscal Services	497,786	0	412	100	100	0.0%
Non-Departmental Revenue	\$2,131,917	\$1,554,100	\$1,718,765	\$1,554,200	100	0.0%
Total	\$257,099,709	\$255,339,726	\$246,617,644	\$255,465,551	\$125,825	0.0%

Fiscal Services

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Private Roads						
R756 Petpeswick Drive	0	(3,200)	(3,200)	(3,200)	0	-0.0%
R757 Three Brooks Home Owner's Association	0	0	0	(53,940)	(53,940)	-
Total Private Roads	0	(3,200)	(3,200)	(57,140)	(53,940)	1685.6%
Debt Servicing:						
M110 Debt & Interest Chg	(1,844)	0	(3,613)	0	0	-
M122 HRWC Debt Charges	0	(413,718)	(413,718)	(1,637,607)	(1,223,889)	295.8%
M530 Local Improvement Charges	(3,854,881)	(2,802,983)	(3,660,304)	(3,781,392)	(978,409)	34.9%
Total Debt Servicing	(\$3,856,725)	(\$3,216,701)	(\$4,077,635)	(\$5,418,999)	(\$2,202,298)	68.5%
Transfers To Outside Agencies:						
M230 Correctional Centre	(7,768,325)	(7,906,837)	(7,842,599)	(7,983,000)	(76,163)	1.0%
M240 Met. Reg. HousingAut	(2,440,387)	(2,484,468)	(2,377,867)	(2,726,500)	(242,032)	9.7%
M280 Halifax Regional School Board	(90,071,863)	(92,974,137)	(93,110,924)	(96,565,200)	(3,591,063)	3.9%
M284 Supplementary Education- Halifax	(2,046,813)	0	(0)	0	0	-
M285 Supplementary Education- Dartmouth	(730,282)	0	0	0	0	-
M286 Supplementary Education-County/Bedfo	1,659	0	(0)	0	0	-
M287 Supplementary Education-CSAP	(568,400)	0	0	0	0	-
M288 Supplementary Education- HRM-wide	(16,490,016)	(20,381,521)	(20,110,519)	(19,705,700)	675,821	-3.3%
M292 NSLC Area Rate	0	(1,097,000)	(1,093,979)	0	1,097,000	-100.0%
M318 Provincial Assessment System	(5,906,426)	(6,132,881)	(6,244,199)	(6,300,500)	(167,619)	2.7%
Total Transfers To Outside Agencies	(\$126,020,853)	(\$130,976,844)	(\$130,780,087)	(\$133,280,900)	(\$2,304,056)	1.8%
Other Fiscal Services:						
M270 Compensation PPP	(139)	0	0	0	0	0.0%
M310 Other Fiscal Serv.	(2,685,932)	(435,000)	(273,838)	(435,000)	0	-0.0%
M311 Grants & Tax Concessions	(294)	0	(32,578)	0	0	-
M341 Surplus/Deficit	(114,806)	0	0	0	0	-
M451 Valuation Allowance	(375)	0	(20,713)	0	0	-
Total Other Fiscal Services	(\$2,801,546)	(\$435,000)	(\$327,129)	(\$435,000)	\$0	-0.0%
Transfers to/fr Other Funds:						
M320 Insurance Claims	(77,872)	0	16,939	0	0	-
M323 Insurance Reimbursed Claims	(227,127)	0	(136,743)	0	0	-
Total Transfers to/from Other Funds	(\$304,999)	\$0	(\$119,804)	\$0	\$0	-
Non-Dept Revenues:						
M510 Property Tax	(348,295,585)	(376,963,910)	(376,549,887)	(364,112,400)	12,851,510	-3.4%
M520 Deed Transfer	(34,699,742)	(32,700,000)	(35,166,329)	(29,430,000)	3,270,000	-10.0%
M540 Grants in Lieu	(25,737,097)	(27,185,000)	(27,828,898)	(29,514,900)	(2,329,900)	8.6%
M550 Own Source Revenue	(22,018,420)	(19,080,697)	(17,390,085)	(12,070,000)	7,010,697	-36.7%
M555 Parkade	(1,634,131)	(1,554,100)	(1,718,353)	(1,554,100)	0	-0.0%
M560 Unconditional Trans.	(3,558,423)	(3,200,000)	(3,319,321)	(2,800,000)	400,000	-12.5%
M570 Conditional Transfer	(83,400)	(82,400)	(82,400)	(82,400)	0	-0.0%
M580 Fiscal Services	(1,140)	0	(820)	0	0	-
Non-Departmental Revenue	(\$436,027,938)	(\$460,766,107)	(\$462,056,093)	(\$439,563,800)	\$21,202,307	-4.6%
Total	(\$569,012,061)	(\$595,397,852)	(\$597,363,948)	(\$578,755,839)	\$16,642,013	-2.8%

Fiscal Services

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
R756 Petpeswick Drive	0	0	(200)	0	0	-
Private Roads	\$0	\$0	(\$200)	\$0	0	-
Debt Servicing:						
M110 Debt & Interest Chg	\$47,344,625	\$48,196,182	\$40,581,502	\$46,189,588	(2,006,594)	-4.2%
M112 Allocation of Debt Charges to B. Units	(15,442,756)	(12,466,682)	(12,732,574)	(10,163,826)	2,302,856	-18.5%
M113 Interest payments-General Government	1,718,574	0	1,523,333	0	0	-
M114 Interest payments-Protective Services	615,204	0	597,713	0	0	-
M115 Interest payments-Transportation Serv	4,506,748	0	4,367,276	0	0	-
M116 Interest payments-Environ.Mgmt Serv	525,557	0	0	0	0	-
M117 Interest payments-Social Housing	27,685	0	0	0	0	-
M118 Interest payments-Comm.Dev. (Planning	289,948	0	221,216	0	0	-
M119 Interest payments-Comm.Dev. (Recreati	723,249	0	593,890	0	0	-
M121 Principal payments Outside Agencies	0	81,900	0	0	(81,900)	-100.0%
M530 Local Improvement Charges	(838,498)	0	(1,609,473)	0	0	-
Total Debt Servicing	\$39,470,336	\$35,811,400	\$33,542,883	\$36,025,762	\$214,362	0.6%
Transfers to/fr Other Funds:						
M230 Correctional Centre	50,557	0	64,238	0	0	-
M240 Met. Reg. HousingAut	9,613	0	106,601	0	0	-
M250 World Trade Centre	554,099	571,300	570,168	588,000	16,700	2.9%
M280 Halifax Regional School Board	359,137	0	(18,794)	0	0	-
M284 Supplementary Education- Halifax	(17,713)	0	(0)	0	0	-
M285 Supplementary Education- Dartmouth	250,718	0	1	0	0	-
M287 Supplementary Education-CSAP	(10,000)	0	0	0	0	-
M288 Supplementary Education- HRM-wide	354,243	0	209,608	0	0	-
M291 Fire Protection (Hydrants)	9,227,599	12,425,503	9,504,591	4,969,000	(7,456,503)	-60.0%
M318 Provincial Assessment System	19,816	0	(111,318)	0	0	-
Total Transfers To Outside Agencies	\$10,798,069	\$12,996,803	\$10,325,095	\$5,557,000	(\$7,439,803)	-57.2%
Other Fiscal Services:						
M270 Compensation PPP	3,149,694	2,529,180	2,423,737	2,343,800	(185,380)	-7.3%
M310 Other Fiscal Serv.	(327,924)	3,075,732	972,050	9,358,550	6,282,818	204.3%
M311 Grants & Tax Concessions	3,465,120	3,939,800	3,862,072	4,264,800	325,000	8
M341 Surplus/Deficit	(114,806)	0	0	0	0	-
M351 Managers Contingency	32,343	100,000	31,183	100,000	0	0.0%
M361 Councillors Discretionary Fund	69,000	69,000	68,850	69,000	0	0.0%
M451 Valuation Allowance	3,482,272	3,100,000	3,480,958	3,100,000	0	0.0%
Total Other Fiscal Services	\$9,755,699	\$12,813,712	\$10,838,850	\$19,236,150	\$6,422,438	50.1%
Transfer to/from other funds:						
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	5,000,000	0	0.0%
M317 Operating Costs for New Capital	574,000	3,194,866	3,194,866	2,900,000	(294,866)	-9.2%
M319 DNA Reserve	109,300	111,100	111,100	111,100	0	0.0%
M320 Insurance Claims	4,200,000	4,200,000	4,200,000	4,200,000	0	0.0%
M321 Ferry Replacement Reserve	1,300,000	0	0	1,300,000	1,300,000	-
M322 New Capital Replacement Reserve	1,250,000	500,000	500,000	0	(500,000)	-100.0%
M324 Capital Surplus Reserve	442,400	0	0	0	0	-
M325 CCC Bedford South Reserve	450,000	450,000	450,000	450,000	0	0.0%
M411 Operating Stabilization Reserve	500,000	0	0	0	0	-
M421 Service Improvement Reserve	192,200	(500,000)	0	0	500,000	-100.0%
M441 Interest on Reserves	7,615,508	7,065,000	3,994,315	2,265,000	(4,800,000)	-67.9%
M461 Capital Fr Operating	39,339,500	32,583,000	32,583,000	33,849,700	1,266,700	3.9%
M471 Other Transfers	1,019,000	5,028,000	5,028,000	3,924,600	(1,103,400)	-21.9%
Total Transfers to/fr Other Funds	\$61,991,908	\$57,631,966	\$55,061,281	\$54,000,400	(\$3,631,566)	-6.3%
Non-Department Revenue						
M510 Property Tax	(348,295,585)	(376,963,910)	(376,549,887)	(364,112,400)	12,851,510	-3.4%
M520 Deed Transfer	(34,699,742)	(32,700,000)	(35,166,329)	(29,430,000)	3,270,000	-10.0%
M540 Grants in Lieu	(25,737,097)	(27,185,000)	(27,828,898)	(29,514,900)	(2,329,900)	8.6%
M550 Own Source Revenue	(22,018,420)	(19,080,697)	(17,390,085)	(12,070,000)	7,010,697	-36.7%
M560 Unconditional Trans.	(3,558,423)	(3,200,000)	(3,319,321)	(2,800,000)	400,000	-12.5%
M570 Conditional Transfer	(83,400)	(82,400)	(82,400)	(82,400)	0	-0.0%
M580 Fiscal Services	496,646	0	(408)	100	100	-
Non-Departmental Revenue	(\$433,896,021)	(\$459,212,007)	(\$460,337,328)	(\$438,009,600)	\$21,202,407	-4.6%
Total	(\$311,880,009)	(\$339,958,126)	(\$350,569,421)	(\$323,190,288)	\$16,767,838	-4.9%

Fiscal Services

Summary by Expenditure & Revenue Type

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	4,632,767	4,814,145	3,476,320	6,465,400	1,651,255	34.3%
Office	2,002	0	4,680	0	0	-
Legal & Consulting Fees	99,421	0	95,001	0	0	-
External Services	187,798	112,259	133,043	34,550	(77,709)	-69.2%
Supplies & Materials	5,066	0	5,817	0	0	-
Utilities	0	8,300	0	0	(8,300)	-100.0%
Building Costs	0	0	6,018	0	0	-
Equipment & Communications	21,163	0	10,642	0	0	-
Vehicle Expense	432,224	0	304,267	0	0	-
Travel	2,649	0	3,011	0	0	-
Training & Education	2,314	0	2,902	0	0	-
Advertising & Promotion	0	0	1,090	0	0	-
Other Goods & Services	1,096,920	5,016,674	1,697,917	3,827,300	(1,189,374)	-23.7%
Interdepartmental	87,739	87,700	87,886	87,800	100	0.1%
Debt-Interest	9,567,999	8,991,870	9,953,240	10,274,126	1,282,256	14.3%
Debt Principal	32,310,886	28,619,448	27,243,730	29,170,062	550,614	1.9%
Transfer Outside Agencies	127,591,322	130,004,800	129,961,268	137,472,740	7,467,940	5.7%
Insurance Costs	2,526,305	4,200,000	3,105,316	4,200,000	0	0.0%
Grants & Tax Concessions	3,656,856	4,274,900	3,963,500	5,599,900	1,325,000	31.0%
Transfer to/from Reserves	26,087,707	19,412,900	20,636,399	13,209,500	(6,203,400)	-32.0%
Fire Protection	9,227,599	12,425,503	9,504,591	9,802,500	(2,623,003)	-21.1%
Capital from Operating	33,339,500	30,983,000	30,983,000	33,849,700	2,866,700	9.3%
Debenture Discount	276,711	381,900	381,590	372,073	(9,827)	-2.6%
Provision for Allowance	3,482,647	3,100,000	3,501,671	3,100,000	0	0.0%
Other Fiscal	2,494,458	2,131,783	711,385	2,683,100	551,317	25.9%
Prior year Surplus/Deficit	0	874,544	874,544	(4,583,200)	(5,457,744)	-624.1%
Total	\$257,132,052	\$255,439,726	\$246,648,828	\$255,565,551	\$125,825	0.0%
Revenues						
Tax Revenues	(345,314,396)	(373,143,310)	(373,773,028)	(362,737,292)	10,406,018	-2.8%
Deed Transfer Tax	(34,699,742)	(32,700,000)	(35,166,329)	(29,430,000)	3,270,000	-10.0%
Tax Agreements	(5,964,187)	(4,793,700)	(4,681,163)	(3,830,000)	963,700	-20.1%
Payments in Lieu of taxes	(25,737,097)	(27,185,000)	(27,828,898)	(29,514,900)	(2,329,900)	8.6%
Transfers from other Gov'ts	(3,641,823)	(3,282,400)	(3,401,721)	(2,882,400)	400,000	-12.2%
Area Rate Revenue	(126,886,735)	(132,809,927)	(132,539,288)	(134,664,540)	(1,854,613)	1.4%
Interest Revenue	(15,741,589)	(12,759,955)	(11,154,165)	(5,715,000)	7,044,955	-55.2%
Parking Meters	(2,590,392)	(2,570,000)	(2,586,274)	(2,625,000)	(55,000)	2.1%
Rental & Leasing	(1,634,556)	(1,554,100)	(1,718,353)	(1,554,100)	0	-0.0%
Recreational Revenue	723	0	0	0	0	-
Sales Revenue	(54)	0	(154)	0	0	-
HRWC Dividend	(3,569,441)	(3,720,742)	(3,622,229)	(3,700,000)	20,742	-0.6%
Other Revenue	(3,232,771)	(878,718)	(892,349)	(2,102,607)	(1,223,889)	139.3%
Total	(\$569,012,060)	(\$595,397,852)	(\$597,363,950)	(\$578,755,839)	\$16,642,013	-2.8%
Net Cost	(\$311,880,008)	(\$339,958,126)	(\$350,715,123)	(\$323,190,288)	\$16,767,838	-4.9%

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

	2007-2008	2008-09	2008-09	2009-10	Change	%
	Actuals	Budget	Actual Unaudited	Budget	over Budget	Change
Property Taxes:						
Residential Property Taxes	(172,072,373)	(189,337,007)	(189,594,232)	(173,858,600)	15,478,407	-8.2%
Commercial Property Taxes	(128,855,017)	(147,165,000)	(147,591,319)	(167,207,000)	(20,042,000)	13.6%
Business Occupancy Taxes	(28,968,983)	(22,993,000)	(23,011,385)	(14,881,000)	8,112,000	-35.3%
Resource Property Taxes	(1,109,529)	(1,341,000)	(1,343,498)	(1,257,000)	84,000	-6.3%
Recreational Non Profit	(12,021)	0	(12,689)	0	0	-
Resource Forest Taxes	(41,781)	0	(41,892)	0	0	-
Commercial Forest Taxes	(109,249)	0	(114,272)	0	0	-
Business Occupancy Openings	(2,042,436)	0	(2,222)	0	0	-
Business Occupancy Closing	879,470	0	65,243	0	0	-
Fire Protection	(10,519,463)	(12,425,503)	(11,112,949)	(4,969,000)	7,456,503	-60.0%
Business Occupancy Appeals	178,852	221,000	157,479	123,000	(98,000)	-44.3%
Residential Appeals	0	404,000	424,408	417,000	13,000	3.2%
Commercial Appeals	0	1,107,000	964,063	1,143,000	36,000	3.3%
Resource Property Appeals	0	12,000	48,157	14,000	2,000	16.7%
Farm Acreage Taxes	(26,565)	0	(53,939)	0	0	-
Transfer - General Rate	76,700	96,700	96,700	37,800	(58,900)	-60.9%
Transfer - Urban Rate	291,000	347,600	347,600	155,400	(192,200)	-55.3%
Area Rate Revenue	0	(1,097,000)	(1,093,979)	0	1,097,000	-100.0%
Total Property Taxes	(\$342,331,394)	(\$372,170,210)	(\$371,868,724)	(\$360,282,400)	\$10,790,810	-2.9%
Tax Agreements:						
Tax Agreement - NSLC	(1,740,358)	(603,000)	(536,127)	(550,000)	53,000	-8.8%
Tax Agreement - NSPI	(2,094,329)	(2,099,700)	(2,162,497)	(2,132,000)	(32,300)	1.5%
Tax Agreement - MT&T	(3,090,727)	(3,085,000)	(2,996,254)	(2,636,000)	449,000	-14.6%
Tax Agreement - Other	(6,400)	(6,000)	(6,375)	(6,000)	0	-0.0%
Halifax International Airport Tax Offset	967,628	1,000,000	1,020,090	1,494,000	494,000	49.4%
Total Tax Agreements	(\$5,964,187)	(\$4,793,700)	(\$4,681,163)	(\$3,830,000)	\$963,700	-20.1%
Deed Transfer Tax:						
Deed Transfer Taxes	(34,699,742)	(32,700,000)	(35,166,329)	(29,430,000)	3,270,000	-10.0%
Total Deed Transfer Tax	(\$34,699,742)	(\$32,700,000)	(\$35,166,329)	(\$29,430,000)	\$3,270,000	-10.0%
Grants in Lieu:						
Grant in Lieu - Federal	(17,240,700)	(18,275,000)	(18,368,481)	(17,651,600)	623,400	-3.4%
Grant in Lieu - Provincial	(5,339,132)	(5,730,000)	(5,767,586)	(6,007,700)	(277,700)	4.8%
Grant in Lieu - Canada Post	(509,181)	(520,000)	(532,594)	(558,000)	(38,000)	7.3%
Grant in Lieu - Halifax Ports Corporation	(1,714,848)	(1,715,000)	(1,732,478)	(1,935,200)	(220,200)	12.8%
Grant in Lieu - CBC	(368,773)	(375,000)	(281,094)	(300,900)	74,100	-19.8%
Grant in Lieu - Via Rail	(132,555)	(140,000)	(136,011)	(140,600)	(600)	0.4%
Grant in Lieu - WCB	(148,664)	(150,000)	(139,920)	(129,800)	20,200	-13.5%
Grant in Lieu - Citadel	0	0	0	(1,610,700)	(1,610,700)	-
Grant in Lieu - Other	(283,244)	(280,000)	(870,735)	(1,180,400)	(900,400)	321.6%
Total Grants in Lieu	(\$25,737,097)	(\$27,185,000)	(\$27,828,898)	(\$29,514,900)	(\$2,329,900)	8.6%
Transfers from other Governments:						
Unconditional Transfers:						
Unconditional Grants NS (Other)	(3,558,423)	(3,200,000)	(3,319,321)	(2,800,000)	400,000	-12.5%
Total Unconditional Transfers	(\$3,558,423)	(\$3,200,000)	(\$3,319,321)	(\$2,800,000)	\$400,000	-12.5%
Conditional Transfers:						
Conditional Grant: Public Housing Amortization	(83,400)	(82,400)	(82,400)	(82,400)	0	-0.0%
Total Conditional Transfers	(83,400)	(82,400)	(82,400)	(82,400)	0	-0.0%
Total Transfers from other Governments:	(\$3,641,823)	(\$3,282,400)	(\$3,401,721)	(\$2,882,400)	\$400,000	-12.2%

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

	2007-2008	2008-09	2008-09	2009-10	Change	%
	Actuals	Budget	Actual Unaudited	Budget	over Budget	Change
Own Source Revenue:						
Interest Revenue:						
Interest Revenue - Taxes	(2,802,312)	(2,375,000)	(2,669,979)	(2,222,000)	153,000	-6.4%
Interest Revenue - Investments	(487,257)	(2,680,000)	(314,024)	(715,000)	1,965,000	-73.3%
Interest Revenue - Capital Charges	(540,559)	(475,000)	(521,335)	(413,000)	62,000	-13.1%
Interest Revenue - Capital Projects	(268,924)	(229,955)	(228,172)	(165,000)	64,955	-28.2%
Interest Revenue - Other	(11,641,917)	(7,000,000)	(7,420,388)	(2,200,000)	4,800,000	-68.6%
Total	(\$15,740,969)	(\$12,759,955)	(\$11,153,898)	(\$5,715,000)	\$7,044,955	-55.2%
Fee Revenue:						
Parking Meters	(2,590,392)	(2,570,000)	(2,586,274)	(2,625,000)	(55,000)	2.1%
Proceeds on Sales of Assets	(54)	0	(154)	0	0	-
Total	(\$2,590,446)	(\$2,570,000)	(\$2,586,428)	(\$2,625,000)	(\$55,000)	2.1%
Other Revenue:						
Halifax Regional Water Commission Divide	(3,569,441)	(3,720,742)	(3,622,229)	(3,700,000)	20,742	-0.6%
NSF Cheque Fee	(11,480)	(10,000)	(13,060)	(10,000)	0	-0.0%
Miscellaneous Revenue	(106,087)	(20,000)	(14,491)	(20,000)	0	-0.0%
Tax Agreement - Other	0	0	0	0	0	-
Other Interdepartmental Revenue	0	0	0	0	0	-
Total	(\$3,687,008)	(\$3,750,742)	(\$3,649,779)	(\$3,730,000)	\$20,742	-0.6%
Total Own Source Revenue:	(\$22,018,423)	(\$19,080,697)	(\$17,390,105)	(\$12,070,000)	\$7,010,697	-36.7%
Other Fiscal Revenue						
Private Roads						
Petpeswick Drive	0	(3,200)	(3,200)	(3,200)	0	-0.0%
R757 Three Brooks Home Owner's Association	0	0	0	(53,940)	(53,940)	-
Total Private Roads	\$0	(\$3,200)	(\$3,200)	(\$57,140)	(\$53,940)	1685.6%
Debt Servicing:						
Debt & Interest Chg	(1,844)	0	(3,613)	0	0	-
M122 HRWC Debt Charges	0	(413,718)	(413,718)	(1,637,607)	(1,223,889)	295.8%
M530 Local Improvement Charges	(3,854,881)	(2,802,983)	(3,660,304)	(3,781,392)	(978,409)	34.9%
Total Debt Servicing	(\$3,856,725)	(\$3,216,701)	(\$4,077,635)	(\$5,418,999)	(\$2,202,298)	68.5%
Transfers To Outside Agencies:						
Education:						
M280 Halifax Regional School Board	(90,071,863)	(92,974,137)	(93,110,924)	(96,565,200)	(3,591,063)	3.9%
M284 Supplementary Education- Halifax	(2,046,813)	0	(0)	0	(2,046,813)	-
M285 Supplementary Education- Dartmouth	(730,282)	0	0	0	(730,282)	-
M286 Supplementary Education-County/Bedford	1,659	0	(0)	0	1,659	-
M287 Supplementary Education-CSAP	(568,400)	0	0	0	(568,400)	-
M288 Supplementary Education- HRM-wide	(16,490,016)	(20,381,521)	(20,110,519)	(19,705,700)	3,891,505	-19.1%
Supplementary Education	(\$109,905,715)	(\$113,355,658)	(\$113,221,443)	(\$116,270,900)	(\$3,043,394)	2.7%
Other Agencies						
Correctional Centre	(7,768,325)	(7,906,837)	(7,842,599)	(7,983,000)	(76,163)	1.0%
Metro Regional Housing Authority	(2,440,387)	(2,484,468)	(2,377,867)	(2,726,500)	(242,032)	9.7%
NSLC Area Rate	0	(1,097,000)	(1,093,979)	0	1,097,000	-100.0%
Provincial Assessment System	(5,906,426)	(6,132,881)	(6,244,199)	(6,300,500)	(167,619)	2.7%
Total Transfers to Other Agencies	(\$16,115,137)	(\$17,621,186)	(\$17,558,645)	(\$17,010,000)	\$611,186	-3.5%
Transfers to/from Other Funds:						
Operating Costs for New Capital	0	0	0	0	0	-
Insurance Claims	(77,872)	0	16,939	0	0	-
Insurance Reimbursed Claims	(227,127)	0	(136,743)	0	0	-
Total Transfers to/from Other Funds	(\$305,000)	\$0	(\$119,805)	\$0	\$0	-
Other Fiscal Services:						
Parkade Revenue	(1,634,131)	(1,554,100)	(1,718,353)	(1,554,100)	0	-0.0%
Other Fiscal Serv.	(2,687,585)	(435,000)	(295,371)	(435,000)	0	-0.0%
Grants & Tax Concessions	(294)	0	(32,578)	0	0	-
Surplus/Deficit	(114,806)	0	0	0	0	-
Total	(\$4,436,817)	(\$1,989,100)	(\$2,046,302)	(\$1,989,100)	\$0	-0.0%
Total Other Fiscal Services	(\$134,619,393)	(\$136,185,845)	(\$137,027,030)	(\$140,746,139)	(\$4,634,506)	3.4%
Total Non-Departmental Revenues	(\$569,012,060)	(\$595,397,852)	(\$597,363,971)	(\$578,755,839)	\$16,081,987	-2.7%

Halifax Public Libraries

Business Plan - 2009/10

Mission: *The Halifax Regional Library is the lifelong learning centre of the community and the place people turn to for the discovery of ideas, the joy of reading, and the power of information.*

Business Unit Overview:

The Halifax Public Libraries provides public library service to the residents of HRM under the direction of the Halifax Regional Library Board.

Director: Judith Hare, BA (Hons), MLS	Responsible for providing vision, leadership and direction to the Library system and is the Secretary to the Halifax Regional Library Board. Oversees Senior Management and Communications and Marketing Department.
Public Services Susan McLean BA (Hons), MLS	Responsible for the development of region-wide service including: information, youth, diversity, literacy, English as a Second Language (ESL), older adults and reader's services, as well as community development initiatives. Also responsible for the three resource libraries: Alderney Gate, Keshen Goodman and Spring Garden Rd.
Branch Services Francisca Goldsmith BA, MLS	Responsible for the delivery of library service from all outlets in alignment with the strategic vision through a network of branches, mobile library, Books by Mail and Home Delivery service.
Corporate Research & Development Paula Saulnier BA, BEd, MLIS	Responsible for statistical and demographic trend analysis for Halifax Public Libraries, for process design and implementation, project management and related organizational development facilitation.
Finance & Facilities Al LeBlanc Dip. PA	Responsible for financial planning and management of annual budgets, revenues and expenditures and procurement. Responsible for facilities, vehicles and asset management.
Information Technology and Collection Management Bruce Gorman BSc, MSc, ISP	Includes Collection Development, Collection Access, Information Technology and the Library's website. Responsible for ordering and receiving all formats of materials for the Library's collection and making them accessible through the Library's catalogue and available to the public at library outlets. Responsible for the implementation and support of computer hardware and software and new technology throughout the Library.

Human Resources Cathy Maddigan B. Comm, CHRP	Responsible for recruitment, employee and labour relations, collective bargaining, payroll, health and safety, training & development, employee assistance program, pension and group benefits etc. for all divisions and departments.
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Summary of Business Unit Structure Changes:	<ul style="list-style-type: none">• n/a
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Core Operations and Services provided:

- The Halifax Public Libraries system is comprised of 14 branch libraries, Mobile Library, Books by Mail and Home Delivery services and a website.
- In 2008-09 there were over 2,371,000 in-person visits and 1,190,000 website visits, representing an overall slight increase of 1% increase over 2007-08. *(2007/08: 2,369,249 in-person, 1,179,040 website; 2006/07: 2,365,903 in-person, 1,081,273 website)*
- 173,919 registered borrowers, which represents 47% of the population of HRM.
- 1,094,057 items in the collection, including books, CDs, DVDs, videos, newspapers and magazines, with a circulation of over 4,800,000 items in 2008-09. This level of circulation is an increase of 3.4% over the previous year and equates to 13 items borrowed per capita. *(2007/08: 4,641,711 circulation, 12 per capita; 2006/07: 4,582,175 circulation, 12 per capita)*
- Programming that enhances opportunities for life long learning and community discussion, delivered largely in partnership with some 300 community groups.
- Programs offered for children, teenagers and adults in 2008-09 increased 4.24% over the previous year with 109,000 people attending, on par with last year's attendance. *(2007/08: 110,723; 2006/07: 107,742)*
- Nearly 300 public access computers; and 4 learning labs.
- Computer reservation system to book a computer on-line or via an automated phone system.
- Wireless Internet access at all branches.
- Meeting rooms available for public use at most branches.
- Home Delivery, Books by Mail service for those unable to visit the Library due to disability,

long-term illness or distance to nearest branch.

- Mobile Library that brings library service to communities not within the service area of a branch including Eastern Passage, Musquodoboit Valley, Fall River, Lake Echo, Porter's Lake, Prospect Road, North Preston and East Preston.
- Literacy and English as a Second Language tutoring.
- Online catalogue to search the Library's extensive collection, place items on hold and check accounts from anywhere with Internet access.
- Interlibrary Loan service that enables borrowing from other lending libraries in Nova Scotia and across Canada.
- Life long learning support including readers services, IT learning skills and staff assistance in seeking information.

Funded Full Time Equivalents (FTEs):

	2007/08 (Approved)	2008/09 (Approved)	2009/10 (Proposed)
Permanent FTEs (Includes full- and part-time)	277.9	277.9	278.9

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2008/9 Budget		\$18,797
1	Salary & Benefit increases includes a provision for normal step increases, and salaries as per the collective agreement.	657
2	Utilities increase for heating fuel and electricity for inflation.	36
3	Library Materials for processing supplies and collections increase for inflation and annual maintenance of collection.	41
4	Building maintenance and janitorial cleaning increase based on actuals for 2008/09.	53
5	Rent increases for Cole Harbour Library, Bedford Library and Musquodoboit Harbour.	12
6	Training and Education increase for training and development plan including talent management and succession planning.	30
7	Office related costs for telephone, office supplies, legal fees, EFAP program, membership dues, and committee expenses.	48
2009/10 Gross Operating Budget		\$19,674
2008/09 Revenue Operating Budget		(\$4,382)
8	Provincial Grant increase based on actuals for 2008/09.	(192)
9	Library fines and fees, photocopier revenue and miscellaneous revenue have been combined for reporting purposes and in total have been decreased based on projected actuals for 2008/09.	50
10	Donations increase based on actuals for 2008/09.	(2)
2009/10 Total Revenue Operating Budget		(\$4,526)
2009/10 Total NET Operating Budget		\$15,148

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2009-2012 time frame.

Challenges with Community-wide Impact:

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

Opportunities:

- **Central Library Project:** The Spring Garden Road / Queen Street Public Lands Plan provides the platform for advancement of the Central Library project. Focus groups and public consultation meetings demonstrated strong community interest and support. The project is important to all of HRM and is aligned to the Infrastructure Council Focus Area, Regional Plan, the Economic Development Strategy, the Cultural Plan, the Immigration Strategy and the Youth Strategy. The Central Library speaks to quality of life initiatives and has the power to draw families and individuals into the downtown, cause corporations to locate in HRM and encourage new university graduates to remain here. The Central Library provides an opportunity to create a focal point and a demonstration of civic pride for both the municipality and the province.
- **Civic Engagement:** The Central Library project provides opportunity for meaningful civic engagement. The public dialogue begun during Land Use Plan consultations and continued through the development of the Central Library Building Program will continue to inform the design process. The Library's Capital Campaign, in addition to raising funds, will generate public interest and excitement.
- **Public Image:** The Halifax Public Libraries is a highly respected and valued service provider. The Library's public image and reputation for community-based development and programming has been carefully fostered. Public response and use of the service indicates that the right things are being done. The Library can move forward with a strong base of community support.
- **Captain William Spry Community Centre Improvements:** Improvements to the Captain William Spry Community Centre will provide an opportunity for HRM Recreation and the Library to collaborate to benefit the community. Reconfiguration of public spaces and a concentration on youth services will strengthen customer service for both business units. Renovation of the Captain William Spry Public Library has been a

long-standing goal of the Library.

- **Woodlawn Library Expansion:** Tripling of Woodlawn Library offers multiple opportunities to improve services to both current and potential user groups. An expanded facility can house program space for families, children, teens, older adults, and the branch's many partnerships, including Job Search Services and childhood literacy initiatives. Woodlawn Library is a busy branch for materials pick ups and returns and expanded space also provides the opportunity for expanded collections held at the local site and will also be available to all HRM residents via the library's 14 branches and outreach services.
- **Support to Corporate Initiatives** (Immigration Strategy, Economic Strategy, Cultural Plan, Community Development): The Library has the expertise and organizational will to assist HRM in advancing corporate policy. The Library, with a network of community branches, can play a key role in service delivery. Libraries are experienced in providing a welcoming environment for people of diverse backgrounds, assisting in integration of new residents into Canadian society and fostering cultural understanding. Cultural programs, performance venues and life-long learning opportunities support the cultural plan. Online access to cultural events, through archived web- and podcasts, expand the availability of these events to those who cannot attend them in person. Libraries further economic development, serving as anchors generating foot traffic supporting surrounding commercial development and supporting the image of the community as vibrant and engaged. Staff provides training, and the library provides online access to small business resources, off-site, expanding the availability of resources to partners to make full use of Corporate Initiative resources beyond library hours and outside the walls of the library buildings. Halifax Public Libraries work collaboratively with communities to support and develop community strengths and initiatives. The Library works with over 300 partners and supports partnered grants in a range of community development initiatives.
- **Working Together Project:** The Library participated in a four year Federally funded national project to identify effective mechanisms for service provision to marginalised/underserved communities. The national project was completed April 2008 and has since won the Ontario Library Association President's Award for Exceptional Achievement. The project has provided Halifax Public Libraries with the opportunity to expand its capacity for community development. The lessons learned from the project are now being integrated in service development and delivery across the region.
- The Library is in the final year of a two year project funded by the National Crime Prevention Centre. The project is focused on building positive community engagement for youth at risk in the Halifax North and Sackville communities. The project has identified community assets and service demands in the Sackville area as well as developing effective service models that develop literacy skills and engage youth in their

communities.

- **Technology:** In a global information society libraries bridge the digital divide and foster modern learning. Library C@P sites, public access computers, assistive technology, mobile technology, information technology learning centres, wireless access and staff assistance help individuals connect and learn the skills needed to use technology in daily life. Online learning and distance education are the new learning paradigms, through the use of tools such as interactive whiteboards, podcasting, and video conferencing we are poised to be a facilitator of this new education delivery system.
- Open Source Software continues to gain acceptance and support. Libraries have often been tethered to expensive commercial software solutions particularly the Integrated Library System. (ILS). Open Source solutions are now deployed and functioning in libraries all over the world. The library is and will continue to benefit from open source solutions that allow both control of destiny and costs.
- Green is here. The library as a community leader should take a lead role and develop a green strategy including energy consumption, green computing, waste diversion and recycling.
- Inventory management systems are maturing into complete end to end solutions. From Radio Frequency Identification (RFID) tags on library material, to self check out and check in, to automated material handling, to enhanced security, to reduced costs, to a better user experience, inventory management will revolutionise the library.
- **New Partnerships:** The library is a trusted and valuable community partner. Expanding our partnerships to engage new and evolving communities adds to our strength and enhances the community. Demonstrated by a recent partnership with the business community to host a (first of its kind in Atlantic Canada) conference for social media experts and enthusiasts. This event exposed the library to a new community of over 200 and enhanced their collective knowledge as well as ours.
- **Collections:** With the continuing acceptance and expansion of digital media, we have the opportunity to provide efficient, relevant collections in formats including downloadable audiobooks, ebooks, movies and music. The Library's research databases are available 24/7, giving the community access to collections even when branch buildings are closed.
- Advances in technology are providing the library with the opportunity to deploy search and discovery solutions similar to Google and the Google experience, further unleashing the potential of the catalogue and providing the user with a more rewarding experience. The user will be presented with one search box and receive rich meaningful results.

- The online social world continues to grow at a breakneck pace. Tools like Facebook and Twitter are as commonplace as podcasts and iPhones. One example of the library expertise and involvement was hosting the first Podcamp in Atlantic Canada. With more to come and other initiatives to engage this new generation, the library will be at the forefront.

Challenges:

- **Infrastructure Gap / Deteriorating Infrastructure:** The Library Master Facilities Plan provides the blueprint for short and long term development. Construction of a Central Library to replace the Spring Garden Road Memorial Library is the first priority, supported by the HRM Capital District and Cultural Plans. Capitalization of the project is urgent and critical in order to develop a Capital Campaign and to avert a public relations disaster if the current library is forced to close. From an operations perspective, it is challenging to provide adequate service in a crumbling facility that requires more and more money annually to maintain.

Library service is delivered through 14 facilities, mainly leased, that vary in quality and condition. Through the Facilities Review and Inventory, prepared in conjunction with Infrastructure & Asset Management (IAM), deficiencies and repair needs were identified. A continuous improvement and refurbishment program is needed to address aging infrastructure and provide the public with attractive, healthy spaces.

The gap in funding for re-capitalization of existing buildings has been calculated at \$350,000 per year.

- **Service Demand:** The Library cannot respond to ongoing petitions for more hours of service at existing locations and requests for system expansion and new services. In the last 5 years, circulation has increased by 18%, in-person visits by 12%, computer use by 120%, requests to hold materials for specific borrowers by 75% and transaction volume by 25%. The resource base of staff, collections and technology has generally not kept pace. This stress on the system results in longer turnaround times for public access, generates backlogs and pressure on materials' handling systems.
- **Rural Service:** The Library continues to experience consistent demand for increased open hours in its rural branches, as well as requests for an additional branch locations. It is a challenge to provide full service in all areas of HRM.
- **Demographics:** Population growth and change have a direct impact in the Library. The oldest baby boomers turned 50 in 1996-97. A boomer turns 50 every 7.5 seconds and became the majority of the 50-74 Canadian age group in 2005. The largest percentage

growth in HRM population noted in the 2006 Census is the 50-64 age group (+19.46%). Baby boomers are 'book' people and fuel the demand for traditional service. Boomers continue to dominate government and private sector organizations and their needs and interests in good measure determine service.

In HRM, the largest decrease in growth in the adult population continues to be shown in the 20-34 age bracket, experiencing a 26.35% decrease since 1991; nevertheless, this group is the second largest percentage of the population at 22.45%. Children and young adults, 0-19, make up 22.73% of HRM's population; this segment of the population has continued to decrease in percentage size since the 1991 census. The needs and interests of younger age brackets often conflict with those of the boomers.

HRM is also supporting an increasingly diverse community. Diversity is reflected in many ways including: culture, income, geography, age, and education. The Library is aware that its service response needs to reflect this diversity and is incorporating community development approaches in addressing need for service change and in working effectively with its partners.

- **Rapid Change:** Communities and their residents are experiencing rapid change in their personal and work lives. This brings with it demand for new responses to learning from their various institutions. It means that institutions must develop new means of service delivery, effective partnerships and work in a steady state of innovation. This impacts staff, facilities, partnerships and community development.
- **Innovation:** Continuous improvement and innovation is increasingly challenging without the "seed money" required. New technologies are available that would considerably improve our ability to manage transaction growth, such as RFID (Radio Frequency IDentification) and smart book returns, but the implementation cost is prohibitive. We have the ideas to move ahead but no money to effect change.

The Library continues to face pressure to provide innovative, timely services to an increasingly tech savvy community. Ever-expanding technologies such as wireless, digital libraries, portals, e-learning, e-books and RFID are raising the bar as patrons expect fast, sophisticated solutions.

Responding to the reality of restricted funding and rapid change, the Library is facing serious challenges as we attempt to meet community demands. The ability to offer innovative services is an opportunity a public library can ill afford to pass up and an opportunity our HRM community cannot afford to be without. The Library is a staple in our community. We have been an early adopter of innovation for many years. The results are clear; our smart city has seen the results.

To continue to respond to the break-neck pace of technology, the Library needs the financial flexibility to look to future innovation and the needs of the HRM community at large.

Innovation also impacts buildings as public demand increases for quality public spaces to access technology, meet with community members, or take part in life long learning opportunities. New branches and renovated branches have experienced increased use and positive response from their communities.

- **Collections:** Halifax Public Libraries compares negatively to other Canadian Libraries of similar size in terms of per capita expenditure on library materials - the current survey by the Canadian Urban Libraries Council reveals that, at \$4.61 per capita, Halifax continues to fall below the national average of \$6.51 per capita.

Serious deficiencies in the collection will result in the following service impacts:

- fewer materials and an aging collection available to the public
- increased waiting lists and wait times
- unable to meet requests for purchase
- our ability to provide a diverse collection is limited

Challenges with Service Delivery / Business Unit Impact

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

Challenges:

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

While succession planning is a corporate priority, the Library is making little progress in this important area. Many organizations have identified succession planning as a key tactic to address the impending labour shortages. The Library requires more than just having enough bodies to fill future vacancies. The challenge is to find a way to transfer the knowledge and talent to the succeeding generation of

workers. In order for a comprehensive Talent Management Program to be implemented, regular training and professional development opportunities must be available, encouraged and funded.

Innovation is an ongoing part of service delivery. If the Library is to continue to be innovative and implement the results effectively through its staff, an investment in training and effective change management for staff, at all levels, is crucial in order for them to operate effectively in this new environment.

This investment in training serves also as an investment in staff recruitment and retention as staff and potential recruits are placing increasing value on a workplace that fosters learning, growth and professional development thus allowing them to keep their skills current and marketable.

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

Strategic Goals (2009-2012)

The strategic goals for the Halifax Public Libraries are:

- Strategic Goal 1: *Community Facilities*
Deliver service in high quality, well designed and attractive facilities that provide a focal point for communities and a place for learning and social interaction.
- Strategic Goal 2: *Infrastructure*
Initiate construction of a new Central Library to support economic development, spark innovation, further implementation of the Cultural Plan and strengthen and advance both branch based and specialized library service.
- Strategic Goal 3: *Service Innovation*
Incorporate industry improvements and social trend implications into library products and services in order to anticipate and respond to changing community library service needs.
- Strategic Goal 4: *Community Development*
Provide opportunities for citizen engagement, support community development and foster social understanding and cohesion.
- Strategic Goal 5: *Building Relationships*
Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.
- Strategic Goal 6: *Youth Focus*
Engage and connect with youth through programs, resources, services and partnerships to support social development, academic achievement and crime reduction.

Strategic Goal 1: *Ego o wplw' Hcekkkgu*
Deliver service in high quality, well designed and attractive facilities that provide a focal point for communities and a place for learning and social interaction.

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priority: Excellence in Service Delivery

Description:

Inherent to providing good library service is the need for welcoming, attractive, safe and efficient facilities. In 2004 the Library's Needs Assessment & Master Facilities Plan was accepted by HRM Council. Work continues in addressing the priorities it identified. The top 2 priorities of building a new Central Library and enlarging the Woodlawn Library have been moving forward in the past year. The expansion of the Woodlawn Library will be completed in 2009-10. Ongoing refurbishing of branches is required to protect the asset and ensure facilities remain in good repair. Proceeding with these projects is crucial to build capacity and strengthen the Library's system of branches to meet the library service needs of HRM residents. A review of the Master Facilities Plan at this time is appropriate to ensure optimizing existing resources and effectively planning for new resources.

Strategic Goal 1: <i>Community Facilities</i> Deliver service in high quality, well designed and attractive facilities that provide a focal point for communities and a place for learning and social interaction.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: Public has access to service in high quality, well designed and attractive libraries.</i>	
S1.1.1	Review Master Facilities Plan and develop criteria and mechanisms for managing requests for system expansion.
S1.1.2	Complete renovation of the Captain William Spry Public Library.
S1.1.3	Complete leasehold improvement design and relocate the Woodlawn Public Library to its expanded location.

Strategic Goal 1: <i>Community Facilities</i> Deliver service in high quality, well designed and attractive facilities that provide a focal point for communities and a place for learning and social interaction.	
Anticipated Outcomes and Objectives (2009-2012):	
S1.1.4	Renovate and refurbish the Sackville Public Library to reflect changed service needs.

Strategic Goal 2: ***Infrastructure***
Initiate construction of a new Central Library to support economic development, spark innovation, further implementation of the Cultural Plan and strengthen and advance both branch based and specialized library service.

Corporate Strategy Linkage:

Council Focus Areas: Infrastructure.

EMT Priority: Excellence in Service Delivery

Corporate Strategies: Cultural Plan, Regional Plan (HRM by Design), Economic Strategy

Description:

A landmark Central Library in Halifax's downtown core will serve as a state-of-the-art information gateway, an icon of civic pride and aspirations, and a catalyst for economic and cultural vitality. It will provide services to peninsula residents, function as the hub of library operations in support of the entire branch network and create an engaging visitor destination for downtown. Financial strategies must be confirmed and implemented in order to move the project forward. The Library has developed the framework for the initiation of a capital campaign.

Strategic Goal 2: <i>Infrastructure</i> Initiate construction of a new Central Library to support economic development, spark innovation, further implementation of the Cultural Plan and strengthen and advance both branch based and specialized library service.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.1 Outcome: Central Library project is positioned to move forward with a funding strategy in place</i>	
S2.1.1	Recruit a Foundation Board to launch a capital fundraising campaign.
S2.1.2	Present a Financial Plan for capital development to Council for approval.

Strategic Goal 3: ***Service Innovation***
Incorporate industry improvements and social trend implications into library products and services in order to anticipate and respond to changing community library service needs.

Corporate Strategy Linkage:

Council Focus Areas: Infrastructure

EMT Priorities: Excellence in Service Delivery

Description:

Enhancing service delivery through the use of information technology resources is essential. The library relies on information technology as a core service that both empowers us to provide the best resources to the citizens of HRM and allows the citizens to empower themselves. From bookable computers, to internet access, to wireless services we need to be ahead of the technology curve. By proactively managing these assets and by working with our various departments, we enable the Library to maximize its contribution to the community through innovative technology solutions.

Strategic Goal 3: <i>Service Innovation</i> Incorporate industry improvements and social trend implications into library products and services in order to anticipate and respond to changing community library service needs.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S3.1 Outcome: Improve customer access to Library collections, databases and emerging technologies</i>	
S3.1.1	Provide Google-like search strategies, improving user access to Library collections through Aquabrowser software.
S3.1.2	Enable users to search all library databases without multiple log-ins using Federated Search software.
S3.1.3	Explore feasibility of implementing new technologies, vendor products and community needs for technology solutions.

Strategic Goal 4: ***Community Development***
Provide opportunities for citizen engagement, support community development and foster social understanding and cohesion.

Corporate Strategy Linkage:

Council Focus Areas - Community Planning
 EMT Priorities - Excellence in Service Delivery
 Corporate Strategies - Immigration Action Plan

Description:

It is important that the Library work closely with the community in order to ensure that services are aligned with community need and that we are effectively allocating resources. Involving and working closely with citizens and partners results in outcomes that strengthen communities. In the upcoming year the Library's focus will be on rural and diverse communities using various communication mechanisms to engage the community.

Technology is enabling a new generation of online social interaction. As a virtual gathering place, the Library is at the forefront of this movement and will provide pathways for this new interaction.

Strategic Goal 4: <i>Community Development</i> Provide opportunities for citizen engagement, support community development and foster social understanding and cohesion.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S4.1 Outcome: The diverse communities of HRM see the Library as a source for learning, entertainment and social networking</i>	
S4.1.1	Design and implement outreach services to respond to service needs in East and North Preston and Cherrybrook.
S4.1.2	Identify priority service roles through asset mapping and consultation to address the needs to new Canadians and diverse communities.
S4.1.3	Develop best practices for rural service delivery.
S4.1.4	Provide opportunities for expanded social networking and community interaction.

Strategic Goal 5: ***Building Relationships***
Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.

Corporate Strategy Linkage:

EMT Priorities: Excellence in Service Delivery, Employer of Choice

Description:

The Library is committed to working collaboratively with numerous partners in service delivery. Internally, there is a focus on creating an environment that values diversity and that is representative of the communities we serve. The retention and development of knowledgeable staff is critical to service delivery.

Strategic Goal 5: <i>Building Relationships</i> Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S5.1 Outcome: A new Strategic Plan reflecting community and staffing needs to lead the way for future library service development and delivery working in close collaboration with other community service providers</i>	
S5.1.1	Develop a new Halifax Regional Library Board Strategic Plan to anticipate and address changing needs of the community.
S5.1.2	Develop an integrated Talent Management and Succession Planning program to retain and develop staff.
S5.1.3	Pilot shared access service with university, college and regional public libraries through the Libraries Nova Scotia consortium.

Strategic Goal 6: ***Youth Focus***
Engage and connect with youth through programs, resources, services and partnerships to support social development, academic achievement and crime reduction.

Corporate Strategy Linkage:

Council Focus Areas: Public Safety

EMT Priority: Excellence in Service Delivery

Description:

The Library is committed to working in partnership to build and sustain opportunities to engage youth. The Library is a partner with HRM and other community organizations and works to support the HRM Public Safety Office in youth initiatives. Drawing on its research and work with at-risk youth and their families in the communities of Halifax North and Sackville, the Library will continue to identify priorities and resources to implement related programs across the region. The Library continues to support opportunities for youth input and participation in library decision making at the branch and regional level.

Strategic Goal 6: <i>Youth Focus</i> Engage and connect with youth through programs, resources, services and partnerships to support social development, academic achievement and crime reduction.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S6.1 Outcome: Youth experience the Library as a place to gain experience, contribute to the community and develop their abilities</i>	
S6.1.1	Partner with HRM's Public Safety Office, Recreation and community organizations to advance youth recommendations arising from the Report of the Mayor's Roundtable on Violence.
S6.1.2	Develop IT-related programs and activities that build awareness of electronic resources and prepare youth to live effectively in a digital world.
S6.1.3	Expand youth work experience and volunteer opportunities in library branches.
S6.1.4	Develop, grow and support community networks and partnerships that build and sustain opportunities for youth.

Operational Goals (2009-2012)

The operational goals for the Halifax Public Libraries are:

- | | |
|---------------------|---|
| Operational Goal 1: | Develop the pre-qualification tender and request for proposal for architectural service in conjunction with the Central Library Steering Committee. |
| Operational Goal 2: | Manage on-going facilities maintenance and renovation / refurbishment projects. |
| Operational Goal 3: | Create a website environment where users can share comments, review books and discuss issues in a collaborative on-line environment. |
| Operational Goal 4: | Review and implement self-serve options for more user-friendly customer service. |
| Operational Goal 5: | Determine feasibility of implementing Radio Frequency Identification (RFID) for efficient circulation of materials. |
| Operational Goal 6: | Implement statistical software to support demographic and use analysis and graphical presentation of catchment area data. |
| Operational Goal 7: | Identify competencies required for effective community development and youth service and provide staff training opportunities. |
| Operational Goal 8: | Celebrate the diverse heritage of HRM communities through library services. |
| Operational Goal 9: | Support youth learning and literacy through library programs that meet the developmental needs of diverse youth. |

Operational Goal 1: Develop the pre-qualification tender and request for proposal for architectural service in conjunction with the Central Library Steering Committee.

Corporate Strategy Linkage:

Council Focus Areas: Infrastructure

EMT Priority: Fiscal Responsibility

Corporate Strategy: Regional Plan (HRM by Design) and Cultural Plan

Description:

The design phase is the next step in the Central Library project . The Library will continue to work with the Central Library Steering committee to secure the architectural service required to facilitate the construction of this facility.

Operational Goal 1: Develop the pre-qualification tender and request for proposal for architectural service in conjunction with the Central Library Steering Committee.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: Architectural firm for Central Library design recommendation</i>	
O1.1.1	Develop pre-qualification criteria and issue tender for architectural service for the Central Library.
O1.1.2	Develop request for proposal, evaluate responses and recommend architectural firm for approval.

Operational Goal 2: Manage on-going facilities maintenance renovation / refurbishment projects.

Corporate Strategy Linkage:

Council Focus Areas: Infrastructure

EMT Priority: Fiscal Responsibility

Description:

Effective management of ongoing maintenance issues and plans to address future maintenance and renovation needs ensure efficient use of facilities and reflects responsible asset management.

Operational Goal 2: Manage on-going facilities maintenance and renovation / refurbishment projects.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O2.1 Outcome: Ongoing facility maintenance issues addressed and priorities set for future work.</i>	
O2.1.1	Manage on-going repairs to Spring Garden Road Library
O2.1.2	Identify and address on-going maintenance issues and determine priorities for next fiscal years.

Operational Goal 3: Create a website environment where users can share comments, review books and discuss issues in a collaborative on-line environment.

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

The library continues to develop its web presence as a destination for users, responding to the needs of the community to manage and access online information in order to build community and individual capacity. The library website provides diverse opportunities for service access, social networking and learning.

Operational Goal 3: Create a website environment where users can share comments, review books and discuss issues in a collaborative on-line environment.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O3.1 Outcome: Enhanced virtual features and additional services provided through the library website.</i>	
O3.1.1	Implement My Discoveries, a software product that provides for user-contributed content to the website and user lists that can be shared.

Operational Goal 3: Create a website environment where users can share comments, review books and discuss issues in a collaborative on-line environment.	
Anticipated Outcomes and Objectives (2009-2012):	
O3.1.2	Implement a dynamic and responsive Readers Services web and catalogue presence that provides on-line access to book information.
O3.1.3	Refine service delivery models to provide central reference service to community branches, including local history, genealogy and small business service.

Operational Goal 4: Review and implement self-serve options for more user-friendly customer service.

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

Implementation of technological efficiencies contribute to a positive customer experience streamlining specific functions for customer access without staff intervention while enabling staff to be utilized in more direct and complex customer service.

Operational Goal 4: Review and implement self-serve options for more user-friendly customer service.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O4.1 Outcome: Self service options in place to improve the customer service experience</i>	
O4.1.1	Review on-line fine payment options and implement best solution.
O4.1.2	Review print management options and implement best solution.
O4.1.3	Review existing public computer booking system for efficiencies.
O.4.1.4	Implement electronic meeting room booking system using GroupWise at all branches based on a pilot.

Operational Goal 5: Determine feasibility of implementing Radio Frequency Identification (RFID) for efficient circulation of materials.

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

New technology solutions, such as RFID, contribute to effective service delivery and help manage collections transaction growth. The library anticipates working with other HRM departments represented in the ITC committee who are also interested in RFID asset tagging to reduce service implementation and delivery costs.

Operational Goal 5: Determine feasibility of implementing Radio Frequency Identification (RFID) for efficient circulation of materials.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O5.1 Outcome: Feasibility of RFID implementation identified</i>	
O5.1.1	Complete assessment and cost benefit analysis of implementing Radio Frequency Identification.
O5.1.2	Present finding to HRM ITC committee for approval.

Operational Goal 6: Implement statistical software to support demographic and use analysis and graphical presentation of catchment area data.

Corporate Strategy Linkage:

EMT Priority: Excellence in Service Delivery

Description:

Management decision making regarding resource allocation, service delivery etc will be supported through implementation of SAS statistical software which will enable advanced analysis and presentation of borrower use information based on geography and census data.

Operational Goal 6: Implement statistical software to support demographic and use analysis and graphical presentation of catchment data.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O6.1 Outcome: Software in use facilitating advanced analysis supporting library decision making</i>	
O6.1.1	Train staff in software capabilities.
O6.1.2	Carry out detailed use and demographic analysis for completion of annual Branch Profiles.

Operational Goal 7: Identify competencies required for effective community development and youth service and provide staff training opportunities

Corporate Strategy Linkage:
EMT Priority: Employer of Choice

Description:

The development and implementation of a training and professional development plan will incorporate the competencies which reflect best practices in library and customer service delivery with an emphasis in the coming year on community development and youth service providing opportunities for staff to access appropriate training.

Operational Goal 7: Identify competencies required for effective community development and youth service and provide staff training opportunities	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O7.1 Outcome: Staff training implemented in alignment with training and professional development plan.</i>	
O7.1.1	Revise job descriptions to reflect competencies required.
O7.1.2	Develop and implement a staff training plan that maximizes limited resources.

Operational Goal 8: Celebrate the diverse heritage of HRM Communities through library services.

Corporate Strategy Linkage:

Corporate Strategies: Cultural Plan, Immigration Action Plan

Description:

The diversity of the communities throughout HRM is a unique strength honoured by the Library as it strives to provide relevant collections and services and present displays and programs for all ages reflective of this diverse heritage. Partnering with related community organizations to coordinate a variety of special events is integral to this aspect of the library's service delivery.

Operational Goal 8: Celebrate the diverse heritage of HRM communities through library services.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O8.1 Outcome: The diverse communities of HRM see the Library as a source for learning, entertainment and social networking</i>	
O8.1.1	Develop and present cultural programs and displays, and participate in and promote special events.
O8.1.2	Review and revise collections to address community interests.

Operational Goal 9: Support youth learning and literacy through library programs that meet the developmental needs of diverse youth.

Corporate Strategy Linkage:

Council Focus Area: Public Safety
EMT Priority: Excellence in Service Delivery

Description:

Encouraging the love of reading in a rich and fun learning environment is at the heart of a range of in-branch and online programs provided for youth, from Homework Help programs to volunteer led reading support programs to a separate kids zone on the library website. This goal ensures that the learning experience is a positive one and positions the library as a community leader in early literacy development.

Operational Goal 9: Support youth learning and literacy through library programs that meet the developmental needs of diverse youth.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>09.1 Outcome: Youth are engaged in diverse learning experiences.</i>	
09.1.1	Explore partnerships and opportunities to strengthen youth literacy services in order to contribute to literacy levels in the community.
09.1.2	Explore means to sustain and implement best practices to serve at-risk youth, such programs include Homework Help at Sackville Public Library and book clubs at Halifax North Public Library.
09.1.3	Develop, profile and maintain youth services features on the library website.

Service Level Changes	
<u>Increases In Services / New Initiatives:</u> <ul style="list-style-type: none"> Expanded Woodlawn Library will come on stream in Fall 2009 Technology purchased in 2008 will be implemented, improving public access. 	
<u>Decreases In Services / Operational Pressures:</u> <ul style="list-style-type: none"> N/A - status quo maintained 	
<u>Expected Services Not Being Delivered:</u> <ul style="list-style-type: none"> Expansion of library service hours of operation cannot be funded. Central Library design process not funded. Additional requests for new facilities cannot be addressed. Facility maintenance gap not addressed 	

Halifax Regional Library

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	1,481,786	1,655,900	1,650,228	1,831,500	175,600	10.6%
B012 Technical Services & Systems	2,499,730	2,761,764	3,033,032	2,880,800	119,036	4.3%
B013 Communications & Marketing	336,699	366,400	373,252	380,200	13,800	3.8%
B014 Information Services	709,838	741,900	711,664	767,600	25,700	3.5%
Administration - Library	\$5,028,053	\$5,525,964	\$5,768,176	\$5,860,100	\$334,136	6.0%
Alderney Gate Library:						
B021 Alderney Gate Adult	1,142,618	1,172,000	1,156,956	1,190,000	18,000	1.5%
B022 Alderney Gate Youth	461,889	460,300	475,132	479,100	18,800	4.1%
Alderney Gate Library	\$1,604,507	\$1,632,300	\$1,632,088	\$1,669,100	\$36,800	2.3%
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	369,838	395,400	365,589	432,800	37,400	9.5%
B032 Spring Garden Road - Adult	1,003,565	1,010,200	989,721	1,030,900	20,700	2.0%
B033 Spring Garden Road - Youth	420,265	415,600	431,190	443,900	28,300	6.8%
Spring Garden Rd. Mem. Library	\$1,793,668	\$1,821,200	\$1,786,501	\$1,907,600	\$86,400	4.7%
Branch Libraries:						
B041 Branch Library Services	643,353	804,600	794,289	847,200	42,600	5.3%
B042 Cole Harbour Library	916,819	912,900	889,385	909,900	(3,000)	-0.3%
B043 Dartmouth North Library	352,200	411,100	403,204	436,400	25,300	6.2%
B044 Sackville Library	1,069,167	1,081,200	1,062,008	1,128,100	46,900	4.3%
B045 Woodlawn Library	681,631	681,700	668,741	752,100	70,400	10.3%
B046 Bedford Library	722,102	747,000	722,354	772,200	25,200	3.4%
B047 Captain William Spry Library	848,897	877,300	873,206	896,700	19,400	2.2%
B048 Halifax North Library	648,185	620,000	638,738	642,900	22,900	3.7%
B049 Keshen Goodman Library	1,758,346	1,786,400	1,819,467	1,897,900	111,500	6.2%
B050 Outreach Services	268,655	280,200	273,141	289,700	9,500	3.4%
B051 Musquodoboit Harbour Library	249,407	268,000	259,113	277,200	9,200	3.4%
B052 Shatford Memorial Library	197,989	174,100	175,959	178,500	4,400	2.5%
B053 Sheet Harbour Library	205,799	210,100	205,305	217,100	7,000	3.3%
B054 Tantallon Library	911,926	963,400	933,699	991,200	27,800	2.9%
Branch Libraries	\$9,474,477	\$9,818,000	\$9,718,609	\$10,237,100	\$419,100	4.3%
Special Projects:						
B061 Special Projects	273,063	0	104,272	0	0	-
B062 Colpitts Donation	12,851	0	9,598	0	0	-
B064 ESL (English Second Language)	57,748	0	69,966	0	0	-
B065 Literacy	34,987	0	45,779	0	0	-
B066 HIRA (Halifax Info. & Referral Ass)	32,800	0	33,816	0	0	-
B067 Justice Grant	47,860	0	102,287	0	0	-
Special Projects	\$459,309	\$0	\$365,717	\$0	\$0	-
Total	\$18,360,013	\$18,797,464	\$19,271,091	\$19,673,900	\$876,436	4.7%

Halifax Regional Library

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	(3,707,083)	(3,682,900)	(3,863,718)	(3,865,300)	(182,400)	5.0%
Administration - Library	(\$3,707,083)	(\$3,682,900)	(\$3,863,718)	(\$3,865,300)	(\$182,400)	5.0%
Alderney Gate Library:						
B021 Alderney Gate Adult	(78,342)	(80,600)	(73,340)	(77,000)	3,600	-4.5%
Alderney Gate Library	(\$78,342)	(\$80,600)	(\$73,340)	(\$77,000)	\$3,600	-4.5%
Spring Garden Rd. Library						
B032 Spring Garden Road - Adult	(128,332)	(131,300)	(119,595)	(125,200)	6,100	-4.6%
Spring Garden Rd. Library	(\$128,332)	(\$131,300)	(\$119,595)	(\$125,200)	\$6,100	-4.6%
Branch Libraries:						
B042 Cole Harbour Library	(59,365)	(62,800)	(51,250)	(54,000)	8,800	-14.0%
B043 Dartmouth North Library	(7,093)	(7,000)	(7,909)	(8,400)	(1,400)	20.0%
B044 Sackville Library	(66,478)	(68,800)	(58,435)	(61,000)	7,800	-11.3%
B045 Woodlawn Library	(49,569)	(51,100)	(46,474)	(48,500)	2,600	-5.1%
B046 Bedford Library	(41,932)	(43,200)	(37,662)	(39,700)	3,500	-8.1%
B047 Captain William Spry Library	(25,666)	(27,900)	(24,655)	(26,700)	1,200	-4.3%
B048 Halifax North Library	(18,325)	(18,800)	(18,086)	(19,100)	(300)	1.6%
B049 Keshen Goodman Library	(132,642)	(137,500)	(131,193)	(138,000)	(500)	0.4%
B051 Musquodoboit Harbour Library	(10,846)	(10,900)	(9,383)	(9,700)	1,200	-11.0%
B052 Shatford Memorial Library	(8,834)	(8,900)	(7,481)	(7,900)	1,000	-11.2%
B053 Sheet Harbour Library	(4,252)	(4,400)	(3,530)	(3,700)	700	-15.9%
B054 Tantallon Library	(44,909)	(46,100)	(40,149)	(41,700)	4,400	-9.5%
Branch Libraries:	(\$469,911)	(\$487,400)	(\$436,208)	(\$458,400)	\$29,000	-5.9%
Special Projects:						
B061 Special Projects	(238,813)	0	(100,999)	0	0	-
B064 ESL (English Second Language)	(65,702)	0	(50,964)	0	0	-
B065 Literacy	(31,190)	0	(43,294)	0	0	-
B066 HIRA (Halifax Info. & Referral Assn)	(32,800)	0	(33,800)	0	0	-
B067 Justice Grant	(64,948)	0	(48,638)	0	0	-
Special Projects	(\$433,453)	\$0	(\$277,696)	\$0	\$0	-
Total	(\$4,817,122)	(\$4,382,200)	(\$4,770,558)	(\$4,525,900)	(\$143,700)	3.3%

Halifax Regional Library

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	(2,225,298)	(2,027,000)	(2,213,490)	(2,033,800)	(6,800)	0.3%
B012 Technical Services & Systems	2,499,730	2,761,764	3,033,032	2,880,800	119,036	4.3%
B013 Communications & Marketing	336,699	366,400	373,252	380,200	13,800	3.8%
B014 Information Services	709,838	741,900	711,664	767,600	25,700	3.5%
Administration - Library	\$1,320,970	\$1,843,064	\$1,904,458	\$1,994,800	\$151,736	8.2%
Alderney Gate Library:						
B021 Alderney Gate Adult	1,064,276	1,091,400	1,083,616	1,113,000	21,600	2.0%
B022 Alderney Gate Youth	461,889	460,300	475,132	479,100	18,800	4.1%
Alderney Gate Library	\$1,526,164	\$1,551,700	\$1,558,748	\$1,592,100	\$40,400	2.6%
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	369,838	395,400	365,589	432,800	37,400	9.5%
B032 Spring Garden Road - Adult	875,233	878,900	870,126	905,700	26,800	3.0%
B033 Spring Garden Road - Youth	420,265	415,600	431,190	443,900	28,300	6.8%
Spring Garden Rd. Mem. Library	\$1,665,336	\$1,689,900	\$1,666,906	\$1,782,400	\$92,500	5.5%
Branch Libraries:						
B041 Branch Library Services	643,353	804,600	794,289	847,200	42,600	5.3%
B042 Cole Harbour Library	857,454	850,100	838,135	855,900	5,800	0.7%
B043 Dartmouth North Library	345,108	404,100	395,295	428,000	23,900	5.9%
B044 Sackville Library	1,002,689	1,012,400	1,003,573	1,067,100	54,700	5.4%
B045 Woodlawn Library	632,062	630,600	622,267	703,600	73,000	11.6%
B046 Bedford Library	680,170	703,800	684,691	732,500	28,700	4.1%
B047 Captain William Spry Library	823,231	849,400	848,551	870,000	20,600	2.4%
B048 Halifax North Library	629,860	601,200	620,652	623,800	22,600	3.8%
B049 Keshen Goodman Library	1,625,703	1,648,900	1,688,274	1,759,900	111,000	6.7%
B050 Outreach Services	268,655	280,200	273,141	289,700	9,500	3.4%
B051 Musquodoboit Harbour Library	238,561	257,100	249,730	267,500	10,400	4.0%
B052 Shatford Memorial Library	189,155	165,200	168,478	170,600	5,400	3.3%
B053 Sheet Harbour Library	201,548	205,700	201,774	213,400	7,700	3.7%
B054 Tantallon Library	867,017	917,300	893,550	949,500	32,200	3.5%
Branch Libraries	\$9,004,566	\$9,330,600	\$9,282,401	\$9,778,700	\$448,100	4.8%
Special Projects:						
B061 Special Projects	34,250	0	3,273	0	0	-
B062 Colpitts Donation	12,851	0	9,598	0	0	-
B064 ESL (English Second Language)	(7,954)	0	19,002	0	0	-
B065 Literacy	3,797	0	2,485	0	0	-
B066 HIRA (Halifax Info. & Referral Assn)	0	0	16	0	0	-
B067 Justice Grant	(17,088)	0	53,648	0	0	-
	\$25,856	\$0	\$88,021	\$0	\$0	-
Total	\$13,542,892	\$14,415,264	\$14,500,533	\$15,148,000	\$732,736	5.1%

Halifax Regional Library

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	13,090,556	13,914,300	13,930,691	14,571,600	657,300	4.7%
Office Costs	461,137	471,300	500,357	484,400	13,100	2.8%
Professional Fees	10,943	12,000	26,801	12,000	0	0.0%
Legal & Consulting Fees	35,213	105,000	30,066	120,000	15,000	14.3%
External Services	218,799	140,400	275,267	152,100	11,700	8.3%
Uniforms & Clothing	1,056	2,000	577	2,000	0	0.0%
Supplies & Materials	114,067	103,500	103,169	110,500	7,000	6.8%
Utilities	322,135	344,200	308,542	380,400	36,200	10.5%
Building Costs	288,768	294,900	275,264	344,900	50,000	17.0%
Equipment & Communications	503,957	497,664	766,447	497,700	36	0.0%
Vehicle Expense	89,131	92,200	89,793	92,200	0	0.0%
Travel	87,981	38,000	106,348	38,000	0	0.0%
Training & Education	46,155	60,000	66,157	90,000	30,000	50.0%
Facilities Rental	928,474	963,500	946,860	975,000	11,500	1.2%
Advertising & Promotion	37,823	31,300	34,130	31,300	0	0.0%
Other Goods & Services	2,120,804	1,827,200	1,807,374	1,871,800	44,600	2.4%
Interdepartmental	3,015	0	3,247	0		
Transfer to/from Reserves	0	(100,000)	0	(100,000)	0	-0.0%
Total	\$18,360,013	\$18,797,464	\$19,271,091	\$19,673,900	\$876,436	4.7%
Revenues						
Transfers from other Gov'ts	(3,683,700)	(3,648,700)	(3,840,401)	(3,840,400)	(191,700)	5.3%
Fines and Fees	(611,220)	(635,500)	(606,796)	(649,600)	(14,100)	2.2%
Rental & Leasing	(19,224)	(17,100)	(16,431)	(17,100)	0	-0.0%
Sales Revenue	(10,485)	(10,400)	(1,785)	0	10,400	-100.0%
Other Revenue	(492,492)	(70,500)	(305,145)	(18,800)	51,700	-73.3%
Total	(\$4,817,122)	(\$4,382,200)	(\$4,770,558)	(\$4,525,900)	(\$143,700)	3.3%
Net Cost	\$13,542,892	\$14,415,264	\$14,500,533	\$15,148,000	\$732,736	5.1%

Human Resources

Business Plan - 2009/10

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

Business Unit Overview:

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

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

Director:
Catherine Mullally

Provision of leadership and strategic direction in human resource management. Ensuring HR structure and resources are aligned to support organizational and human resource effectiveness while valuing the importance of HRM's employees.

Client Services
Gail Isles

Responsible for the provision of human resources expertise to Business Units. Senior Human Resources Consultants and HR Consultants work in a decentralized setting to ensure efficiency and consistency in the delivery of service and the integration of human resource principles and practices in day to day operations across the organization.

Labour Relations
Andrea Gillis

Responsible for achieving and sustaining a labour relations culture where employee and organizational objectives are balanced. Labour Relations Consultants assist with fostering respectful, strong and productive working relationships between employees, management and unions.

**Organizational
Development &
Health**
Tatjana Zatezalo

Responsible for the following functional areas: Human Resource Planning/Organizational Development, Corporate Training and Leadership Development, Corporate Diversity, Business Transition, Conflict Resolution, and Workplace Health Services

Total Compensation Britt Wilson	Responsible for Total Compensation Strategy - Design & Administration, Benefits Plan Consulting & Administration, Human Resource Policy related to Compensation, Human Resource Information/Reporting (SAP/HR), Labour Market Research, Job Evaluation design and administration, and HR Business Process Consulting.
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Summary of Business Unit Structure Changes:	N/A
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Core Operations and Services provided:

- Labour Relations Expertise, Collective Bargaining, and Grievance Management involving six (6) unions representing approximately 90% of HRM's workforce
- Human Resource Management expertise
- Staffing/Recruitment/Retention activities
- HR Policy Development; Corporate Policy support
- Human Rights/Workplace Rights expertise and programs
- Corporate Diversity Leadership, Strategy, Training
- Change Management Consulting
- Corporate Training Programs/ Leadership Development
- Succession Planning program, tools and support
- Corporate Employee Rewards & Recognition Program
- Compensation/Benefits Strategy, Plan Design, Consulting & Administration
- Job Classification/Job Rating services
- Pension Plan Support; Retirement Administration, Consulting, & Educational Seminars
- Workplace Health Services, Short & Long Term Disability Case Management, Duty to Accommodate, Return to Work, & Workers Compensation Benefits (WCB)
- Healthy Workplace programs and expertise
- Employee & Family Assistance Program (EFAP)
- Organizational Design consulting
- Conflict Resolution support & expertise

Funded Full Time Equivalents (FTEs):

	2007/08 (Approved)	2008/09 (Approved)	2009/10 (Proposed)
Funded FTEs (includes permanent and temporary)	44	44	48

Analysis of Operating Budget Changes:

(Example filled in below)

Operating Budget Change Details	
2008/09 Budget	4,512.1
1 Compensation & benefits - includes reduction of 2 positions from WCB which were being funded through Service Improvements Reserve and increase of 4 positions funded through other business units	39.2
2 Position to coordinate Attendance Support program	85.0
3 Transfer to/from Reserves - Decrease in transfer from reserves over 2008/09 when funding was provided from the Service Improvement Reserve (Q310) for the Workers Compensation project.	130.2
4 Miscellaneous	5.7
2009/10 Budget	4,772.2

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Human Resources between the 2009-2012 time frame.

Challenges with Organization-Wide Impact:

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

- **Labour Market:** Canada's birth rate is below replacement levels. Our population is aging and the age at which people are taking retirement has fallen. People are staying in school longer (or returning) and there is an increasing level of skills required for employment. HRM continues to experience challenges in recruiting for specific fields of work eg. professional engineers, landscape architects, financial consultants and skilled tradespeople. In addition, employee retention is also a growing concern with more opportunities for highly skilled, experienced employees in the marketplace.

The decline in the Canadian economy will alter, but not improve, the Labour Market challenges facing HRM. While there may be increased unskilled or semi-skilled labour available due to downsizing in the manufacturing sector, there will continue to be a need to compete for skilled workers. The influx of significant infrastructure capital from Federal and Provincial governments will require equally significant people resources from HRM in order to effectively manage and deliver on these dollars. In addition, the economic decline will not improve the continued retirement challenge facing HRM. The nature of the defined benefit pension programs at HRM serve to protect employees from the impact of falling equity markets. Employees will continue to retire secure in the knowledge that their benefits are not reduced by the falling stock market. Finally, increased public pressure for fiscal restraint will require HRM to do more with less and that will necessitate HRM aggressively attracting and retaining high performing talent.

- **Diversity:** Diversity has to be recognized as an organizational strength as our employees become aware of the benefits that a diverse, representative workforce brings to our organization and to the community.
- **Employee Engagement:** To achieve organizational goals both now and into the future, leaders need to engage employees. The 2008 HRM Employee Engagement Survey identified a significant opportunity to increase employee engagement. Only 55% of employees would recommend HRM as one of the best places to work, a decrease of 7% from the 2003 Employee survey. Some of the reasons for the lack of engagement include:

< Lack of recognition and total rewards package for employee contribution

- < Lack of opportunity for growth and advancement
- < Level of effectiveness of managers and supervisors
- < Capacity of employees to effectively perform the work required
- < Other factors included trust in senior leadership, senior leaders consideration for employee needs and an incongruence between values/goals of the employees and the organization.

- **Leadership Development:** Leadership practices play a critical role with respect to organizational success and organizations need to move from the traditional “command and control model” to one of “relationship management.” This is a significant shift for our organization as past practice often contributes to how we define our present role as leaders.

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

- **Healthy Workplace:** Skilled employees now have greater opportunities in the labour market. To be acknowledged as a preferred employer, HRM must be recognized as an organization which is concerned for employee well being. Many employers have increased support in areas related to work life balance, stress management, fitness programs and other workplace health initiatives which assist with recruitment, retention and engaging talent.
- **Succession Planning:** Succession planning continues to be a major risk for HRM due to the number of impending retirements and labour shortages. Also contributing to this challenge is HRM’s aging workforce in both sedentary and labour intensive positions. Sick leave, LTD and WCB occurrences and costs are increasing for this specific demographic and are likely to continue as the workforce ages.

Opportunities with Organization-Wide Impact:

- **Attendance Support Program** - In 2006-07 absenteeism cost HRM in excess of \$4.9 million. In 2007-08 the costs increased to \$5.5 million. These costs only represent the cost of wages paid to employees who were absent due to illness and do not include additional costs for overtime wages, temporary replacements, etc. In work groups where the attendance support program has been applied consistently, absenteeism costs are much lower than in work groups where consistency has not been achieved. With a more focussed approach, HRM will realize decreased absenteeism rates and increased savings.

- **WCB Program** - Human Resources Workers Compensation Benefit (WCB) staff have produced successful outcomes in this area, including WCB premium credits for HRM and improvements in the reporting structure which also eliminates late penalties. HRM business units also benefited by retaining the expertise of employees who were able to remain at work during the recovery process. Reductions in WCB claims volume have also been realized: claims decreased from 274 to 199 between 2006 and 2008. Most significant, however, are the ongoing savings in WCB rates. If HRM was still being charged at the 2006 rates, the total cost would be approximately \$4,084,000. At the lower 2009 rates, however, HRM expects to pay about \$3,536,000 this year – a savings of \$548,000.

Challenges with Service Delivery / Business Unit Impact

- **Capacity Planning:** Human Resources is currently challenged with increasing service requirements from business units particularly in the area of labour relations. Three of HRM's Collective Agreements have expired and based on previous collective bargaining history for CUPE and NSUPE, it is anticipated that bargaining may continue into 2010.

In addition HR is also facing capacity challenges within our Organizational Development team as a result of HRM's commitment to transform our culture and create a respectful work environment that values individual contributions and demonstrates commitment to employees.

- **Total Compensation:** Labour market shortages particularly in the professional/technical areas have also created compensation issues at HRM. HR has undertaken a review of HRM's Total Compensation program based on market forecasting for public sector positions; however an ongoing financial commitment by HRM is required to support implementation. If the required improvements to the program are not able to be supported, HRM will continue to risk losing talent and/or not being able to recruit quality candidates.
- **Implementation of Strategic Corporate Human Resource Plan:** HRM must create an "employer of choice" workplace to recruit and retain a skilled effective multi-generational workforce. HR is leading this initiative but requires corporate engagement. Without this environment, HRM risks losing current staff and/or not being able to recruit quality candidates.

Strategic Goals (2009-2012)

The strategic goals for Human Resources are:

- Strategic Goal 1: Organizational Culture
- Strategic Goal 2: Healthy Work Environment
- Strategic Goal 3: Corporate Human Resource Planning
- Strategic Goal 4: Valuing Diversity

Strategic Goal 1: Organizational Culture

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Human Resources is committed to leading the development of a corporate culture that values individual contributions and demonstrates commitment to employees. Opportunities for growth and advancement are available and meaningful, challenging work is provided. Employees take pride in their work while balancing their professional and personal lives.

Strategic Goal 1: Organizational Culture	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: A respectful, positive workplace culture that encourages staff to work together, promotes continuous learning, fosters innovation and demonstrates HRM's commitment to becoming an employer of choice.</i>	
S1.1.1	Promote, facilitate and support the implementation of core organizational values, principles and cultural practices.
S1.1.2	Continue to increase focus of resources on effective and timely resolution of workplace conflict.
S1.1.3	Improve employee orientation program in partnership with other Business Units.
S1.1.4	Provide support to Business Units in developing and implementing action plans in response to the 2008 Employee Engagement Survey.

Strategic Goal 2: Healthy Work Environment

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Human Resources is committed to a healthy, safe and harassment-free workplace to enable employees to live and work to their full potential. To this end, HR will provide initiatives, expertise, and support to Business Units to achieve this goal.

Strategic Goal 2: Healthy Work Environment	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.1 Outcome: A workplace that embraces healthy, safe work practices and supports the physical, psychological and social well being of employees.</i>	
S2.1.1	Promote, communicate and provide educational sessions to support the roll out of the Healthy Workplace Guide to all business units.
S2.1.2	Enhance wellness and healthy workplace initiatives.
S2.1.3	Continue to improve case management practices with respect to short term/long term illness and work place injuries (Workers Compensation Benefits).
S2.1.4	In partnership with Corporate Safety, coordinate Workplace Health Education/Promotional Campaign for HRM employees.

Strategic Goal 3: Corporate Human Resource Planning

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Planning for HRM's workforce and our ability to meet the needs of our citizens go hand in hand. Human Resources is committed to preparing a Corporate Human Resource Plan in partnership with the organization that will provide a framework for HR activities and guide us with addressing the many challenges that HRM faces in attracting and retaining an effective workforce.

Strategic Goal 3: Corporate Human Resource Planning	
Anticipated Outcomes and Objectives (2009-12):	
<i>S3.1 Outcome: A Strategic Corporate Human Resource Plan that provides a framework for managing HRM's human resources to enable the achievement of organizational goals while having a positive impact on the effectiveness of people.</i>	
S3.1.1	Complete the development of the Corporate HR Plan.
<i>S3.2 Outcome: Action Plan to improve employee recruitment and retention to address the current labour market challenges</i>	
S3.2.1	Implement recruitment action plan in partnership with Business Units.
<i>S3.3 Outcome: Career Planning is available to staff to support employee retention initiatives</i>	
S3.3.1	Research tools and partnership opportunities available to support career planning and provide additional training to HR Staff to build and expand expertise in career planning.
<i>S3.4 Outcome: Compensation Strategy anticipates regular salary reviews in response to changes in labour market conditions and enables HRM to recruit and retain an effective workforce.</i>	
S3.4.1	Review and make recommendations for improvement to the total compensation program to enhance our ability to attract and retain a skilled, motivated workforce.
S3.4.2	Review and make recommendations for improvement to the performance-based pay program for non union staff.
S3.4.3	Review HRM's pension and benefits programs to ensure the organization obtains value for the significant investment made annually.
S3.4.4	Develop an effective communications strategy to promote a Total Compensation value for employees including pay, compensation and benefits.
S3.4.5	Review current job evaluation structure to determine what changes may be required to enhance Job Value Methodology.
<i>S3.5 Outcome: Clearly articulated HR Policies & Business Practices that are meaningful, communicated and recognize the requirement for Business Unit flexibility.</i>	

Strategic Goal 3: Corporate Human Resource Planning	
Anticipated Outcomes and Objectives (2009-12):	
S3.5.1	Continue to review and revise HR policies and practices to support HRM in becoming an employer of choice.
<i>S3.6 Outcome: Leadership Development results in well trained, competent leaders able to support the organization in meeting the needs of citizens now and in the future.</i>	
S3.6.1	Further development of leadership training opportunities, programs, or activities, including mandatory training, to align with HRM competencies and required business outcomes.
S3.6.2	Complete the development of leadership performance indicators for inclusion in PDP's for all leadership levels.
<i>S3.7 Outcome: HRM has a labour culture that fosters collaborative decision making, joint initiatives and balances employee needs with the organization's objectives.</i>	
S3.7.1	Continue to facilitate the implementation of the labour relations protocol for collective bargaining activities scheduled for 2009/10.
S3.7.2	Continue to facilitate and deliver labour relations training for HRM leaders working in a unionized environment.
S3.7.3	Complete attendance support program revisions for approval and support implementation.
S3.7.4	Complete duty to accommodate policy & protocol roll out (best practice).
<i>S3.8 Outcome: HR is recognized as a strategic partner in supporting organizational effectiveness</i>	
S3.8.1	Further develop a model/framework to support organization/Business Units with change/transition planning and implementation.
S3.8.2	Develop and deliver change management training to HRM leaders.

Strategic Goal 4: Valuing Diversity

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

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

Strategic Goal 4: Valuing Diversity	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S4.1 Outcome: Creation of an organizational culture that is open, respectful and inclusive.</i>	
S4.1.1	Promote and implement corporate diversity strategy/plan in partnership with Business Units.
S4.1.2	Partner with Business Units to create a combined team approach to implementing the common goals within the corporate immigration, cultural and diversity strategies/action plans.
S4.1.3	Continue to increase training programs in the area of diversity including human rights, cultural competence, disability awareness and respect in the workplace.

Operational Goals (2009-2012)

The operational goals for Human Resources are:

Operational Goal 1: Building Strategic Partnerships

Operational Goal 2: HR - Human Resource Planning

Operational Goal 3: Human Resource Management Tools and Resources

Operational Goal 1: Building Strategic Partnerships

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Create and strengthen partnerships in the delivery of Human Resource Services both internally and externally.

Operational Goal 1: Building Strategic Partnerships	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: Organizational effectiveness is achieved through the alignment of business strategies with human resource strategies</i>	
O1.1.1	Incrementally improve HR's business practices to meet organizational needs through the establishment of clear performance measures.
O1.1.2	Implement any required change to HR service delivery as a result of the customer service survey that was undertaken in March 2008.

Operational Goal 2: HR - Human Resource Planning

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

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

Operational Goal 2: HR - Human Resource Planning	
Anticipated Outcomes and Objectives (2009-2012):	
<i>02.1 Outcome: Human Resources team is highly skilled and committed to meeting the changing needs of the organization</i>	
02.1.1	Review HR's structure and resources to ensure alignment to meet organizational needs (effective service).
02.1.2	Continue development of HR Succession Plan.
02.1.3	Prepare an action plan and begin implementation of results of the corporate Employee Engagement Survey as it relates to HR staff.
02.1.4	Support ongoing staff development through the provision of training opportunities and stretch assignments for HR staff to enhance service delivery and support the BU in retaining a highly skilled and engaged team.
02.1.5	Complete 360° reviews for HR Managers who are scheduled for 2009-10.

Operational Goal 3: Human Resource Management Tools and Resources

Corporate Strategy Linkage:

EMT Priority: Employer of Choice

Description:

Further develop human resource management tools for the organization to improve HR's services, delivery and effectiveness.

Operational Goal 3: Human Resource Management Tools & Resources	
Anticipated Outcomes and Objectives (2009-2012):	
<i>03.1 Outcome: Increased efficiency in the provision of HR expertise.</i>	
03.1.1	Review and research opportunities for improvement of the performance development program business tools.
03.1.2	Begin the development of a healthy workplace reporting tool for Senior Management.

Operational Goal 3: Human Resource Management Tools & Resources

Anticipated Outcomes and Objectives (2009-2012):

03.1.3	Through the ICT Committee process, and in partnership with BPIM, finalize the project plan for the implementation of the SAP HR Training & Events module to house corporate training data.
03.1.4	Implement project plan for online recruitment in partnership with Workopolis.
03.1.5	Continue the documentation of HR business processes to improve service delivery, support business transition and enable knowledge retention.

Service Level Changes

Increases In Services / New Initiatives:

In partnership with other HRM Business Units, Human Resources will be assigning additional resources to address employee attendance and WCB programs with the objective of reducing employer costs and supporting employees to be at work well. In addition, resources assigned to the resolution of workplace conflict will be enhanced to support the provision of a healthy, safe and harassment-free workplace.

Decreases In Services / Operational Pressures:

Total Compensation: Labour market shortages, particularly in the professional/technical areas, have also created compensation issues at HRM. HR has undertaken a review of HRM's Total Compensation program based on market forecasting for public sector positions; however, an ongoing financial commitment by HRM is required to support implementation. If the required improvements to the program are not able to be supported, HRM will continue to risk losing talent and/or not being able to recruit quality candidates.

Expected Services Not Being Delivered:

None at this time.

Human Resources

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
A205 Administration	377,306	371,686	378,457	407,100	35,414	9.5%
A210 Organizational Development & Health	1,326,706	1,732,451	1,579,172	1,742,890	10,439	0.6%
A220 Client Services	1,215,553	1,318,373	1,292,233	1,434,390	116,017	8.8%
A221 WCB	(371)	5,841	5,842	25,000	19,159	328.0%
A230 Total Compensation	524,874	719,938	673,124	718,890	(1,048)	-0.1%
A235 HR SAP Project	0	0	0	0	0	-
A240 Labour Relations	284,410	363,841	339,497	443,890	80,049	22.0%
M626 Commonwealth Games					0	-
Total	\$3,728,478	\$4,512,130	\$4,268,325	\$4,772,160	\$260,030	5.8%

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
A210 Organizational Development & Health	0	0	(3,045)	0	0	-
A220 Client Services	(157)	0	(3,706)	0	0	-
A230 Total Compensation	(961)	0	(750)	0	0	-
Total	(\$1,118)	\$0	(\$7,501)	\$0	\$0	-

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
A205 Administration	\$377,306	\$371,686	\$378,457	\$407,100	35,414	9.5%
A210 Organizational Development & Health	1,326,706	1,732,451	1,576,127	1,742,890	10,439	0.6%
A220 Client Services	1,215,397	1,318,373	1,288,527	1,434,390	116,017	8.8%
A221 WCB	(371)	5,841	5,842	25,000	19,159	328.0%
A230 Total Compensation	523,913	719,938	672,374	718,890	(1,048)	-0.1%
A240 Labour Relations	284,410	363,841	339,497	443,890	80,049	22.0%
Total	\$3,727,360	\$4,512,130	\$4,260,824	\$4,772,160	\$260,030	5.8%

Human Resources

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	3,086,055	3,694,017	3,349,841	3,872,600	178,583	4.8%
Office Costs	80,009	72,435	86,071	67,900	(4,535)	-6.3%
Professional Fees	127,249	141,400	156,915	145,000	3,600	2.5%
Legal & Consulting Fees	49,027	96,030	80,837	86,000	(10,030)	-10.4%
External Services	24,361	15,000	54,727	15,600	600	4.0%
Supplies & Materials	824	7,000	6,588	7,000	0	0.0%
Utilities	0	0	56	0	0	-
Building Costs	1,537	0	898	0	0	-
Equipment & Communications	4,158	4,000	393	2,000	(2,000)	-50.0%
Travel	54,297	16,100	57,153	23,900	7,800	48.4%
Training & Education	312,131	405,800	348,163	392,800	(13,000)	-3.2%
Advertising & Promotion	14,607	1,000	20,202	1,000	0	0.0%
Other Goods & Services	147,047	295,310	191,688	263,360	(31,950)	-10.8%
Interdepartmental	75	0	75	0	0	-
Transfer to/from Reserves	(172,900)	(235,962)	(85,281)	(105,000)	130,962	-55.5%
Total	\$3,728,478	\$4,512,130	\$4,268,325	\$4,772,160	\$260,030	5.8%
Revenues						
Other Revenue	(1,118)	0	(7,501)	0	0	-
Total	(\$1,118)	\$0	(\$7,501)	\$0	\$0	-
Net Cost	\$3,727,360	\$4,512,130	\$4,260,824	\$4,772,160	\$260,030	5.8%

Halifax Regional Municipality Police



PARTNERS IN POLICING

The Halifax Regional Police and the Royal Canadian Mounted Police

Partners in Policing

Business Plan - 2009/2010

Business Unit Overview:

The Halifax Regional Police (HRP) and Halifax District of the Royal Canadian Mounted Police (RCMP), as policing partners, are responsible for providing policing across all of the Halifax Regional Municipality (HRM). These two agencies strive to provide safety, peace and order in the community. This service is delivered in partnership with the community through a community policing philosophy delivering the seven policing functions: response, enforcement, crime solving, crime prevention, education, referral, and problem solving.

Director:
Officer in Charge - Halifax District RCMP

Chief of Police Frank Beazley
Superintendent Darrell Beaton

Administration Division Provides Financial, Human Resources, Fleet, Employee Family Assistance, accident reporting services and summary offence tickets.

Patrol Division / RCMP Offices Provides 24/7 uniformed patrol and response by HRP and RCMP for all of HRM to emergency and non-emergency calls. Also includes the Quick Response Unit - Street Crime Enforcement Unit and the Integrated K-9 Unit (Police Service Dog) for all of HRM.

Criminal Investigation Division (Integrated Units) This Division is integrated with HRP and RCMP members working together as one team for all of HRM. It provides specialized investigative services such as General Investigation Section, Major Crime, Financial Crime, Vice, Forensic Identification, Drugs, and Cold Case.

Shared Services Community Projects Provides Audit/Policy, Community projects, Exhibits/Property, School Crossing Guards Program, Commissionaires, and Quartermasters/Lost/Found property.

Support Operations Division Provides records services, court file services and Training.

Public Safety Office Created to improve public safety by addressing the recommendations of the Mayor's Roundtable Report, this office is comprised of a Public Safety Officer; Community relations/Crime Prevention office (including School Officers, Volunteer Services and Victim Services); Traffic Section; Mobile Mental Health Team; Parks Patrol and the Community Response Team.

Core Operations and Services Provided

- The Halifax Regional Police and the Halifax District RCMP provide HRM with crime prevention, law enforcement, assistance to victims of crime, emergency and enhanced services, and Public Order maintenance services.
- Combined HRP/RCMP human resources of 991 personnel (sworn member and civilian).
- Combined RCMP/HRP vehicle fleet of 289 marked and unmarked vehicles
- HRP and RCMP respond to 157,093 dispatched calls in 2008.
- Average response time of 6.70 minutes to Priority 1 Calls for Service.
- Average of 240 emergency (E-911) calls and 765 non-emergency calls answered per day in 2008 by Integrated Emergency Services staff.

Funded Full Time Equivalents (FTEs):

Halifax Regional Police

Staff Complement: HRP Full Time Equivalents

2007/2008 (Approved)	2008/2009 (Approved)	2009/10 (Proposed)
702 FTEs	753 FTEs	772 FTEs
<ul style="list-style-type: none"> • 453 police officers • 17 Police Officers Funded by Secondments • 243 civilians (including 84 IES and 69 Community Projects) 	<ul style="list-style-type: none"> • 469 Police Officers Funded by HRM • 22 Police Officers Funded by the Province of NS • 17 Police Officers Funded by Secondments • 245 civilians 	<ul style="list-style-type: none"> • 470 Police Officers Funded by HRM • 39 Police Officers Funded by the Province of NS • 15 Police Officers Funded by Secondment • 248 Civilians

	2007/2008 (Approved)		2008/2009 (Approved)		2009/2010 (Proposed)	
RCMP Full Time Equivalents managed by Halifax District	217 FTEs		227 FTEs		227 FTEs	
RCMP Halifax District Budget (as billed to HRM by Nova Scotia Department of Justice under the PPSA¹)	Police Officers	170	Police Officers	178	Police Officers	178
	Support Staff	28	Support Staff	28	Support Staff	28
	funded by HRM under PPSA.		funded by HRM under PPSA.		funded by HRM under PPSA.	
Province of NS funded police officer and civilian support staff positions under the PPSA	Integrated Major Crime Sec		Integrated Major Crime Sec		Integrated Major Crime Sec	
	Police Officers	6	Police Officers	6	Police Officers	6
	Support staff	1	Support staff	1	Support staff	1
	Police Officers	10	Police Officers	12	Police Officers	12
	funded by Prov. under the 'Boots On The Streets' Initiative.		funded by Prov. under the 'Boots On The Streets' Initiative.		funded by Prov. under the 'Boots On The Streets' Initiative.	
RCMP Corporate funded support for HRM Versaterm CAD/RMS activities	Versadex Sustainment Team		Versadex Sustainment Team		Versadex Sustainment Team	
	FTE's	2	FTE's	2	FTE's	2
	Total FTE's	217	Total FTE's	227	Total FTE's	227

¹ Provincial Policing Services Agreement

Analysis of Operating Budget Changes - HRP: Operating Budget Change Details

2008/09 Budget	63,634
1 Compensation & Benefits - costing changes driven by union contracts, increased staffing for full year and employer benefits	4,852.8
2 Office and building costs	(15.2)
3 Facilities rent	63.9
4 Goods & Services	21.1
5 Interdepartmental	(163.4)
6 Revenues - mainly Province of NS sponsored Constables	(2,011.5)
2009/10 Budget	<u>66,381.7</u>

Analysis of Operating Budget Changes - RCMP:

Operating Budget Change Details	(\$000's)
2008/09 Budget	19,324.9
1 Increased cost of contract reflects increased number of officers (170 to 178) in mid-year 2008/09 and increased per officer costs, \$112,100 to \$114,343 ² .	1,028.2
2009/10 Budget	<u>20,353.1</u>

² The fiscal year (FY) 09/10 FTE costings are estimates. The actual FTE cost for FY 09/10 will be provided by the NS Department of Justice as soon as practicable.

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit during the 2009-2012 time frame.

Challenges with Community-wide Impact:

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

Challenges with Service Delivery / Business Unit Impact:

- **Service delivery demands:** The public continues to demand a high level of service and visibility from the police. With growth in HRM and changes in technology, forensic identification, and Internet crimes, there is a continued increase in demand for services. Demands for disclosure and changes in government legislation and court decisions result in changes in processes which necessitate police officers spending more time on calls and preparation of court files. The amount of time and resources required to process calls for service continues to increase, thereby, decreasing the amount of pro-active time police officers can spend on local public disorder issues such as noise, graffiti and youth complaints. Police continue to examine technology processes and resource needs to determine the most efficient and effective way to meet the demands for service and visibility and to determine if new resources are required in the future.
- **Succession Planning:** HRP retirements continue to result in the loss of experience and expertise at all levels of the organization, but is especially prevalent in the specialized investigative sections (e.g. CID) and the mid and senior management levels. In the next three years, 76 HRP officers will be eligible for retirement. Recruiting and training remain a challenge in order to replace retiring members and ensure we maintain the expertise and gain the experience necessary to provide the professional level of service

demanding by the public in policing a diverse society. HRP anticipate hiring at least 35 police officers over the next two years. The action plan continues to be implemented to deal with this challenge.

At a national level, the RCMP predicts that approximately 3.8% of their members will leave the organization in 2009, and 3.6% in 2010. The RCMP (nationally) has initiated a program to recruit and train 1500 - 2000 cadets a year for the next 3 years to pro-actively deal with expected attrition. Halifax District RCMP continues to experience a significant turn over of resources which resulted in an influx of junior members. The Officer in Charge and the management team have, and will continue, to aggressively manage the succession planning of resources with RCMP Human Resources Branch to ensure the correct mix of service and experience is maintained within the District.

Opportunities with Community-wide Impact:

- **Mayor's Roundtable Report:** The report identified gaps in programs and services within the spectrum of public agencies. These gaps negatively influence public safety, the quality of community living and the public perception of safety. The report highlighted the need for an integrated and cooperative approach between agencies and the need for enhanced services in specific areas. This report has presented opportunities to a wide spectrum of agencies to improve coordination and communications around programs and services.
- **HRM / Provincial Safer and Stronger Communities Committee:** The goal of this committee is to strengthen community capacity and support continued interest in positive change through effective communication, coordination and alignment of activities; identify strategies that will enhance public safety and the perception of public safety; and coordinate efforts, working with partners to identify and implement change for the short and long term that lead to improved safety and quality of life in communities.

Opportunities with Service Delivery / Business Unit Impact:

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

Examples of current initiatives that are leveraging police technology include E-Ticketing, VCAP, electronic disclosure, and the mass storage of digital images.

Strategic Goals (2009-2012)

The strategic goals for Halifax Regional Municipality Police are:

- Strategic Goal 1: Increased police visibility, investigative and enforcement capacity in support of the HRP 2005 Community Response Model and the RCMP 2007 Deployment Model and Crime Reduction Strategy.
- Strategic Goal 2: Through the HRM Board of Police Commissioners develop an effective long term resource strategy for HRM policing.
- Strategic Goal 3: Continue succession planning initiatives that focuses on maintaining police expertise in specialized investigative sections, development of police supervisors/senior managers, and development of core policing skills for patrol officers.

Strategic Goal 1: Increased police visibility, investigative and enforcement capacity in support of the HRP 2005 Community Response Model and the RCMP 2007 Deployment Model and Crime Reduction Strategy.

Corporate Strategy Linkage:

Council Focus Area: Public Safety

Description:

HRM is a large and diverse “community of communities” that is the economic engine of Nova Scotia. As a result, HRM is undergoing rapid and significant demographic and development changes; as well, societal norms and values appear to be changing. These changes, which are occurring across HRM’s urban, suburban, and rural areas, are driving rapid changes in policing requirements. Highly publicized incidences of crimes against persons and property in all areas of HRM has continued the fear and apprehension amongst the citizens of HRM. These concerns are directly linked to HRM’s Public Safety Council Focus Area.

The Province of Nova Scotia, through the multi-year *Building on Safe Communities* Policing Strategy (*Boots On The Street* program) is providing the needed funding to HRM for HRP and Halifax District RCMP. In the 2008-09 Fiscal Year, 19 (17 HRP + 2 RCMP) new police resources were deployed under this initiative. Proposals have been submitted to the Province of Nova Scotia for up to 11 (9 HRP + 2 RCMP) new FTE’s in the 2009-10 fiscal year. The resources funded under this provincial initiative are provided to HRM and the other NS

Municipalities to fight street crime, organized illegal activity, sexual exploitation, assault, and drugs, and to promote school safety. These new resources are deployed in concert with existing resources and police programs to ensure that they have the maximum effect.

Strategic Goal 1: Increased police visibility, investigative and enforcement capacity in support of the HRP 2005 Community Response Model and the RCMP 2007 Deployment Model and Crime Reduction Strategy.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: Increased police visibility, investigative and enforcement capacity focussed on reducing crime and violence.</i>	
S1.1.1	Police Officers will be deployed to increase public safety in the downtown areas through increased resources for the Alcohol Enforcement Unit working in partnership with Provincial Alcohol and Gaming.
S1.1.2	Increased analytical capacity to support the HRP and RCMP Crime Reduction Strategies.

Strategic Goal 2: Through the HRM Board of Police Commissioners develop an effective long term resource strategy for HRM policing.

Corporate Strategy Link:
Council Focus Area: Public Safety

Description:

There is an identified need from the citizens of HRM and a priority in the HRM Council Public Safety Focus Area report to increase police visibility in the community at a time when there are increased demands for police services. Recent Canadian research into policing has revealed there is a demand for police services that exceeds increases in police resources. With evolving case law resulting from judicial decisions, there has been an increase in accountability for police. The increasing complexity of investigations and forensics and the amount of time needed to process files due to legislative requirements has increased dramatically over the last 20 years. This has resulted in more administrative time spent processing calls for service, investigations, and preparing prosecutions. The amount of demand and time commitments have outgrown the police capacity with a corresponding drop in the amount of pro-active time police officers can

spend on patrol in the communities, thereby, reducing the time available to deal with local neighbourhood complaints such as noise, graffiti and traffic.

The Provincial Police Service Agreement, under which the RCMP provides its services to HRM, expires in 2012. This agreement is currently under negotiation between the Government of Canada and nine of the thirteen provincial /territorial governments. HRM has asked to be included in these discussions. The HRM Board of Police Commissioners must ensure that all risks associated with this agreement renewal process, including those of a financial nature, are analysed before any decisions affecting the long-term resource police strategy for HRM are made. In support of this initiative, the HRM Board of Police Commissioners contracted Perivale + Taylor to undertake a study, and is in the process of reviewing the findings of their report.

Strategic Goal 2: Through the HRM Board of Police Commissioners develop an effective long term resource strategy for HRM policing.

Anticipated Outcomes and Objectives (2009-2012):

S2.1 Outcome: Develop a sustainable service delivery model for HRM policing

S2.1.1	Halifax Regional Board of Police Commissioners to review HRM Policing Services with a view to developing an effective, long term resource strategy for HRM Policing Services and submit a report to Council.
S2.1.2	Halifax Regional Board of Police Commissioners to assess the impact of any changes to the service delivery model of policing resulting from upcoming negotiations of the Nova Scotia Provincial Policing Contract and submit a report to Council.

Strategic Goal 3: Continue succession planning initiatives that focus on maintaining police expertise in specialized investigative sections, development of police supervisors/ senior managers, and development of core policing skills for patrol officers.

Corporate Strategy Link:

Council Focus Area: Public Safety

Description:

There are 76 HRP police officers who are eligible to retire in the next 3 years. These vacancies can occur at all rank levels within HRP. Recruitment to replace retiring police officers and those who are promoted is essential to maintaining the service. The large retirement demographic profile of our sworn members will require significant resource investment dedicated to recruitment and training as well as specialist training courses for supervisors and senior management. HRP will focus on recruiting and training candidates to reflect the diversity of our society.

The Officer in Charge Halifax District RCMP, and his management team, will continue to aggressively manage the succession planning of resources with the RCMP's Human Resources Branch. This will ensure the correct mix of service and experience is maintained and reflective of the diverse HRM communities served.

<p>Strategic Goal 3: Continue succession planning initiatives that focus on maintaining police expertise in specialized investigative sections, development of police supervisors/senior managers, and development of core policing skills for patrol officers.</p>	
<p>Anticipated Outcomes and Objectives (2009-2012):</p>	
<p><i>S3.1 Outcome: Obtain training for police members in core policing, specialized investigative, supervisory and management skills</i></p>	
<p>S3.1.1</p>	<p>HRP and RCMP - Continue to recruit and train professional police officers to meet the high demand, due to retirements, to deliver professional and quality services to the citizens of HRM.</p>

Strategic Goal 3: Continue succession planning initiatives that focus on maintaining police expertise in specialized investigative sections, development of police supervisors/senior managers, and development of core policing skills for patrol officers.

Anticipated Outcomes and Objectives (2009-2012):

S3.1.2	HRP and RCMP - Continue with delivery of in-service investigative training focussed on the development of advanced investigative policing skills.
S3.1.3	HRP and RCMP - Continue the support for senior police personnel to receive leadership and management training at post-secondary institutions, including the Canadian Police College, local universities and other recognized institutions.
S3.1.4	All HRP officers to participate in 'block training' where they will receive concentrated training rather than sporadically throughout the year. This is a more effective delivery method that will allow HRP to enhance training in areas such as diversity, workplace rights and operational training.

Operational Goals (2009-2012)

The operational goals for the Halifax Regional Municipality police services are:

- Operational Goal 1: Respond to the police specific recommendations contained in the Mayor's Roundtable Report.
- Operational Goal 2: Ongoing implementation of the Community Response Model and Crime Reduction Strategy across HRM to increase visibility and reduce crime.
- Operational Goal 3: Continued technology and process upgrades in support of operational policing objectives to enhance public safety through crime prevention and enforcement.
- Operational Goal 4: Through proactive succession planning, ensure staff across the organization have the required training in investigations and/or management to maintain internal operational capacity.
- Operational Goal 5: Continue video surveillance of public area initiatives to enhance public safety through crime prevention and enforcement.
- Operational Goal 6: Increase police resources funded by the Province of Nova Scotia as part of the 250 officer 'Boots on the Streets' program.

Operational Goal 1: Respond to the police specific recommendations contained in the Mayor's Roundtable Report.

Corporate Strategy Link:

Council Focus Area: Public Safety

Description:

The Mayor's Roundtable Report was presented to Council in the Fall of 2008. Halifax Regional Police has been tasked with reviewing the document and making appropriate recommendations regarding the implementation of applicable recommendations. These recommendations will be implemented in partnership with the RCMP, Province of Nova Scotia, other agencies and HRM Business Units.

Operational Goal 1: Respond to the police specific recommendations contained in the Mayor's Roundtable Report.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: From a policing perspective, improve the level of public safety across HRM.</i>	
O1.1.1	Create a Public Safety Coordinator position to oversee the implementation of the recommendations.
O1.1.2	In partnership with the RCMP, Province of Nova Scotia, other agencies and HRM business units, implement the applicable recommendations from the report.
O1.1.3	Review the organizational structure of Halifax Regional Police to better reflect the intent of the Mayor's Roundtable Report.

Operational Goal 2: Ongoing implementation of the Community Response Model and Crime Reduction Strategy across HRM to increase visibility and reduce crime.

Corporate Strategy Link:

Council Focus Area: Public Safety

Description:

HRP and RCMP implemented the Community Response Model and Crime Reduction Strategy across HRM. This strategy attacks violent crime and disorder issues in HRM.

Zone policing and deployment of dedicated Community Response Officers / Community Liaison Officers was implemented allowing the same officers to remain in the same areas and become a part of the community by being familiar with the people and the area. Proactive foot/bike patrols were increased along with increased park patrols. An overall effort has been launched to increase visibility and focus on reducing violent crime and disorder.

Operational Goal 2: Ongoing implementation of the Community Response Model and Crime Reduction Strategy across HRM to increase visibility and reduce crime.

Anticipated Outcomes and Objectives (2009-2012):

O2.1 Outcome: Decrease crime and repeat calls for service and increase the feeling of safety in HRM communities and neighbourhoods.

O2.1.1	Increased tactical use of operational information and intelligence derived from the operational Records Management System and human sources using analytical tools.
O2.1.2	Enhance the effectiveness of the Community Response Model and Crime Reduction Strategy.

Operational Goal 3: Continued technology and process upgrades in support of operational policing objectives to enhance public safety through crime prevention and enforcement.

Corporate Strategy Link:

Council Focus Area: Public Safety

Description:

HRP and Halifax District RCMP continue to monitor changes in technology and legislation which impact on resources and workload and identify where resources can be found to continue to provide enhanced service levels for the seven policing functions.

Operational Goal 3: Continued technology and process upgrades in support of operational policing objectives to enhance public safety through crime prevention and enforcement.	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O3.1 Outcome: Further enhancement of police service delivery in the areas of technology and legislation which impact resources and workload, and to identify where technology can provide a better and more efficient service to the public and the Courts.</i>	
O3.1.1	Electronic Disclosure: Develop and deploy a digital recording and storage system for all police related photography, voice and video recording requirements. (HRP/RCMP)
O3.1.2	Continue upgrades to the Versadex Records Management System and Computer Aided Dispatch. <ul style="list-style-type: none"> • MDT/MRE V 7.0 Upgrade • RMS 7.1 Upgrade • Scanning • R.A.P.I.D. Data Migration • E-Ticket • VCAP • In-Charge Court Document Creation • Accident Reporting • Major Case Management and Electronic Disclosure • City Watch Upgrade
O3.1.3	Continue technology replacement/upgrades to: <ul style="list-style-type: none"> • E-911 Voice recording system • Digital intercept equipment • increased capacity of CCTV equipment deployed to urban public sites • Internal/External digital signage for Halifax District RCMP Offices

Operational Goal 4: Through proactive succession planning, ensure staff across the organization have the required training in investigations and/or management to maintain internal operational capacity.

Corporate Strategy Link:
Council Focus Area Public Safety

Description:

Numerous retirements within HRP and Halifax District RCMP over the past three years have resulted in an increased number of promotions, transfers and new hires, which has depleted the number of trained and experienced officers available to staff specialized investigative sections and supervisory positions:

HRP

Number of retirements in past 3 years: 48 police officers, 6 civilians
Number of promotions in past 3 years: 26 sergeants, 10 staff sergeants, 3 superintendents
Number of recruits hired in past 3 years: 96
Number of lateral entry police officers hired in last 3 years: 70
Number of recruits planned for 2009: 25

Halifax District RCMP

Number of retirements in past 3 years: 5 police officers
Number of promotions in past 3 year: 11 Corporals, 13 Sergeants, 1 Staff Sergeants, 2 Inspectors, 1 Superintendent.
Number of Cadets (recruits) transferred to HD in past 2 years: 48
Number of Cadets planned for 2009: 15

To ensure legislative, investigative and supervisory requirements are fulfilled, it is necessary to ensure that members in these positions have the required training to effectively perform the required functions and limit risk to HRM and to the Government of Canada for liability and to maintain public confidence and safety.

Operational Goal 4: Through proactive succession planning, ensure staff across the organization have the required training in investigations and/or management to maintain internal operational capacity.

Anticipated Outcomes and Objectives (2009-2012):

O4.1 Outcome: Obtain training for police members in supervisory and management skills, and specialized investigative skills.

O4.1.1	HRP and RCMP - Continue with delivery of in-service investigative training focussed on the development of advanced investigative policing skills
O4.1.2	HRP and RCMP - Continue the support for senior police personnel to receive leadership and management training at post-secondary institutions, including the Canadian Police College, local universities and other recognized institutions.
O4.1.3	HRP block training - Officers will receive concentrated training rather than sporadically throughout the year. This is a more effective delivery method that will allow HRP to enhance training in areas such as diversity, workplace rights and operational training.

Operational Goal 5: Continue video surveillance of public area initiatives to enhance public safety through crime prevention and enforcement.

Corporate Strategy Link:

Council Focus Area: Public Safety

Description:

To increase public safety and reduce the fear of crime in specific areas of HRM police have explored alternative strategies for the prevention and prosecution of violent or random criminal offences. Remote video surveillance of high density/high risk areas is an effective tactic to deter criminal acts and assist in the investigation and prosecution of incidents that have occurred. Video cameras have been installed in areas of downtown Halifax and police continue to explore expansion of this program.

Operational Goal 5: Continue video surveillance of public area initiatives to enhance public safety through crime prevention and enforcement.

Anticipated Outcomes and Objectives (2009-2012):

O5.1 Outcome: Enhance video surveillance of strategic public areas of HRM.

O5.1.1	Enhance the existing program effectively deploying cameras where and when need.
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Operational Goal 6: Increase police resources funded by the Province of Nova Scotia as part of the 250 officer 'Boots on the Streets' program.

Corporate Strategy Link:

Council Focus Area: Public Safety

Description:

As a result of the provincial 250 officer program, The Halifax District RCMP and HRP have expanded their anti-street crime capacity to meet the needs of HRM communities and their citizens. Highly publicized incidences of crimes against persons and property in the urban, and areas of HRM have caused an increased fear and apprehension amongst the citizens of HRM. The Province of Nova Scotia, through the Building on Safe Communities Policing Strategy contributes annual funding to establish permanent resources to address these concerns. In 2007-08 the Province funded 32 new HRP and RCMP police officer resources assigned to plainclothes Quick Response Units / Street Crime teams and a dedicated downtown beat patrol. In 2008-09, the Province have funded 19 additional police officer resources, 17 for HRP and 2 for the RCMP.

These new resources are being funded by the Province of Nova Scotia to provide NS. Municipalities additional capacity to fight street crime, organized illegal activity, sexual exploitation, assault, and drugs, and to promote school safety.

Requests for additional resources have been made for 2009/10 for the Province of Nova Scotia to fund 2 positions for Halifax District RCMP for school liaison duties, 1 position for HRP to become the Versadex Crime Analysis Program (VCAP) Analyst/Coordinator and 8 HRP positions for a new Serious Crimes Unit.

Operational Goal 6: Increase police resources funded by the Province of Nova Scotia as part of the 250 officer 'Boots on the Streets' program.

Anticipated Outcomes and Objectives (2009-2012):

O6.1 Outcome: Safer communities and reduced crime in HRM

O6.1.1	2 FTE RCMP police officers to be assigned to School Liaison duties
O6.1.2	1 FTE HRP police officer to be assigned as a VCAP Analyst/Coordinator
O6.1.3	8 FTE HRP police officer to be assigned to a Serious Crimes Unit

Service Level Changes

Increases In Services / New Initiatives:

- Public Safety Office and related reorganization created to address recommendations from the Mayor's Roundtable report.
- Liquor Enforcement Unit - Created to address liquor related issues in and around licensed establishments.
- Establishment of a telephone call-back unit (RCMP)

Decreases In Services / Operational Pressures:

- Absence of a permanent full-time communications strategist (RCMP)
- Continuation of 'Temporary Employee' arrangement
- Service delivery gaps arising during employee turnover
- Impact on attraction and retention of highly skilled employee in specialized area
- Diminished effectiveness to deliver internal and external communications

Expected Services Not Being Delivered:

- None

Halifax Regional Municipality Police Services

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	1,269,117	1,221,728	1,072,315	1,228,040	\$6,312	0.5%
P110 Professional Stds	128,944	115,800	130,354	119,500	3,700	3.2%
P120 Public Affairs	313,526	391,800	390,116	381,300	(10,500)	-2.7%
P130 Facilities & Prop.	338,107	147,000	242,203	147,800	800	0.5%
P135 Board Of Police Comm	60,543	7,000	9,720	7,000	0	0.0%
Chief's Office	\$2,110,236	\$1,883,328	\$1,844,708	\$1,883,640	\$312	0.0%
Administration:						
P115 Legal	85,486	135,000	122,406	135,000	0	0.0%
P205 Superintendent's Office	349,609	477,000	402,002	483,400	6,400	1.3%
P208 Back Check	0	0	145,541	308,400	308,400	-
P210 EAP	92,294	92,700	89,027	95,100	2,400	2.6%
P215 Secondments	0	0	349	0	0	-
P220 Human Resources	286,352	330,100	465,185	272,400	(57,700)	-17.5%
P225 Training	717,861	810,300	909,944	909,300	99,000	12.2%
P230 Finance	456,328	482,300	508,116	478,700	(3,600)	-0.7%
P235 Extra Duty	798,411	448,200	294,335	448,000	(200)	-0.0%
P250 Fleet Maintenance	1,757,714	1,878,836	1,875,481	1,859,900	(18,936)	-1.0%
P255 Exhibits & Property	540,065	351,000	440,724	351,000	0	0.0%
P440 ERT	3,658	16,100	13,024	16,100	0	0.0%
P445 Marine	62,548	53,300	66,726	53,300	0	0.0%
P450 Public Safety Unit	15,500	10,200	12,823	10,200	0	0.0%
P455 Bike Patrol	2,922	6,000	14,106	6,000	0	0.0%
P465 Mounted	17,930	8,200	19,949	8,200	0	0.0%
P505 Police Science Training	(563)	0	0	0	0	-
Administration	\$5,186,115	\$5,099,236	\$5,379,737	\$5,435,000	\$335,764	6.6%
Support Division:						
P270 Commissionaires	1,442,819	1,300,740	1,429,343	1,301,300	560	0.0%
P265 Records	530,906	600,100	498,762	583,800	(16,300)	-2.7%
P240 SOTS - Formerly - Ticket Admin.	373,918	476,767	474,404	510,300	33,533	7.0%
P125 Audit & Planning	228,737	329,900	301,446	340,300	10,400	3.2%
P305 Superintendent's Office	1,484	0	793	0	0	-
P310 R.A.P.I.D.	44,201	71,800	15,954	71,800	0	0.0%
P311 Projects Unit	44,397	235,800	186,720	268,600	32,800	13.9%
P315 Inves. Call BackUnit	62,360	209,400	260,621	230,700	21,300	10.2%
P365 Accidents	226,288	188,300	186,404	194,400	6,100	3.2%
P245 Court Officers	913,686	962,900	1,020,943	997,600	34,700	3.6%
Support Division	\$3,868,795	\$4,375,707	\$4,375,389	\$4,498,800	\$123,093	2.8%

Halifax Regional Municipality Police Services

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Patrol Division:						
P313 VICLAS	100,268	108,100	103,592	111,700	3,600	3.3%
P370 Formerly - Detention	531,935	566,600	567,426	578,100	11,500	2.0%
P405 Superintendent's Off	801,575	894,700	1,084,252	988,100	93,400	10.4%
P410 Shared Resources	1,193,905	1,121,200	1,580,035	1,174,600	53,400	4.8%
P415 Central	7,401,628	8,157,103	7,561,777	9,608,100	1,450,997	17.8%
P420 West	6,414,997	7,816,503	7,068,845	7,985,500	168,997	2.2%
P425 East	6,946,584	8,038,403	7,323,590	9,652,600	1,614,197	20.1%
P430 Victim Service	173,300	188,800	143,317	188,300	(500)	-0.3%
P435 Canine	68,814	20,600	5,968	20,600	0	0.0%
P463 Park Patrol	1,233	0	108	0	0	-
P475 QRU	2,068,163	1,918,000	2,094,752	2,021,100	103,100	5.4%
P480 CR/CP	920,416	787,000	1,031,102	824,600	37,600	4.8%
P485 Traffic	725,931	820,804	676,676	851,300	30,496	3.7%
P495 Power Shift	0	0	0	0	0	-
Patrol Division	\$27,348,749	\$30,437,813	\$29,241,439	\$34,004,600	\$3,566,787	11.7%
Criminal Investigations Division:						
P260 Warrants Execution	535	0	234	0	0	-
P312 SES Technical Unit	240,718	206,000	294,589	214,500	8,500	4.1%
P314 Computer Forensics	116,396	172,500	186,587	181,000	8,500	4.9%
P316 CID	2,199,190	2,213,300	3,184,651	3,052,700	839,400	37.9%
P317 CATS Clearing Account	699,840	76,700	1,361,935	(268,700)	(345,400)	-450.3%
P320 Polygraph	42,634	152,300	767	169,200	16,900	11.1%
P325 Identification	1,369,607	1,481,700	1,512,226	1,517,600	35,900	2.4%
P330 Fraud Unit	1,020,652	1,107,600	1,057,392	1,041,000	(66,600)	-6.0%
P335 Special Enforcement	1,131,715	1,159,300	1,253,680	1,209,700	50,400	4.3%
P340 Criminal Intel Unit	705,526	804,800	947,072	814,200	9,400	1.2%
P345 Vice	669,684	417,900	959,811	432,200	14,300	3.4%
P355 Crime Stoppers	0	0	33	0	0	-
P360 GIS	3,481,983	3,447,900	4,142,140	3,332,700	(115,200)	-3.3%
P375 Formerly - Criminal Invest. Service	2,693,991	2,612,800	3,021,738	2,567,100	(45,700)	-1.7%
P380 Crime Analysis	233,144	257,700	216,987	268,200	10,500	4.1%
P510 Superintendent's Office	0	0	73	0	0	-
Criminal Investigations Division	\$14,605,615	\$14,110,500	\$18,139,916	\$14,531,400	\$420,900	3.0%
External Services						
P470 Port's Policing	198,916	323,000	295,013	332,800	9,800	3.0%
External Services	\$198,916	\$323,000	\$295,013	\$332,800	\$9,800	3.0%
Community Projects & Bylaw						
General Administration						
S110 General Manager's Office	127,940	113,800	107,493	118,800	5,000	4.4%
S120 Comm. Proj. Admin.	169,823	297,400	176,946	289,800	(7,600)	-2.6%
General Administration	\$297,763	\$411,200	\$284,438	\$408,600	(\$2,600)	-0.6%
Facilities/Buildings						
S231 947 Mitchell	29,365	30,200	34,660	31,600	1,400	4.6%
S232 1300 St. Margaret's Bay	13,671	16,200	11,936	17,600	1,400	8.6%
S233 3790 MacKintosh	2,160	2,800	1,151	0	(2,800)	-100.0%
Facilities/Buildings	\$45,196	\$49,200	\$47,747	\$49,200	\$0	0.0%

Halifax Regional Municipality Police Services

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Initiatives						
S241 Paper Recycling	193,018	231,000	217,318	236,100	5,100	2.2%
S242 Enviro Depot	570,463	603,450	575,048	613,900	10,450	1.7%
S243 By Law Remedies	191,588	297,600	245,390	333,700	36,100	12.1%
S244 Organic Carts	72,594	74,750	68,200	75,700	950	1.3%
Initiatives	\$1,027,662	\$1,206,800	\$1,105,955	\$1,259,400	\$52,600	4.4%
Operations						
S210 Operation's Adm	258,863	280,400	285,232	280,700	300	0.1%
S220 Trucking/Fleet Services	104,708	114,600	93,442	114,600	0	0.0%
Operations	\$363,571	\$395,000	\$378,674	\$395,300	\$300	0.1%
Contractual Services						
S310 Contractual Services Administration	242,282	290,900	201,383	287,800	(3,100)	-1.1%
S320 Animal control	810,835	906,200	847,036	958,900	52,700	5.8%
S330 Taxi & Limousine	177,118	179,800	181,569	185,300	5,500	3.1%
Contractual Services	\$1,230,235	\$1,376,900	\$1,229,988	\$1,432,000	\$55,100	4.0%
Community Standards						
S410 By Law Services Administration	360,853	411,900	343,157	410,500	(1,400)	-0.3%
S420 By-Law Services Enforcement	646,538	697,700	647,429	698,200	500	0.1%
Community Standards	\$1,007,391	\$1,109,600	\$990,586	\$1,108,700	(\$900)	-0.1%
Community Projects & Bylaw						
E126 Grant Funded Projects	555	0	791	0	0	-
E123 Community Response Initiative	211,660	276,450	244,090	261,700	(14,750)	-5.3%
P460 Sch. Crossing Guard - Contracted	1,167,645	1,516,060	1,269,843	1,551,600	35,540	2.3%
Community Projects & Bylaw	1,379,859	1,792,510	1,514,724	1,813,300	20,790	1.2%
Total Community Projects & Bylaw	\$5,351,677	\$6,341,210	\$5,552,112	\$6,466,500	\$125,290	2.0%
Integrated Emergency Services						
Emergency 911 Communications						
A450 Integrated Emergency Services	5,575,467	6,245,900	5,821,480	6,420,540	174,640	2.8%
A452 Eric Spicer - Operations	177,100	191,000	177,362	193,400	2,400	1.3%
Emergency 911 Communications	\$5,752,567	\$6,436,900	\$5,998,842	\$6,613,940	\$177,040	2.8%
City Watch						
A551 City Watch	98,680	122,000	131,608	121,760	(240)	-0.2%
City Watch	\$98,680	\$122,000	\$131,608	\$121,760	(\$240)	-0.2%
Dispatch						
N711 Dispatch Centre	29,630	77,800	36,173	77,800	0	0.0%
Dispatch	\$29,630	\$77,800	\$36,173	\$77,800	\$0	0.0%
Police						
N721 HRP	357,278	366,700	362,858	366,700	0	0.0%
Police	\$357,278	\$366,700	\$362,858	\$366,700	\$0	0.0%
Fire						
N731 Core Fire & EMO	1,582	157,600	157,600	157,600	0	0.0%
N732 Rural Fire	477,255	458,600	458,600	458,600	0	0.0%
Fire	\$478,837	\$616,200	\$616,200	\$616,200	\$0	0.0%
Total Integrated Services	\$6,716,992	\$7,619,600	\$7,145,680	\$7,796,400	\$176,800	2.3%
Total	\$65,387,097	\$70,190,394	\$71,973,994	\$74,949,140	\$4,758,746	6.8%

Halifax Regional Municipality Police Services

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Chief's Office:						
P105 Chief's Office	(4,655)	0	(67,254)	0	0	-
P110 Professional Stds	0	(60,000)	(1,037)	(60,000)	0	-0.0%
P120 Public Affairs	(405)	0	(2,049)	0	0	-
P130 Facilities & Prop.	(86,956)	0	270	0	0	-
P135 Board Of Police Comm					0	-
Chief's Office	(\$92,016)	(\$60,000)	(\$70,069)	(\$60,000)	\$0	-0.0%
Administration:						
P115 Legal						
P205 Superintendent's Office	(165,760)	(167,200)	(155,008)	(167,200)	0	-0.0%
P215 Secondments	0	0	(160,997)	(308,400)	(308,400)	-
P220 Human Resources	(2,985)	0	(6,342)	0	0	-
P225 Training	(78,000)	0	(32,355)	0	0	-
P230 Finance	(457)	0	(149)	0	0	-
P235 Extra Duty	(439,399)	(412,400)	(400,263)	(412,400)	0	-0.0%
P255 Exhibits & Property	(1,847)	0	(284)	0	0	-
P505 Police Science Training	0	0	(60)	0	0	-
Administration	(\$688,449)	(\$579,600)	(\$755,456)	(\$888,000)	(\$308,400)	53.2%
Support Division:						
P270 Commissionaires	(24,686)	(29,800)	(36,702)	(30,700)	(900)	3.0%
P265 Records	(250,968)	(234,000)	(288,246)	(234,000)	0	-0.0%
P240 SOTS - Formerly - Ticket Admin.	(111,181)	(94,500)	(116,387)	(94,500)	0	-0.0%
P245 Court Officers	(2,915)	0	(1,850)	0	0	-
Support Division	(\$389,751)	(\$358,300)	(\$443,186)	(\$359,200)	(\$900)	0.3%
Patrol Division:						
P370 Formerly - Detention	(102,647)	(103,000)	(102,647)	(103,000)	0	-0.0%
P405 Superintendent's Off	(43,087)	0	(76,353)	0	0	-
P410 Shared Resources	(50,864)	(45,900)	0	(45,900)	0	-0.0%
P415 Central	(17,480)	0	(30,505)	0	0	-
P420 West	(14,462)	0	(3,705)	0	0	-
P425 East	(727)	0	0	0	0	-
P430 Victim Service	(45,000)	0	(33,750)	0	0	-
P435 Canine	(756)	0	0	0	0	-
P480 CR/CP	(1,203)	0	(7,750)	0	0	-
Patrol Division	(\$276,227)	(\$148,900)	(\$254,710)	(\$148,900)	\$0	-0.0%

Halifax Regional Municipality Police Services

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Criminal Investigations Division:						
P316 CID	(2,200,000)	(2,200,000)	(3,280,767)	(3,903,900)	(1,703,900)	77.5%
P317 CATS Clearing Account	0	(77,500)	0	0	77,500	-100.0%
P325 Identification	(112,041)	0	(30,526)	0	0	-
P330 Fraud Unit	(1,509)	0	0	0	0	-
P335 Special Enforcement	(18,933)	0	0	0	0	-
P340 Criminal Intel Unit	(84,647)	0	(124,111)	0	0	-
P355 Crime Stoppers	(1,457)	0	0	0	0	-
P360 GIS	(29,391)	0	(123,443)	0	0	-
P375 Formerly - Criminal Invest. Service	(133,703)	0	(3,770)	0	0	-
Criminal Investigations Division	(\$2,581,680)	(\$2,277,500)	(\$3,562,617)	(\$3,903,900)	(\$1,626,400)	71.4%
External Services						
P470 Port's Policing	(1,623,339)	(1,949,600)	(1,908,921)	(1,962,200)	(12,600)	0.6%
External Services	(\$1,623,339)	(\$1,949,600)	(\$1,908,921)	(\$1,962,200)	(\$12,600)	0.6%
Community Projects & Bylaw Initiatives						
S241 Paper Recycling	(242,279)	(245,000)	(234,092)	(235,000)	10,000	-4.1%
S242 Enviro Depot	(570,721)	(555,000)	(578,018)	(570,000)	(15,000)	2.7%
S243 By Law Remedies	(1,696)	(1,000)	(693)	(500)	500	-50.0%
S244 Organic Carts	(69,802)	(63,000)	(73,771)	(80,000)	(17,000)	27.0%
Initiatives	(\$884,497)	(\$864,000)	(\$886,574)	(\$885,500)	(\$21,500)	2.5%
Operations						
S210 Operation's Adm	(11,127)	(8,000)	(13,661)	(12,000)	(4,000)	50.0%
Operations	(\$11,127)	(\$8,000)	(\$13,661)	(\$12,000)	(\$4,000)	50.0%
Contractual Services						
S320 Animal control	(101,667)	(120,000)	(147,931)	(150,000)	(30,000)	25.0%
S330 Taxi & Limousine	(165,384)	(160,000)	(181,784)	(165,000)	(5,000)	3.1%
Contractual Services	(\$267,051)	(\$280,000)	(\$329,715)	(\$315,000)	(\$35,000)	12.5%
Community Projects & Bylaw						
S410 By Law Services Administration	0	0	(22)	0	0	-
E126 Grant Funded Projects	(555)	0	(791)	0	0	-
E123 Community Response Initiative	(3,286)	0	(788)	0	0	-
P460 Sch. Crossing Guard - Contracted	(22,907)	(25,000)	(24,204)	(27,700)	(2,700)	10.8%
Community Projects & Bylaw	(\$26,747)	(\$25,000)	(\$25,805)	(\$27,700)	(\$2,700)	10.8%
Community Project & Bylaw Total	(\$1,189,422)	(\$1,177,000)	(\$1,255,755)	(\$1,240,200)	(\$63,200)	5.4%
Integrated Emergency Services						
Emergency 911 Communications						
A450 Integrated Emergency Services	348	0	(100,950)	0	0	-
Emergency 911 Communications	\$348	\$0	(\$100,950)	\$0	\$0	-
City Watch						
A551 City Watch	(10,000)	(5,000)	(10,000)	(5,000)	0	-0.0%
City Watch	(\$10,000)	(\$5,000)	(\$10,000)	(\$5,000)	\$0	-0.0%
Integrated Emergency Services Total	(\$9,652)	(\$5,000)	(\$110,950)	(\$5,000)	\$0	-0.0%
Total	(\$6,850,536)	(\$6,555,900)	(\$8,361,665)	(\$8,567,400)	(\$2,011,500)	30.7%

Halifax Regional Municipality Police Services

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	\$1,264,462	\$1,221,728	\$1,005,061	1,228,040	6,312	0.5%
P110 Professional Stds	\$128,944	\$55,800	\$129,318	59,500	3,700	6.6%
P120 Public Affairs	\$313,121	\$391,800	\$388,067	381,300	(10,500)	-2.7%
P130 Facilities & Prop.	\$251,151	\$147,000	\$242,473	147,800	800	0.5%
P135 Board Of Police Comm	\$60,543	\$7,000	\$9,720	7,000	0	0.0%
Chief's Office	\$2,018,221	\$1,823,328	\$1,774,638	\$1,823,640	\$312	0.0%
Administration:						
P115 Legal	85,486	135,000	122,406	135,000	0	0.0%
P205 Superintendent's Office	183,848	309,800	246,994	316,200	6,400	2.1%
P208 Back Check	0	0	(15,456)	0	0	-
P210 EAP	92,294	92,700	89,027	95,100	2,400	2.6%
P215 Secondments	0	0	349	0	0	-
P220 Human Resources	283,366	330,100	458,843	272,400	(57,700)	-17.5%
P225 Training	639,861	810,300	877,589	909,300	99,000	12.2%
P230 Finance	455,871	482,300	507,967	478,700	(3,600)	-0.7%
P235 Extra Duty	359,012	35,800	(105,928)	35,600	(200)	-0.6%
P250 Fleet Maintenance	1,757,714	1,878,836	1,875,481	1,859,900	(18,936)	-1.0%
P255 Exhibits & Property	538,218	351,000	440,440	351,000	0	0.0%
P440 ERT	3,658	16,100	13,024	16,100	0	0.0%
P445 Marine	62,548	53,300	66,726	53,300	0	0.0%
P450 Public Safety Unit	15,500	10,200	12,823	10,200	0	0.0%
P455 Bike Patrol	2,922	6,000	14,106	6,000	0	0.0%
P465 Mounted	17,930	8,200	19,889	8,200	0	0.0%
P505 Police Science Training	(563)	0	0	0	0	-
Administration	\$4,497,666	\$4,519,636	\$4,624,281	\$4,547,000	\$27,364	0.6%
Support Division:						
P270 Commissionaires	1,418,132	1,270,940	1,392,640	1,270,600	(340)	-0.0%
P265 Records	279,937	366,100	210,516	349,800	(16,300)	-4.5%
P240 SOTS - Formerly - Ticket Admin.	262,737	382,267	358,017	415,800	33,533	8.8%
P125 Audit & Planning	228,737	329,900	301,446	340,300	10,400	3.2%
P305 Superintendent's Office	1,484	0	793	0	0	-
P310 R.A.P.I.D.	44,201	71,800	15,954	71,800	0	0.0%
P311 Projects Unit	44,397	235,800	186,720	268,600	32,800	13.9%
P315 Inves. Call BackUnit	62,360	209,400	260,621	230,700	21,300	10.2%
P365 Accidents	226,288	188,300	186,404	194,400	6,100	3.2%
P245 Court Officers	910,771	962,900	1,019,093	997,600	34,700	3.6%
Support Division	\$3,479,045	\$4,017,407	\$3,932,203	\$4,139,600	\$122,193	3.0%

Halifax Regional Municipality Police Services

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Patrol Division:						
P313 VICLAS	100,268	108,100	103,592	111,700	3,600	3.3%
P370 Formerly - Detention	429,288	463,600	464,779	475,100	11,500	2.5%
P405 Superintendent's Off	758,488	894,700	1,007,900	988,100	93,400	10.4%
P410 Shared Resources	1,143,041	1,075,300	1,580,035	1,128,700	53,400	5.0%
P415 Central	7,384,147	8,157,103	7,531,272	9,608,100	1,450,997	17.8%
P420 West	6,400,535	7,816,503	7,065,140	7,985,500	168,997	2.2%
P425 East	6,945,857	8,038,403	7,323,590	9,652,600	1,614,197	20.1%
P430 Victim Service	128,300	188,800	109,567	188,300	(500)	-0.3%
P435 Canine	68,058	20,600	5,968	20,600	0	0.0%
P463 Park Patrol	1,233	0	108	0	0	-
P475 QRU	2,068,163	1,918,000	2,094,752	2,021,100	103,100	5.4%
P480 CR/CP	919,213	787,000	1,023,351	824,600	37,600	4.8%
P485 Traffic	725,931	820,804	676,676	851,300	30,496	3.7%
P495 Power Shift	0	0	0	0	0	-
Patrol Division	\$27,072,522	\$30,288,913	\$28,986,729	\$33,855,700	\$3,566,787	11.8%
Criminal Investigations Division:						
M651 Commonwealth Games					0	-
P260 Warrants Execution	535	0	234	0	0	-
P312 SES Technical Unit	240,718	206,000	294,589	214,500	8,500	4.1%
P314 Computer Forensics	116,396	172,500	186,587	181,000	8,500	4.9%
P316 CID	(810)	13,300	(96,116)	(851,200)	(864,500)	-6500.0%
P317 CATS Clearing Account	699,840	(800)	1,361,935	(268,700)	(267,900)	33487.5%
P320 Polygraph	42,634	152,300	767	169,200	16,900	11.1%
P325 Identification	1,257,567	1,481,700	1,481,700	1,517,600	35,900	2.4%
P330 Fraud Unit	1,019,142	1,107,600	1,057,392	1,041,000	(66,600)	-6.0%
P335 Special Enforcement	1,112,782	1,159,300	1,253,680	1,209,700	50,400	4.3%
P340 Criminal Intel Unit	620,879	804,800	822,961	814,200	9,400	1.2%
P345 Vice	669,684	417,900	959,811	432,200	14,300	3.4%
P355 Crime Stoppers	(1,457)	0	33	0	0	-
P360 GIS	3,452,592	3,447,900	4,018,696	3,332,700	(115,200)	-3.3%
P375 Formerly - Criminal Invest. Service	2,560,288	2,612,800	3,017,969	2,567,100	(45,700)	-1.7%
P380 Crime Analysis	233,144	257,700	216,987	268,200	10,500	4.1%
P510 Superintendent's Office	0	0	73	0	0	-
Criminal Investigations Division	\$12,023,935	\$11,833,000	\$14,577,299	\$10,627,500	(\$1,205,500)	-10.2%
External Services						
P470 Port's Policing	(1,424,423)	(1,626,600)	(1,613,908)	(1,629,400)	(2,800)	0.2%
External Services	(\$1,424,423)	(\$1,626,600)	(\$1,613,908)	(\$1,629,400)	(\$2,800)	0.2%
Community Projects & Bylaw						
General Administration						
S110 General Manager's Office	127,940	113,800	107,523	118,800	5,000	4.4%
S120 Comm. Proj. Admin.	169,823	297,400	176,916	289,800	(7,600)	-2.6%
General Administration	\$297,763	\$411,200	\$284,438	\$408,600	(\$2,600)	-0.6%
Facilities/Buildings						
S231 947 Mitchell	29,365	30,200	34,660	31,600	1,400	4.6%
S232 1300 St. Margaret's Bay	13,671	16,200	11,936	17,600	1,400	8.6%
S233 3790 MacKintosh	2,160	2,800	1,151	0	(2,800)	-100.0%
Facilities/Buildings	\$45,196	\$49,200	\$47,747	\$49,200	\$0	0.0%

Halifax Regional Municipality Police Services

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Initiatives						
S241 Paper Recycling	(49,261)	(14,000)	(16,774)	1,100	15,100	-107.9%
S242 Enviro Depot	(258)	48,450	(2,970)	43,900	(4,550)	-9.4%
S243 By Law Remedies	189,892	296,600	244,697	333,200	36,600	12.3%
S244 Organic Carts	2,793	11,750	(5,572)	(4,300)	(16,050)	-136.6%
Initiatives	\$143,166	\$342,800	\$219,381	\$373,900	\$31,100	9.1%
Operations						
S210 Operation's Adm	247,736	272,400	271,571	268,700	(3,700)	-1.4%
S220 Trucking/Fleet Services	104,708	114,600	93,442	114,600	0	0.0%
Operations	\$352,443	\$387,000	\$365,013	\$383,300	(\$3,700)	-1.0%
Contractual Services						
S310 Contractual Services Administration	242,282	290,900	201,383	287,800	(3,100)	-1.1%
S320 Animal control	709,168	786,200	699,105	808,900	22,700	2.9%
S330 Taxi & Limousine	11,735	19,800	(215)	20,300	500	2.5%
Contractual Services	\$963,184	\$1,096,900	\$900,273	\$1,117,000	\$20,100	1.8%
Community Standards						
S410 By Law Services Administration	360,853	411,900	343,134	410,500	(1,400)	-0.3%
S420 By-Law Services Enforcement	646,538	697,700	647,429	698,200	500	0.1%
Community Standards	\$1,007,391	\$1,109,600	\$990,563	\$1,108,700	(\$900)	-0.1%
Community Projects & Bylaw						
E123 Community Response Initiative	208,374	276,450	243,302	261,700	(14,750)	-5.3%
P460 Sch. Crossing Guard - Contracted	1,144,738	1,491,060	1,245,639	1,523,900	32,840	2.2%
Community Projects & Bylaw	\$1,353,112	\$1,767,510	\$1,488,941	\$1,785,600	\$18,090	1.0%
Total Community Projects & Bylaw	\$4,162,255	\$5,164,210	\$4,296,358	\$5,226,300	\$62,090	1.2%
Integrated Emergency Services						
Emergency 911 Communications						
A450 Integrated Emergency Services	5,575,815	6,245,900	5,720,530	6,420,540	174,640	2.8%
A452 Eric Spicer - Operations	177,100	191,000	177,362	193,400	2,400	1.3%
Emergency 911 Communications	\$5,752,915	\$6,436,900	\$5,897,892	\$6,613,940	\$177,040	2.8%
City Watch						
A551 City Watch	88,680	117,000	121,608	116,760	(240)	-0.2%
City Watch	\$88,680	\$117,000	\$121,608	\$116,760	(\$240)	-0.2%
Dispatch						
N711 Dispatch Centre	29,630	77,800	36,173	77,800	0	0.0%
Dispatch	\$29,630	\$77,800	\$36,173	\$77,800	\$0	0.0%
Police						
N721 HRP	357,278	366,700	362,858	366,700	0	0.0%
Police	\$357,278	\$366,700	\$362,858	\$366,700	\$0	0.0%
Fire						
N731 Core Fire & EMO	1,582	157,600	157,600	157,600	0	0.0%
N732 Rural Fire	477,255	458,600	458,600	458,600	0	0.0%
Fire	\$478,837	\$616,200	\$616,200	\$616,200	\$0	0.0%
Total Integrated Services	\$6,707,340	\$7,614,600	\$7,034,730	\$7,791,400	\$176,800	2.3%
Total	\$58,536,560	\$63,634,494	\$63,612,329	\$66,381,740	\$2,747,246	4.3%

Halifax Regional Municipality Police Services

Summary by Expense & Revenue Type

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	55,655,368	61,010,430	60,975,322	65,863,200	4,852,770	8.0%
Office Costs	1,288,704	800,518	918,629	785,300	(15,218)	-1.9%
Professional Fees	10,085	0	658	0	0 -	
Legal & Consulting Fees	101,521	135,000	140,513	135,000	0	0.0%
External Services	2,545,334	2,275,935	2,498,311	2,277,400	1,465	0.1%
Uniforms & Clothing	364,803	287,110	275,566	287,300	190	0.1%
Supplies & Materials	349,673	241,850	332,526	239,100	(2,750)	-1.1%
Utilities	27,999	23,400	30,679	23,400	0	0.0%
Building Costs	245,446	66,600	343,773	69,400	2,800	4.2%
Equipment & Communications	1,090,466	1,391,550	1,452,665	1,391,600	50	0.0%
Vehicle Expense	207,324	205,900	247,777	205,900	0	0.0%
Travel	259,887	177,110	314,865	177,500	390	0.2%
Training & Education	194,927	258,400	212,574	258,400	0	0.0%
Facilities Rental	608,315	424,400	581,642	488,300	63,900	15.1%
Advertising & Promotion	20,904	32,900	28,730	32,900	0	0.0%
Other Goods & Services	465,903	294,055	605,939	312,640	18,585	6.3%
Interdepartmental	2,011,228	2,142,436	2,138,197	1,979,000	(163,436)	-7.6%
Insurance Costs	72,509	79,100	73,731	79,100	0	0.0%
Transfer to/from Reserves	(133,300)	343,700	801,897	343,700	0	0.0%
Total	\$65,387,097	\$70,190,394	\$71,973,994	\$74,949,140	\$4,758,746	6.8%
Revenues						
Tax Revenues	(2,300)	(2,100)	(2,100)	(2,600)	(500)	23.8%
Area Rate Revenue	(20,507)	(20,700)	(21,947)	(24,900)	(4,200)	20.3%
Fines and Fees	(169,401)	(164,900)	(152,387)	(164,900)	0	-0.0%
Licenses & Permits	(266,607)	(280,000)	(329,715)	(315,000)	(35,000)	12.5%
Transit Revenue	348	0	0	0	0 -	
Recreational Revenue	30	0	0	0	0 -	
Sales Revenue	(1,167,909)	(1,114,500)	(1,215,002)	(1,119,500)	(5,000)	0.4%
Other Revenue	(5,224,189)	(4,973,700)	(6,640,515)	(6,940,500)	(1,966,800)	39.5%
Total	(\$6,850,536)	(\$6,555,900)	(\$8,361,665)	(\$8,567,400)	(\$2,011,500)	30.7%
Net Cost	\$58,536,560	\$63,634,494	\$63,612,329	\$66,381,740	\$2,747,246	4.3%

RCMP

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
P710 RCMP	18,139,300	19,324,900	19,282,520	20,353,100	1,028,200	5.3%
Total	\$18,139,300	\$19,324,900	\$19,282,520	\$20,353,100	\$1,028,200	5.3%

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
P710 RCMP	(90)	0	(771)	0	0	-
Total	(\$90)	\$0	(\$771)	\$0	\$0	-

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
P710 RCMP	18,139,210	19,324,900	19,281,749	20,353,100	1,028,200	5.3%
Total	\$18,139,210	\$19,324,900	\$19,281,749	\$20,353,100	\$1,028,200	5.3%

RCMP

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Office	0	0	750	0	0	-
External Services	\$18,139,300	\$19,324,900	\$19,281,770	\$20,353,100	1,028,200	5.3%
Total	\$18,139,300	\$19,324,900	\$19,282,520	\$20,353,100	\$1,028,200	5.3%
Revenues						
Fines and Fees	(\$90)	\$0	(\$207)	\$0	0	-
Sales Revenue	0	0	0	\$0	0	-
Other Revenue	0	0	(564)	\$0	0	-
Total	(\$90)	\$0	(\$771)	\$0	\$0	-
Net Cost	\$18,139,210	\$19,324,900	\$19,281,749	\$20,353,100	\$1,028,200	5.3%

Infrastructure and Asset Management

Business Plan - 2009/10

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

Business Unit Overview:

Infrastructure and Asset Management (IAM) was created through a corporate reorganization in October, 2007. IAM plays the lead role in the coordination of infrastructure-related services by providing a structured corporate focus on Asset Management. By working closely with Council and all business units, IAM develops policy and plans intended to secure the financial and environmental sustainability of infrastructure and assets that support service to the residents of HRM. IAM also provides design and construction services for all road, facility and park related capital projects.

IAM is organized into seven internal divisions as outlined below:

Director Phil Townsend	The IAM Director's Office provides leadership, oversight and coordinated management to ensure IAM functions in accordance with approved business policies and Council focus areas.
Sustainable Environment Management Office (SEMO) Andy Fillmore - Manager	This division delivers strategic leadership, coordination, innovation and policy development relating to sustainability and stewardship of the natural environment (clean air, clean land, clean water and clean energy).
Real Property Planning Peter Bigelow - Manager	This division delivers land use policy, conceptual parks design, open space master planning and strategic support for land acquisition and disposal of HRM owned property. The division also coordinates the planning and development of community and regional trails throughout HRM.
Strategic Transportation Planning David McCusker - Manager	This division delivers long-term strategic planning and policy development with respect to managing demands on transportation infrastructure. This includes the development and integration of roadway, transit and active transportation networks.

Facility Development
Terry Gallagher - Acting
Manager

This division plans and delivers capital projects for all HRM's buildings, parks and parkland. In addition, this division provides building and park-related design and construction services in support of HRM's corporate and program initiatives.

Design and Construction
David Hubley - Manager

This division delivers a range of professional and technical services including surveying, civil engineering design, construction inspection, infrastructure management and record management with respect to road-related capital projects.

Infrastructure Planning
Peter Duncan - Manager

This division provides dedicated resources that will use Asset Management principles to develop 5-year infrastructure recapitalization and capability plans. In addition, this division administers the Capital Cost Contribution Program.

**Summary of Business Unit
Structure Changes:**

Two internal IAM divisions that existed last year have been realigned for the 2009/10 business cycle.

- The Asset Management Project Office and the Capital Cost Contribution Project Office have been realigned to form the Infrastructure Planning Division. This new division will complete development of the Capital Cost Contribution program and take over the medium and long range objectives of the Asset Management Project Office.
- The remaining short term functions of the Asset Management Project Office will be carried out by the original project team under BPIM and will be integrated with HRM's PSAB Compliance Project.

Core Operations and Services provided:

- Policy development, strategic planning, design and construction services for HRM Infrastructure and major capital assets including, but not limited to:
 - 1740 kilometres (Kms) of public road and rights of way totalling 3400 hectares of property (72 new or upgraded Kms in 2007/2008 and 105 new or upgraded Kms in 2008/2009)
 - 815 Kms of sidewalks (9 new or upgraded Kms in 2007/2008 and 11.5 new or upgraded Kms in 2008/2009)
 - 1800 Kms of curbs

- 116 Road/Pedestrian Bridges more than 50 of which are solely owned by HRM
 - 1385 Public Parks
 - 1630 parcels of Public Open Space
 - More than 200 Kms of maintained walking trails
 - 398 playgrounds, 209 ballfields, 116 general sports fields, 11 arenas, 237 sport courts, 12 skateboard parks, 5 bike parks, 4 outdoor pools and 5 spray pools
 - 287 HRM-owned buildings
 - 400 additional buildings containing a municipal interest
 - More than 9600 hectares of HRM-owned property
-
- Survey, civil engineering design, project management and inspection services for corporate infrastructure initiatives related to HRM-owned and managed roads, parks, playgrounds, buildings and real property
 - Strategic transportation and transit planning in response to existing and future demands on HRM's roadways, transit and active transportation networks in accordance with various approved community planning documents and in compliance with HRM's commitment to safety, accessibility and sustainability
 - Promotion of sustainable infrastructure and responsible asset management through stewardship of the natural environment (clean air, clean land, clean water and clean energy)
 - Capital planning for new infrastructure in accordance with Council's focus areas and various approved community planning documents such as the Regional Plan
 - Comprehensive Asset Management programs including oversight for the Corporate Asset Management Project and the Capital Cost Contribution Project
 - Development of recapitalization strategies to maximize the benefit and minimize risks associated with the use of existing HRM infrastructure and major capital assets
 - Leveraging funding from other levels of government to maximize infrastructure-related services and to minimize the direct cost to residents
 - Strategic advice and support for land acquisition and disposal of HRM owned property
 - Policy and planning services related to the development and maintenance of outdoor facilities and trails systems throughout HRM
 - Policy, planning and project management services related to development of new and/or expanded HRM owned buildings and facilities

Funded Full Time Equivalents (FTEs):

	2007/08 (Approved)	2008/09 (Approved)	2009/10 (Proposed)
Permanent FTEs (includes full- and part-time)	98	106	109

Four additional FTE's were created, including 1 Infrastructure Planning Technician, 1 Asset Management Program Coordinator, 1 Coordinator Real Property Policy, and 1 Environmental Performance Officer. In addition, four positions were converted from term to permanent status, within the existing resource envelope: 1 Trail Program Specialist, 1 Trail Program Specialist, 1 Landscape Architect, and 1 Real Property Planning Technician.

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2008/9 Budget	8,432.0
1 Compensation and Benefits - Includes reclassifications as well as newly staffed positions.	372.1
2 Consulting Fees & External Services decrease	(53.1)
3 Lease cost of SEMO office - 1 st floor Alderney Gate	18.4
4 Other Goods and Services	(11.2)
5 Decrease in transfers from reserves associated with wrap up of CCC Implementation project	58.0
6 Increase in funding transferred from Capital Projects to fund positions	(154.4)
7 Miscellaneous expense decreases	(1.8)
2009/10 Budget	8,660

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the business unit between the 2009-2012 time frame:

Challenges with Community-wide Impact

These are challenges or opportunities which affect the entire HRM Region and in which the business unit plays a role in influencing or addressing the outcome. Multiple business units may be involved in addressing the issue(s):

- **Aging Infrastructure:** The condition of HRM's infrastructure and major assets is deteriorating. At the same time, the ability to fund the upkeep of these capital assets is decreasing. This issue is not only a Key Challenge, it is also one of the corporation's greatest risks. Developing an appropriate response to this challenge is the principal component of the business unit's first two Strategic Goals. This is a multi-year challenge and a successful response must include a fundamental change in corporate and community culture with respect to the management of public infrastructure.
- **General Economic Uncertainty:** Uncertainty surrounding the global and local economy is a significant impediment to effective decision making. Short term impacts, such as fluctuations in construction costs, have a substantial impact on capital project delivery. In the longer term, the current uncertainty could have an impact on flexibility of capital plans and funding capabilities with respect to the management of public infrastructure.
- **Steadily Increasing Service Expectations:** Public demand for increased and more geographically balanced municipal services is growing faster than HRM's service capacity. Responding to these demands in the context of deteriorating infrastructure and economic uncertainty is a significant challenge.
- **Promoting the Concept of Sustainability and Developing Corporate and Community Environmental Stewardship:** Understanding and support for sustainability and environmental stewardship is fundamental to HRM's long term financial security and the livability of the community. Without broad based corporate and public understanding and acknowledgment of these concepts as primary decision making tools, reversing the existing trend of infrastructure deterioration trend is substantially more challenging.

- **Developing the Business Unit's Corporate and Community Profile:** IAM must develop a strong presence and high profile both corporately and within the community at large. It is important the business unit take adequate steps to build sound working relationships within HRM, with all of the organization's external business partners and with all residents of HRM.

Challenges with Service Delivery/Business Unit Impact

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

- **Succession Planning:** A significant number of key staff members are eligible for retirement within the time frame of this plan. IAM's ability to retain these people or find qualified replacements will have a substantial impact on service capacity and quality.
- **Balancing Resources and Service Expectations:** There is a growing imbalance between the public service expectations and the capacity to provide the expected service with existing resources and funds. Successful management of this situation remains a significant challenge to IAM's ability to provide excellent customer service.
- **Ensuring Employees are Adequately Supported and Recognized for their Contribution:** Maintaining high levels of support and recognition for employee's contributions is essential to maintaining acceptable service levels given the above referenced imbalance between service demands and capacity. Based on the results of last year's comprehensive Employee Engagement Survey, levels of general job satisfaction in IAM met or exceeded the corporate average. Despite the positive survey results, improving internal communications and increasing employee recognition were seen as opportunities for improvement that could positively impact service to the community.
- **Responding to Unscheduled/Unfunded Service Requests While Delivering a Fully Planned Work Program:** IAM's capacity to meet service expectations based on current demand is already strained. This imbalance is increased when unplanned and unfunded capital project requests are received during the business cycle. Integrating these additional requests into the department's operational plan without compromising the approved work program is a significant challenge.
- **Major Project Impact on Service Capability:** Competition for staff resources in support of major projects represents a significant challenge. When major corporate projects are initiated, related staffing duties can be in addition to normal operational functions which frequently results in service reductions.

- **Inter-agency Cooperation and Coordination on Traffic and Transit Planning:** In response to Council and community direction, HRM will be increasing efforts and dedicating more resources to traffic and transit issues. Generating solutions to these issues is a challenge that involves shared responsibilities and the need for substantial coordination amongst senior government agencies, the Halifax-Dartmouth Bridge Commission, and various HRM business units.
- **Reconciling Strategic Planning with Operational and Financial Capability:** During recent years, HRM has made great strides in developing a series of strategic plans that have received significant public support. However, carrying out many of the initiatives in those plans is a significant challenge to the organization's operational resources and financial capacity.

Strategic Goals (2009-2012)

The strategic goals for Infrastructure and Asset Management are:

- Strategic Goal 1: Long Range Capital Planning - Translate service delivery obligations, environmental sustainability requirements and community needs into long range capital plans which are financially and environmentally sustainable
- Strategic Goal 2: Asset Management Strategy - Develop information, business tools, corporate culture and policies to effectively manage HRM's assets (Asset Management Strategy)
- Strategic Goal 3: Environmental Sustainability - Promote a culture of environmental sustainability within HRM and the community
- Strategic Goal 4: HRM as an Employer of Choice - Implement excellent internal communication protocols and both formal and informal employee recognition programs to ensure high levels of employee satisfaction within IAM

Strategic Goal 1: Long Range Capital Planning

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priority: Fiscal Responsibility

Description:

The condition of HRM's infrastructure and major capital assets is deteriorating while the ability of the organization to adequately fund the upkeep and replacement of these capital assets is decreasing. In order to achieve functional sustainability and reverse these trends, comprehensive long range capital plans are required. The business unit began the process of developing these plans during the previous business cycle and that process will be continued and expanded during the 09/10 cycle.

Strategic Goal 1: Long Range Capital Planning	
Anticipated Outcomes and Objectives (2009-2012):	
<i>SI.1 Outcome: Community needs as articulated through various consultative and public engagement processes are clearly understood and adequately planned in the context of service delivery capacity</i>	
SI.1.1	Complete development of a 20 year capital plan prior the end of the 2012 business cycle identifying all major new capability project requirements
SI.1.2	Develop a Capital Investment Plan (CIP) that ensures Service Nova Scotia and Municipal Relations requirements are achievable
<i>SI.2 Outcome: Environmental sustainability requirements with respect to capital plans are clearly defined and understood</i>	
SI.2.1	Develop an Integrated Community Sustainability Plan that ensures HRM's legislative obligations with regard to development of sustainable infrastructure are met or exceeded
<i>SI.3 Outcome: The business unit is properly structured and adequately resourced to develop and implement effective long range capital plans</i>	
SI.3.1	Finalize the transition of the existing Capital Cost Contribution office into the new Infrastructure Planning Office by filling the remaining staff vacancies
SI.3.2	Increase staffing levels in the capital project management divisions of IAM to improve delivery of approved Capital Projects

Strategic Goal 2: Asset Management Strategy

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

Developing a strategic corporate Asset Management Program as opposed to simply accounting for consumption of goods and services, is crucial to the long term health of HRM's infrastructure and capital assets. New Public Sector Accounting Board of Canada (PSAB) requirements will be in place at the beginning of the 09/10 business cycle. IAM will be strongly focussed on the development and implementation of plans and resources to meet this regulatory obligation. In addition to meeting these prescribed standards, IAM will also be developing plans, business tools and resources to form the basis of a comprehensive Asset Management Strategy to support the long term sustainability of HRM's infrastructure and capital assets.

Strategic Goal 2: Asset Management Strategy	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.1 Outcome: The inventory of HRM infrastructure and major assets is completed at a level that supports PSAB compliance and enables development of a corporate Asset Management Program</i>	
S2.1.1	Complete an initial inventory of infrastructure and major assets in accordance with PSAB compliance time lines
S2.1.2	Continue the development of a systematic condition analysis/life cycle assessment program for infrastructure and major assets
<i>S2.2 Outcome: Plans and resources are in place to support development of the Asset Management Program beyond PSAB deadlines into operational policies and procedures to guide future infrastructure related service provisions</i>	
S2.2.1	Incorporate the development of a corporate Asset Management Strategy and related policies into the Infrastructure Planning Office
S2.2.2	Complete a comprehensive inventory of corporate business processes, service levels and performance indicators

Strategic Goal 3: Environmental Sustainability

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

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

Strategic Goal 3: Environmental Sustainability	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S3.1 Outcome: HRM is developing a corporate and community culture of environmental sustainability</i>	
S3.1.1	Lead the Corporate Sustainability Transition Team to a decentralized model for environmental sustainability
S3.1.2	Hire an Environmental Protection Officer to operationalize the Community Energy Plan
S3.1.3	Lead the completion of the next phase of the development of the Watershed Study program
S3.1.4	Propose a strategic approach to corporate environmental due diligence and performance reporting
S3.1.5	Develop the Smart Trip program of commuter trip reduction through implementation of transportation demand management principles
<i>S3.2 Outcome: Development is accommodated in HRM with a greater emphasis on sustainability and both public and private infrastructure is better protected from environmentally based hazards</i>	
S3.2.1	Deliver an HRM Corporate Climate Change Management Strategy

Strategic Goal 3: Environmental Sustainability	
Anticipated Outcomes and Objectives (2009-2012):	
S3.2.2	Complete IAM contribution to the development of the environmentally based Hazard Management Functional Plan as set out in the Regional Plan
S3.2.3	Increase energy efficiency and reduce building-related greenhouse gas emissions for HRM facilities
S3.2.4	Promote and support legislative changes to require increased energy efficiency and reduce greenhouse gas emissions for all buildings and development in HRM

Strategic Goal 4: IAM as an Employer of Choice within HRM

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Employer of Choice and Excellence in Service Delivery

Description:

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

Strategic Goal 4: IAM as an Employer of Choice within HRM	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S3.1 Outcome: IAM staff are clearly aware of how their jobs contribute to HRM's success and what is required to meet public expectations</i>	
S3.1.1	Effectively communicate IAM's Business Plan and Operating Plan to all impacted staff
S3.1.2	Complete IAM's Professional Development Program (PDP) for employees in a timely manner and in a manner consistent with the department's Business Plan and Operating Plan

Strategic Goal 4: IAM as an Employer of Choice within HRM	
Anticipated Outcomes and Objectives (2009-2012):	
S3.1.3	Hold staff meetings at the Business Unit, Divisional and Section level on a regular basis
<i>S3.2 Outcome: Existing IAM staff resources are highly professionally satisfied and feel appreciated and proud of their contributions to HRM's success</i>	
S3.2.1	Ensure IAM management and supervisory staff are aware of and make regular use of a range of informal employee recognition methods
S3.2.2	Ensure IAM management and supervisory staff are aware of the full scope of the HRM Corporate Employee Recognition Program
S3.2.3	Ensure significant IAM achievements are communicated to all staff on a regular basis
S3.2.4	Ensure all IAM position evaluations are completed and compensation is provided at a fair and equitable rate within the corporate program of compensation review and the negotiation of collective agreements
S3.2.5	Complete comprehensive succession plans for all senior positions at risk within the business unit
<i>S3.3 Outcome: Qualified, capable external candidates see HRM and IAM as a desirable place to work</i>	
S3.3.1	Develop close working relationships with educational institutions that offer programs complimentary to IAM's employment needs

Operational Goals (2009-2012)

The operational goals for Infrastructure and Asset Management are:

- Operational Goal 1: Implementation of HRM's Asset Management Program: Provide operational advice, implementation policies and planning assistance to Council and other business units to support the development of an effective Asset Management program
- Operational Goal 2: Capital Project Delivery: Efficiently deliver approved capital projects while maximizing opportunities for integration, safety and accessibility and minimizing environmental impacts
- Operational Goal 3: Support Delivery of Corporate Baseline Services: Support delivery of corporate baseline services by effectively responding to infrastructure and major asset related internal service requests from all business units

Operational Goal 1: Implementation of HRM's Asset Management Program

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

Staff must begin the multi-year task of delivering an effective Asset Management Program to provide Council and the community with effective advice, policies, funding strategies and service delivery tools to respond to challenges with respect to infrastructure and major assets.

Operational Goal 1: Implementation of HRM's Asset Management Program	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: Strategic Asset Management approaches are incorporated into the Capital Planning Program</i>	
O1.1.1	Provide IAM input to operationalize the Community Facilities Master Plan

Operational Goal 1: Implementation of HRM's Asset Management Program	
Anticipated Outcomes and Objectives (2009-2012):	
O1.1.2	Implement the approved Transit Functional Plan
O1.1.3	Complete the Roadway Network Functional Plan
O1.1.4	Develop a Capital Cost Contribution for Active Transportation
O1.1.5	Complete the Urban Forest Master Plan
O1.1.6	Improve street degradation management through implementation of a trench reinstatement program
O1.1.7	Finalize Bridge/Dam ownership confirmation program
O1.1.8	Continued collaboration amongst IAM staff, other business units and external agencies on funding the delivery of capital projects.
O1.1.9	Work with Halifax Water to develop a clear policy regarding ownership and management of the process to develop stormwater systems in HRM
O1.1.10	Develop an internal Regional Transportation Planning working group
O1.1.11	Revitalize discussions with the Province regarding a Capital Transportation Authority
O1.1.12	Develop a Council and public education program around how the various transportation elements of the Regional Plan work together (eg Active Transportation, Transit Functional Plan/5-Year Approach to Transit, Roadway Network Optimization Plan, etc.)
<i>O1.2 Outcome: Tools for strategic infrastructure-related decision making are available for staff and Council</i>	
O1.2.1	Implement and maintain the Capital Project Evaluation Matrix
O1.2.2	Develop a 5-year Capital Plan that incorporates community needs and Council objectives
O1.2.3	Finalize the Infrastructure Needs Tracking List and refer it to Council for approval

Operational Goal 1: Implementation of HRM's Asset Management Program	
Anticipated Outcomes and Objectives (2009-2012):	
O1.2.4	Continue the Parks Master Planning Program and development of a regional policy for use of municipal property for active transportation purposes
O1.2.5	Develop an effective program to ensure maximum leverage of all available sources for alternative funding of capital projects and infrastructure-related initiatives
O1.2.6	Implement alternative asphalt rehabilitation strategies with an emphasis on the feasibility of incorporating green recycling methodologies
O2.2.7	Implement revised asphalt specifications and finalize the development of a construction manual for improved practices and methodologies
O2.2.8	Implement a bridge inspection program consistent with the recommendations from the Bridge Inspection Program Study
O2.2.9	Complete a detailed annual condition rating for 1/3 of streets, roads, curb and gutter, and sidewalk inventories
O2.2.10	Update the Municipal Services Guidelines (Red Book)

Operational Goal 2: Capital Project Delivery

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

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

Operational Goal 2: Capital Project Delivery	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O2.1 Outcome: Approved Capital projects are delivered efficiently and effectively while maximizing integration opportunities, safety and environmental sustainability</i>	
O2.1.1	Tender 90% of road-related capital projects no later than Fall 2009
O2.1.2	Start or complete 80% of building and park-related capital projects within the business cycle
O2.1.3	Provide project management support and assistance for delivery of facility-related improvements associated with the Canada Winter Games in 2011
O2.1.4	Provide project management support and assistance for delivery of facility related improvements associated with the World Canoeing Championships in 2009
O2.1.5	Expand and enhance communications strategies regarding capital project delivery
O2.1.6	Provide ongoing support for development of Transit Park and Ride facilities
O2.1.7	Provide ongoing support for extension of the Metro X Transit System into Tantallon

Operational Goal 3: Support Delivery of Corporate Baseline Services

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

EMT Priorities: Fiscal Responsibility and Excellence in Service Delivery

Description:

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

Operational Goal 3: Support Delivery of Corporate Baseline Services	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O.3.1 Outcome: Support Delivery of Corporate Baseline Services - Delivery of corporate baseline services is supported by effectively responding to infrastructure and major asset related internal service requests from all business units</i>	
O3.1.1	Support other HRM business unit-led service initiatives by planning for, resourcing and operationally responding to Internal Service Requests throughout the business cycle

Service Level Changes	
<u>Increases In Services / New Initiatives:</u>	
<ul style="list-style-type: none"> Infrastructure and Asset Management will not be proposing service level increases for the 2009 - 2010 business cycle 	
<u>Decreases In Services / Operational Pressures:</u>	
<ul style="list-style-type: none"> Infrastructure and Asset Management proposes to deliver services without substantial decreases in service levels during the 2009 - 2010 business cycle 	
<u>Expected Services Not Being Delivered:</u>	
<ul style="list-style-type: none"> None 	

Infrastructure & Asset Management

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
IAM Admin						
I101 IAM Admin	240,079	398,769	387,025	386,120	(\$12,649)	-3.2%
IAM Admin	\$240,079	\$398,769	\$387,025	\$386,120	(\$12,649)	-3.2%
Capital Projects						
W953 Capital Admin	1,030,998	1,178,885	1,187,953	1,183,600	4,715	0.4%
W955 Corporate Accommodations	97,438	97,971	88,292	99,000	1,029	1.1%
C727 New Facility Development	137,088	155,331	157,645	161,500	6,169	4.0%
Capital Projects	\$1,265,525	\$1,432,187	\$1,433,890	\$1,444,100	\$11,913	0.8%
Design & Construction						
R110 Design Admin.	268,127	320,523	308,193	322,180	1,657	0.5%
R111 Design	972,678	1,186,386	1,096,528	1,131,400	(54,986)	-4.6%
R120 Construction Ser	970,551	1,046,075	1,008,960	1,049,300	3,225	0.3%
R130 Infrastructure Management Servic	268,269	289,900	284,272	268,000	(21,900)	-7.6%
R140 Surveying	881,417	969,715	821,367	951,800	(17,915)	-1.8%
R150 Record Management	331,484	366,753	361,364	384,200	17,447	4.8%
Design & Construction	\$3,692,526	\$4,179,352	\$3,880,684	\$4,106,880	(\$72,472)	-1.7%
CCC Implementation Project						
C460 CCC Implementation Project	101,113	216,256	216,256	304,400	88,144	40.8%
CCC Implementation Project	\$101,113	\$216,256	\$216,256	\$304,400	\$88,144	40.8%
Parks Planning						
C781 Streetscape Coordinator	19,849	0	(1,260)	0		
W943 Parks Planning	1,005,327	1,049,570	1,146,566	1,219,100	169,530	16.2%
Parks Planning	\$1,025,176	\$1,049,570	\$1,145,307	\$1,219,100	\$169,530	16.2%
Regional Transportation Planning						
R951 Regional Transportation Planning	507,861	541,257	489,546	544,000	2,743	0.5%
Regional Transportation Planning	\$507,861	\$541,257	\$489,546	\$544,000	\$2,743	0.5%
Sustainable Environment						
D935 SEMO Administration	267,662	174,427	183,951	212,400	37,973	21.8%
D940 SEMO Programs	143,186	167,413	143,727	169,100	1,687	1.0%
D945 SEMO Projects	126,529	91,112	39,484	92,100	988	1.1%
D946 SEMO Regional Plan - Environm	(1,538)	0	0	0	0	-
D947 SEMO Environmental Water Qua	0	250,889	129,928	252,100	1,211	0.5%
D948 SEMO Sustainable Community P	0	0	(0)	(300)	(300)	-
Sustainable Environment	\$535,840	\$683,841	\$497,090	\$725,400	\$41,559	6.1%
Total	\$7,368,120	\$8,501,232	\$8,049,798	\$8,730,000	\$228,768	2.7%

Infrastructure & Asset Management

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
IAM Admin						
I101 IAM Admin	0	0	(6,725)	0	0	-
IAM Admin	\$0	\$0	(\$6,725)	\$0	\$0	-
Capital Projects						
W953 Capital Admin	0	0	(99)	0	0	-
C727 New Facility Development	(10,000)	0	0	0	0	-
Capital Projects	(\$10,000)	\$0	(\$99)	\$0	\$0	-
Design & Construction						
R110 Design Admin.	(108,454)	(69,210)	(58,916)	(70,000)	(790)	1.1%
R120 Construction Ser	(4,788)	0	0	0	0	-
R150 Record Management	(1,429)	0	(1,157)	0	0	-
Design & Construction	(\$114,671)	(\$69,210)	(\$60,073)	(\$70,000)	(\$790)	1.1%
Parks Planning						
W943 Parks Planning	(15,000)	0	(19,582)	0	0	-
Parks Planning	(\$15,000)	\$0	(\$19,582)	\$0	\$0	-
Regional Transportation Planning						
R951 Regional Transportation Planning	(1,449)	0	(576)	0	0	-
Regional Transportation Planning	(\$1,449)	\$0	(\$576)	\$0	\$0	-
Sustainable Environment						
D935 SEMO Administration	0	0	(509)	0	0	-
Sustainable Environment	0	0	(509)	0	0	-
Total	(\$141,120)	(\$69,210)	(\$87,564)	(\$70,000)	(\$790)	1.1%

Infrastructure & Asset Management

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
IAM Admin						
I101 IAM Admin	240,079	398,769	380,300	386,120	(\$12,649)	-3.2%
IAM Admin	\$240,079	\$398,769	\$380,300	\$386,120	(\$12,649)	-3.2%
Capital Projects						
W953 Capital Admin	1,030,998	1,178,885	1,187,854	1,183,600	4,715	0.4%
W955 Corporate Accommodations	97,438	97,971	88,292	99,000	1,029	1.1%
C727 New Facility Development	127,088	155,331	157,645	161,500	6,169	4.0%
Capital Projects	\$1,255,525	\$1,432,187	\$1,433,791	\$1,444,100	\$11,913	0.8%
Design & Construction						
R110 Design Admin.	159,673	251,313	249,277	252,180	867	
R111 Design	972,678	1,186,386	1,096,528	1,131,400	(54,986)	-4.6%
R120 Construction Ser	965,763	1,046,075	1,008,960	1,049,300	3,225	0.3%
R130 Infrastructure Management Servic	268,269	289,900	284,272	268,000	(21,900)	-7.6%
R140 Surveying	881,417	969,715	821,367	951,800	(17,915)	-1.8%
R150 Record Management	330,055	366,753	360,207	384,200	17,447	4.8%
Design & Construction	\$3,577,855	\$4,110,142	\$3,820,611	\$4,036,880	(\$73,262)	-1.8%
CCC Implementation Project						
C460 CCC Implementation Project	101,113	216,256	216,256	304,400	88,144	40.8%
CCC Implementation Project	\$101,113	\$216,256	\$216,256	\$304,400	\$88,144	40.8%
Parks Planning						
C781 Streetscape Coordinator	19,849	0	(1,260)	0	0	-
W943 Parks Planning	990,327	1,049,570	1,126,984	1,219,100	169,530	16.2%
Parks Planning	\$1,010,176	\$1,049,570	\$1,125,724	\$1,219,100	\$169,530	16.2%
Regional Transportation Planning						
R951 Regional Transportation Planning	506,413	541,257	488,970	544,000	2,743	0.5%
Regional Transportation Planning	\$506,413	\$541,257	\$488,970	\$544,000	\$2,743	0.5%
Sustainable Environment						
D935 SEMO Administration	267,662	174,427	183,442	212,400	37,973	21.8%
D940 SEMO Programs	143,186	167,413	143,727	169,100	1,687	1.0%
D945 SEMO Projects	126,529	91,112	39,484	92,100	988	1.1%
D946 SEMO Regional Plan - Environm	(1,538)	0	0	0	0	-
D947 SEMO Environmental Water Que	0	250,889	129,928	252,100	1,211	0.5%
D948 SEMO Sustainable Community P	0	0	(0)	(300)	(300)	-
Sustainable Environment	\$535,840	\$683,841	\$496,581	\$725,400	\$41,559	6.1%
Total	\$7,227,000	\$8,432,022	\$7,962,233	\$8,660,000	\$227,978	2.7%

Infrastructure & Asset Management

Summary by Expense & Revenue Type

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	6,300,087	7,194,943	6,841,045	7,568,000	373,057	5.2%
Office Costs	200,840	219,460	270,367	221,500	2,040	0.9%
Professional Fees	8,853	68,200	52,245	3,000	(65,200)	-95.6%
Legal & Consulting Fees	9,256	79,409	66,464	83,300	3,891	4.9%
External Services	410,703	621,592	137,444	629,800	8,208	1.3%
Uniforms & Clothing	4,117	5,550	7,260	6,500	950	17.1%
Supplies & Materials	10,560	7,750	6,740	7,000	(750)	-9.7%
Building Costs	8,409	13,000	7,030	13,100	100	0.8%
Equipment & Communications	25,315	63,500	49,561	45,600	(17,900)	-28.2%
Vehicle Expense	5,837	4,800	9,750	4,800	0	0.0%
Travel	197,009	185,300	216,943	201,100	15,800	8.5%
Training & Education	32,075	53,772	30,958	48,100	(5,672)	-10.5%
Facilities Rental	36,568	19,135	21,048	37,600	18,465	96.5%
Advertising & Promotion	41,931	22,113	59,031	26,000	3,887	17.6%
Other Goods & Services	522,093	451,489	411,831	439,300	(12,189)	-2.7%
Interdepartmental	(3,076)	28,300	36,544	28,800	500	1.8%
Transfer to/from Reserves	(442,509)	(467,014)	(184,463)	(409,000)	58,014	-12.4%
Other Fiscal	52	(70,067)	10,000	(224,500)	(154,433)	220.4%
Total	\$7,368,120	\$8,501,232	\$8,049,798	\$8,730,000	\$228,768	2.7%
Revenues						
Sales Revenue	(108,454)	(69,210)	(58,916)	(70,000)	(790)	1.1%
Other Revenue	(32,666)	0	(28,649)	0	0	-
Total	(\$141,120)	(\$69,210)	(\$87,564)	(\$70,000)	(\$790)	1.1%
Net Cost	\$7,227,000	\$8,432,022	\$7,962,233	\$8,660,000	\$227,978	2.7%

LEGAL SERVICES AND RISK MANAGEMENT

Business Plan - 2009/10

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

Business Unit Overview:

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

Director: **Mary Ellen Donovan**

Legal Services Mary Ellen Donovan, B.Sc., Dip. Engr., LL.B.	Legal Services functions to support Regional Council, its Boards and Committees and the Business Units in complying with all its legislative and legal requirements and preserving the assets of the municipality.
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Insurance & Risk Management Peter Ross, B. Comm, MBA, CRM	Apply sound risk management processes to the identification, analysis, and mitigation of loss exposures to the HRM, with the understanding that acceptance of risk is required to operate effectively and efficiently. The goal of this group is to treat the risk assessed to the HRM by avoiding undue risk where possible, assigning risks to others where practical, diversify the risk where able, and for those risks retained by the HRM to work to reduce the frequency and the severity of any loss.
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Summary of Business Unit Structure Changes:	No changes
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Core Operations and Services provided:

Legal Services performs legal services including:

- Litigation including personal injury, regulatory, negligence, property damage, construction claims, and general litigation;
- Planning appeals, hearings, agreements and advice;
- General contract negotiations and contract preparation;
- Labour and employment matters, arbitrations, labour relation board hearings, policy advice, and general advice;
- Prosecutions of provincial offences and bylaw offences;
- Solicitor services and advocacy through a combination of in-house and outsourced services;
- Advice to Council, Boards and Commissions & Staff;

- Drafting of By-laws;
- Regulatory matters including power, telecommunications and natural gas hearings.

Risk Management manages the risk portfolio including:

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

Funded Full Time Equivalents (FTEs):

	2007/08 (Approved)	2008/09 (Approved)	2009/10 (Proposed)
Permanent FTEs (includes full- and part-time)	24	25	25

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2008/09 Budget		\$2,356
1	Salaries & benefits - includes cost changes resulting from merit increases, classification reviews and employer benefit costs.	6
2	External Services	(45)
3	Office, Supplies, Building costs, Equipment & Communication and Other Goods & Services	(5)
4	Adjustment to Reserve	(45)
5	Revenue (Sales of Services)	(73)
2009/10 Budget		\$2,194

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit during the 2009-2012 time frame.

Challenges with Community-wide Impact:

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

- **Municipal Court:** At one time there was a court for municipal matters in HRM. These matters are now dealt with by the Provincial Court along with a wide array of other offences. As a result of increased enforcement in recent years of regulatory offences, the need for additional judicial resources has been identified that cannot be met with the existing physical structures. The lack of adequate physical resources has led to a recognition that a return to the provision of such services through a Municipal Court is the preferred means of service delivery. **This approach was approved by Council and staff are continuing to pursue this option with the provincial Department of Justice.**
- **Electronic Summary Offence Tickets (ESOT) Project:** HRM is currently participating in the provincial Department of Justice (DOJ) ESOT project, which will allow the issuance of electronic SOTs thereby finally achieving a “write once” approach to SOTs with the attendant administrative savings. Additionally, this system will significantly reduce the opportunity for human error in the issuance of SOTs, thereby reducing associated administrative and prosecution costs. It will also virtually eliminate the delay in transmission of data from policing services to the DOJ, facilitating prompt payment of tickets, thereby improving customer service.
- **Legislative changes to Streamline Prosecution Services:** The significant increase in the number of SOTs issued in HRM has highlighted the need for administrative improvements. Legal Services has been working with both Halifax Regional Police, the RCMP and the DOJ to effect system changes to address the situation. The first of the system improvements is anticipated with legislative changes in the Spring 2009 session of the Legislature.

Challenges with Service Delivery / Business Unit Impact

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

- **Union Contracts:** There are a number of issues that are generated each year due to the various union contract and labour relations board matters. This work has been increasing and ranges from review of contract wording to arbitrations. Throughout 2009/10 there is collective bargaining with five of the six HRM collective agreements which will create a higher than usual workload for 2009.
- **Complex commercial matters:** The increase in the infrastructure budget has led to an increase in the need for commercial contracts. Legal Services is working to increase the internal expertise in this practice area to respond to this growth.
- **Increased prosecution services:** The creation of the Traffic Unit for the Halifax Regional Police has increased the number of summary offence tickets for motor vehicle offences from 35,000 to approximately 53,000. To respond to this workload, in 2008 the Provincial Court doubled the number of court sittings each week. In 2008 Legal Services had additional staff approved to manage the increased demands for prosecution services. Police and Legal Services are working collaboratively with the Province on innovative ways to provide prosecution services in a more cost effective manner.
- **Increasing insurance cost:** The increase in HRM's activities will have an impact on services provided and insurance cost. For example, the increase in the number of routes and ridership on our transit system may increase claims and drive up the general liability insurance cost. The new waste water treatment system, buses, and improvements and additions to new facilities will increase asset value and may have an effect on property and automobile insurance. There is an indication of a "hard" market starting, a time when insurance costs increase due to the economic downturn throughout the world. Even a minor increase in insurance cost would be a significant cost. HRM may have to accept more risk through a higher deductible to reduce this cost. The budget for insurance has remained constant for the last five years despite increased risk.

Strategic Goals (2009 - 2012)

The strategic goals for the Legal Services and Risk Management are:

- Strategic Goal 1: Municipal Court
- Strategic Goal 2: Electronic Summary Offence Tickets Project
- Strategic Goal 3: Legislative changes to Streamline Prosecution Services
- Strategic Goal 4: Risk Management within the Organization

Strategic Goal 1: Municipal Court

Corporate Strategy Linkage:

Council Focus Area: Public Safety;
EMT Priority: Service Delivery.

Description:

At one time, there was a separate court for municipal offences. Council has approved a project to determine the feasibility of reconstituting a municipal court in the HRM. Efforts to engage the Province of Nova Scotia in this discussion have been unsuccessful to date but renewed efforts are underway. Success will be dependent on the level of interest of the Province in this initiative.

The Province has doubled night court capacity thereby doubling the number of matters dealt with each week. This is an expensive process due to staff time and police overtime. Legal Services will continue to work with the Province on this matter.

Strategic Goal 1: Explore Municipal Court Initiative	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: The province of Nova Scotia approves the creation of a Municipal Court</i>	
S1.1.1	Continue exploring with the Province the creation of a municipal court.
S1.1.2	Continue to work with the DOJ to reduce costs, improve access, and improve efficiency of the current court system.

Strategic Goal 2: Electronic Summary Offence Tickets Project

Corporate Strategy Linkage:

EMT Priorities: Fiscal Responsibility, and Excellence in Service Delivery.

Description:

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

Strategic Goal 2: Electronic Summary Offence Tickets Project	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.1 Outcome: Better use of resources</i>	
S2.1.1	Greater accuracy in SOTS resulting in fewer cases lost due to clerical errors.
S2.1.2	Elimination of duplication of effort with respect to entering of SOT data by both police officers and support staff.
S2.1.3	Opportunity to streamline disclosure process.
S.2.1.4	Reduction in time delay between issuance of ticket and delivery of data to provincial court thereby improving service delivery and facilitating payment.
S.2.1.5	Significant reduction in time to issue SOTS with attendant improvement in utilization of policing resources.

Strategic Goal 3: Legislative changes to Streamline Prosecution Services

Corporate Strategy Linkage:

EMT Priorities: Fiscal responsibility, and Excellence in Service Delivery

Description:

Staff are currently engaged in a number of initiatives with the Department of Justice(NS) to adopt improved administrative judicial practices.

The present process is expensive, and in particular is more resource intensive than some other

jurisdictions requiring attendance of a large number of police officers during the evening. Staff are investigating other forms of penalty that would achieve the desired enforcement effectiveness while reducing the cost of the process and perhaps increase revenues to the HRM.

Strategic Goal 3: Legislative changes to Streamline Prosecution Services	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S3.1 Outcome: Legislative changes approved to streamline prosecution services</i>	
S3.1.1	Review with business units ideas to streamline prosecution services
S3.1.2	Identify new process or alternatives
S3.1.3	Identify legislative changes required
S3.1.4	Proceed to obtain approval for legislative changes through defined process
<i>S3.2 Outcome: Improved enforcement effectiveness and reduced costs.</i>	
S3.2.1	Investigate other forms of penalty to improve enforcement effectiveness

Strategic Goal 4: Risk Management Within the Organization

Corporate Strategy Linkage:

EMT Priority: Fiscal Responsibility.

Description:

As part of their business operations, staff has recognized and treated risk as much as possible without a framework or tool to help them. In evaluating the portfolio of risk within the organization, HRM would need to measure these risks against each other using a common measure. As resources are limited, the use of risk management can allow management to make decisions and assign resources effectively. The framework to do this is enterprise risk management. The first phase of working towards enterprise risk management is to educate staff on the framework to identify and manage risk in a business unit before aggregating risk for the HRM risk portfolio.

Staff will work with other partners to establish an enterprise risk management framework within HRM and educate business units on the tools to be used to identify and manage risk.

Strategic Goal 4: Increased Risk Management Within the Organization	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S4.1 Outcome: Improved feedback to business units on risk exposures</i>	
S4.1.1	Work with other partners to establish an enterprise risk management framework for HRM
S4.1.2	Educate business units on the tools to be used to identify and manage risk.

Operational Goals (2009 - 2012)

The operational goals for the Legal Services and Risk Management business unit are:

- Operational Goal 1: Risk Management information system
- Operational Goal 2: Legal Services File Management System
- Operational Goal 3: Workforce Planning

Operational Goal 1: Risk Management Information System

Corporate Strategy Linkage:

EMT Priority: Providing Excellence in Service Delivery

Description:

Staff have reviewed the internal claim management system within HRM and systems prevalent in other major cities. For claims management and storage of risk management information, most large municipalities have purchased industry specific standard software. These systems are designed for insurance and risk management operations either in an insured, self funded, or captive environment. They allow for better reporting and automatically monitor the financial aspects of the insurance program and would be key if HRM wishes to increase the level of risk it would self insure. HRM's insurer has imposed a requirement that HRM purchase such a system to manage the claims information. A business case was approved in 2008 for purchase of this system.

Operational Goal 1: Risk Management Information System	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: Installation of a Risk Management information System</i>	
O1.1.1	Procurement process: Evaluate RFP results, module selection, purchase.
O1.1.2	Install and create reports - involves business process changes and inputting or transferring information to the new system and training staff.

Operational Goal 2: Legal Services File Management System

Corporate Strategy Linkage:

EMT Priority: Providing Excellence in Service Delivery

Description:

Electronic file management systems facilitate more efficient delivery of legal services, improve efficiency of collaboration on both litigation files, and as well as improve efficiency in the drafting of larger contracts in particular. Staff intend to explore the most cost effective options available with a view to effecting a decision within the 2009-10 budget year.

Operational Goal 2: Legal Services File Management System	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O2.1 Outcome: Improved File Management and Attendant Efficiencies</i>	
O2.1.1	Installation of a Legal Services file management system.
O2.1.2	Evaluate RFP results, module selection, purchase.

Operational Goal 3: Workforce Planning

Corporate Strategy Linkage:

EMT Priorities: Employer of Choice

Description:

Participation in existing “Employer of Choice” initiatives that address workforce planning issues.

Operational Goal 3: Workforce Planning	
Anticipated Outcomes and Objectives (2009-2012):	
<i>03.1 Outcome: Legal Services and Risk Management (LSRM) team is highly skilled and committed to meeting the changing needs of the organization</i>	
03.1.1	Review Legal Services and Risk Management’s structure and resources to ensure alignment to meet organizational needs (effective service delivery).
03.1.2	Support ongoing staff development through the provision of training opportunities and stretch assignments for LSRM staff to enhance service delivery and support the BU in retaining a highly skilled and engaged team.

Service Level Changes	
<u>Increases In Services / New Initiatives:</u>	
<ul style="list-style-type: none">• None	
<u>Decreases In Services / Operational Pressures:</u>	
<ul style="list-style-type: none">• None	
<u>Expected Services Not Being Delivered:</u>	
<ul style="list-style-type: none">• None	

Legal Services

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
A110 Legal Services	1,967,860	2,381,127	2,193,303	2,338,490	(42,637)	-1.8%
A303 Insurance & Risk Management	6,130	45,700	45,700	(100)	(45,800)	-100.2%
Total	\$1,973,991	\$2,426,827	\$2,239,003	\$2,338,390	(\$88,437)	-3.6%

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
A110 Legal Services	(89,800)	(71,000)	(108,799)	(144,000)	(73,000)	102.8%
A303 Insurance & Risk Management	(2,240)	0	0	0	0	-
Total	(\$92,040)	(\$71,000)	(\$108,799)	(\$144,000)	(\$73,000)	102.8%

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
A110 Legal Services	1,878,061	2,310,127	2,084,504	2,194,490	(115,637)	-5.0%
A303 Insurance & Risk Management	6,130	45,700	45,700	(100)	(45,800)	-100.2%
M631 Commonwealth Games	(2,240)	0	0	0	0	-
Total	\$1,881,951	\$2,355,827	\$2,130,205	\$2,194,390	(\$161,437)	-6.9%

Legal Services

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	1,857,304	2,133,337	2,009,839	2,139,780	6,443	0.3%
Office Costs	66,793	88,050	66,898	73,800	(14,250)	-16.2%
Professional Fees	0	0	5,474	0	0	
Legal & Consulting Fees	221,839	251,500	209,688	270,000	18,500	7.4%
External Services	26,856	94,879	65,026	59,970	(34,909)	-36.8%
Supplies & Materials	40	400	497	0	(400)	-100.0%
Building Costs	1,033	18,073	26,761	10,000	(8,073)	-44.7%
Equipment & Communications	0	1,200	245	0	(1,200)	-100.0%
Travel	14,898	13,000	16,180	14,500	1,500	11.5%
Training & Education	994	5,000	5,099	17,000	12,000	240.0%
Advertising & Promotion	0	0	172	0	0	-
Other Goods & Services	81,221	111,500	88,340	88,840	(22,660)	-20.3%
Interdepartmental	30	0	0	0	0	-
Insurance Cost	783	0	0	0	0	-
Transfer to/from Reserves	(297,800)	(290,112)	(270,990)	(335,500)	(45,388)	15.6%
Total	\$1,973,991	\$2,426,827	\$2,223,229	\$2,338,390	(\$88,437)	-3.6%
Revenues						
Sales Revenue	(88,500)	(71,000)	(106,098)	(144,000)	(73,000)	102.8%
Other Revenue	(3,540)	0	(2,701)	0	0	-
Total	(\$92,040)	(\$71,000)	(\$108,799)	(\$144,000)	(\$73,000)	102.8%
Net Cost	\$1,881,951	\$2,355,827	\$2,114,430	\$2,194,390	(\$161,437)	-6.9%

Transportation and Public Works

Business Plan - 2009/10

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

Business Unit Overview:

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

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

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

Director: **Mike Labrecque, P. Eng.**

Fleet Services
Paul Beauchamp,
General Manager

Central service delivery organization responsible for the maintenance, repair, and replacement of HRM's vehicle and equipment assets in support of snow removal, municipal operations, police, fire and transit services.

Metro Transit
Pat Soanes,
General Manager

Provides public transportation services within HRM through conventional transit, community transit, MetroLink, ferry, and Access-A-Bus services.

Municipal Operations
Peter Verge, Acting
Manager

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

Real Estate and Facility Services Peter Stickings, Manager	Responsible for the operation and property maintenance of HRM owned and leased premises and buildings, delivery of acquisition and disposal services on behalf of the organization for municipal purposes, real estate advisory services, and the development and sale of HRM's Business Parks lots.
Service Delivery and Quality Improvement Wayne Legere, Manager	Central service section that coordinates training and quality improvement initiatives for the business unit including organizational performance tools, citizen feedback systems, performance management and liaising with external agencies.
Solid Waste Resources Division Jim Bauld, Manager	Solid Waste Resources is responsible for the planning of waste diversion and delivery of HRM residential collection services; processing Household Hazardous Waste, Recyclables, Organics, and disposal of refuse for residential and non residential customers; measuring and monitoring private sector contractor performance; delivery of the communication and education programs, and administration of the Construction & Demolition (C&D) Waste Management Strategy.
Traffic and Right of Way Services Ken Reashor, Manager (HRM Traffic Authority)	Provides for the safe and efficient management of HRM's transportation system network including traffic flow, signal/light maintenance, signage, and traffic markings. Coordinates and manages HRM rights of way balancing competing demands for space.
Summary of Business Unit Structure Changes:	No Changes from 2008/09 to 2009/10

Core Operations and Services provided:

- 1,700 km of roads (2007/08: 1,600 km), 1,925 km of curbs, 800 km of sidewalks (2007/08: 765 km), 60 km of gravel roads and 75 bridges maintained;
- 260 traffic signals (2007/08: 255) with the addition of 3 on average per year by HRM plus others by developers;
- 105 (2007/08: 80) of the signalized intersections are fully installed with LED's (2007/08: 48);
- In excess of 1,735 km of white and yellow centrelines painted;

- More than 40,000 (2007/08: 39,400) street lights maintained by HRM of which approximately 13,100 are owned by HRM;
- 72,750 metres (2007/08: 72,700) of stop bars and crosswalks and 4,400 arrows painted;
- 10 street sweepers; 5 sidewalk sweepers; 2 graffiti trucks; 80 pieces (2007/08: 73) of snow and ice control vehicles;
- 6 major parks and Public Gardens;
- Almost 25 million (2007/08: 18.5) passengers carried annually on all of Metro Transit's 53 fixed transit routes, 2 community transit routes and 2 ferry routes;
- 13 park and ride locations with over 1,340 parking spaces;
- 259 buses, which includes 165 low floor buses, 20 of which are MetroLink (ALF), and 3 ferries;
- 24 Access-A-Buses, a shared ride, door-to-door, public transit system for persons who are unable to use the conventional (non-low floor) transit system, due to a physical or cognitive disability; serving 16,827 Access-a-bus passengers per month;
- Processes over 23,000 work orders annually to maintain over 2.2 million square feet of building space;
- Owns and maintains 285 buildings (2007/08: 256), 650 park properties (2007/08: 825), 399 playgrounds (2007/08: 325), 210 ball diamonds (2007/08: 174), 135 sport fields (2007/08: 130), and 237 Sport courts (2007/08: 180), 12 skateboard parks, 5 bike parks, 4 lawn bowling greens, 1 campground;
- Operate and maintain 7 municipally owned cemeteries;
- Service and maintain 600 operational vehicles, 400 pieces of small equipment, 220 police vehicles, 300 fire vehicles, 283 buses (2008/08: 270) and 3 ferries;
- Consume 11,000,000 litres of vehicle fuel;
- 1 mixed solid waste processing & disposal facility at Otter Lake;
- 1 Materials Recovery Facility;
- 2 Compost Plants (New Era Technologies, Miller Composting);
- 1 Household Hazardous Waste Depot, 4 mobile HHW events;
- 2 waste transfer depots;
- 16 private sector solid waste providers (collection & processing);
- 1050 commercial property inspections conducted;
- Average annual solid waste tonnage (approx): 22,000 recyclables, 49,000 organics; (2007/08: 45,000), 155,000 refuse, (2007/08: 160,000), 90,000 construction and demolition material (2007/08: 75,000);
- (total waste received at Otter Lake for 06/07 is approximately 155,000 tonnes);
- Generation and sale of 2MW electricity at closed landfill in Upper Sackville;
- 60% diversion achieved (April 1/09 to Jan 31/09).

Funded Full Time Equivalent (FTEs):

	2007/08 (Approved)	2008/09 (Approved)	2009/10 (Proposed)
Permanent FTEs (includes full- and part-time)	1169	1210	1250

TPW increased its complement by forty-one (41) FTEs in 2008/09. This includes:

- 28 Conventional Bus Operators
- 1 Transit Technician (AVL & Scheduling)
- 1 Superintendent (Vehicle Tracking & Communications)
- 1 Apprentice Truck & Transport Technician
- 1 Security Advisor
- 1 Vehicle Safety & Training Officer
- 3 Hostler / Repairperson
- 4 Mechanic
- 3 Service Supervisors.

As well, one position (Asset Controller) was transferred from Finance.

Three positions were eliminated: One Facility Maintainer, 1 Lead Hand, 1 Mechanic (transferred funds to fund Service Supervisor in Transit - due to an error in 2007/08 Capital Supplementary Report - CVD00434).

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2008/09 Budget		\$123,835
1	Salaries & benefits - net changes resulting from merit increases, classification reviews, employer benefit costs, collective agreements.	2,810
2	Other External Services	579
3	Electricity	648
4	Vehicle Fuel (diesel & gas)	1,379
5	Building Costs due to increased costs for heating fuel	310
6	Otter Lake Residuals Disposal Facility reserve contribution	773
7	Office costs, supplies, materials, vehicle expenses, equipment and communications and other goods & services	240
8	Operating Cost of Capital Fleet implementation costs in Transit	(396)
9	Transit Revenue (Buses and Ferries)	(3,079)
10	Solid Waste Tipping fee	(129)
11	Metro Transit-additional off-peak service and internal capacity	1,500
12	Reserve-Sackville Landfill (M431)	(250)
13	Collapse in prices for resale on recyclables	700
14	Sackville Landfill Site reserve requirement reduction (R314)	449
15	Debt (Interest & Principal for Solid Waste)	(2,458)
16	Debt (Interest & Principal Metro Transit)	(340)
17	Transfers from Other Governments-Solid Waste	(147)
18	Other Fiscal-Trans to/fr Capital & Prior Year surplus/deficit	(758)
19	Fleet and other interdepartmental	719
20	Area rate, rental/lease and other revenue	(27,900)
2009/10 Budget		\$ 98,485

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on Transportation and Public Works during the 2009-2012 time frame.

Challenges with Community-wide Impact:

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

Challenges:

- **Growing demand for provision of services:** There is a significant gap between the expectations of citizens and the services that can and should be reasonably provided. TPW must continue to focus on improving communication with the public about its services and the standard to which they are provided. Responding to the citizen in a timely manner remains a challenge due to the high volume of requests that are received, particularly during times when staff are focussed on providing the service (i.e. during a snow storm response). Being able to better manage expectations and respond to the citizen based requests in a timely and reliable manner is crucial to successful service delivery. As the aging infrastructure is replaced, operating costs and/or demolition costs for the vacated building need to be identified.
- **Attraction and retention of required workforce:** HRM, as well as other public and private organizations, is facing significant challenges in attracting and retaining the qualified workforce needed for service delivery. This is an issue that will only further degenerate as more and more employees retire and organizations compete for the same limited pool of human resources. Currently there are key professional and trade designations that are already significantly depleted. In the absence of effective workforce attraction and retention strategies the ability to deliver timely, quality services will be diminished over time.
- **Global economic uncertainty:** HRM has a number of key commodities that will be affected by the current economic uncertainty, such as fuel, business lot sales, and sale of recyclable materials.

Opportunities:

- **Strategic Transportation Funding and The New Deal for Cities:** The additional funding provided by these two federal programs to Metro Transit and for transportation improvements will help to integrate HRM's transit and transportation systems making them safer and more efficient while focussing on being more environmentally responsible.
- **Strategic External Partnerships:** TPW will continue to develop and foster partnerships with external groups such as: NSCC, Dartmouth Crossing, Community Fields, community trials groups, business park associations, Business Improvement (BID's), universities, Heritage Gas, and Conserve Nova Scotia to name a few. Through these partnerships TPW can leverage their services to enhance delivery to the general public.

Challenges with Service Delivery / Business Unit Impact

These are issues which affect Transportation and Public Works' ability to deliver services (both internally and externally).

Challenges:

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

requirements and continuous security risk management.

Opportunities:

- **Improved Utilization of Municipal Operations Staff:** There is a current initiative underway whereby Municipal Operations operational staff will better utilize their developed skills through the completion of specific capital project work. Municipal Operations staff will be engaged to construct several sidewalk renewal projects and playground installation work. This initiative is a continuation from 2007/08, which was very successful and is proving to be a rewarding experience for staff while improving the utilization of available in-house resources.
- **Automated Vehicle Locator (AVL) system in Municipal Operations:** This tool, if managed properly, promises to enable improvements in areas such as snow and ice, equipment usage, anti-idling, and work performance.
- **Customer Relationship Management:** There is an improved focus in the area of customer relationship management throughout the organization. As a result of process and system improvements, TPW has the capability to report more objectively on its provision of services to the citizens while monitoring overall performance. Internally, TPW has set a target goal of 90% to standard. There should be noticeable improvements throughout TPW's management units resulting from this initiative. Metro Transit's trip planner service will be introduced utilizing the Google Trip Planner application.
- **Work Management Project:** This initiative will increase efficiency and effectiveness of demand and planned work in Municipal Operations, Traffic and Right of Way and Metro Transit. The benefits are enhanced operational planning and improved service delivery through a consistent approach to work. The initiative will also include the approval of new service standards based on street classification and the implementation of a Road Patrol program similar to the Ontario Minimum Maintenance Standards developed by the Ontario Good Roads Association.

Strategic Goals (2009-2012)

The strategic goals for Transportation and Public Works are:

- Strategic Goal 1: Attract, develop and retain a quality workforce
- Strategic Goal 2: Continually improve an effective transportation and public works department
- Strategic Goal 3: Achieve fiscal, social, environmental and cultural sustainability targets
- Strategic Goal 4: Well managed, modern transit system meeting citizen transportation needs
- Strategic Goal 5: Infrastructure management strategies implemented in support of long-term growth

Strategic Goal 1: Attract, develop and retain a quality workforce

Corporate Strategy Linkage:
EMT Priority - Employer of Choice

Description:

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

Strategic Goal 1: Attract, develop and retain a quality workforce	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S1.1 Outcome: A workplace of choice where staff are empowered and accountable</i>	
S1.1.1	Planned training and development opportunities that meet the existing and future needs of employees, which include two professional development and/or training seminars in each management unit within the fiscal year.
S1.1.2	Individualized training and develop plans to improve skills, abilities and knowledge
S1.1.3	Use Attendance Support Program to reduce WCB, Sick leave and LTD usage within each management unit
S1.1.4	Ensure timely employee performance development plan review
S1.1.5	Provide a healthy, professional, clean, safe, respectful, and positive work environment for all employees
S1.1.6	Employee Engagement <ul style="list-style-type: none"> • Hold an Employee Appreciation Day • Each MU to conduct 'Leadership Forum' at not lower than Superintendent level • Better formalize BU rewards and recognition • Improve supervisor to worker ration in operational areas • Continue to focus on competencies for front line supervisors
<i>S1.2 Outcome: Enhance Frontline Transactional capacity within the workplace</i>	
S1.2.1	Continue to recognize staff through Employee Recognition Committee
S1.2.2	Support the development of a corporate HRM training database that will improve the reporting and evaluation of training and development initiatives implemented in TPW
S1.2.3	Develop an integrated succession plan for TPW employees addressing future skills and leadership gaps
S1.2.4	Introduce and encourage development of appropriate leadership competencies for front line supervisors as designed by Human Resources
S1.2.5	Develop recruitment and retention strategy for professional and technical staff

Strategic Goal 1: Attract, develop and retain a quality workforce	
Anticipated Outcomes and Objectives (2009-2012):	
S1.2.6	Identify up to five key positions targeted for leadership opportunities for improved succession planning and employee development
Fleet Services	
S1.2.7	Work with the Department of Education and Advance Training to increase the ratio of Apprentices to Journeymen ratios, allowing more Apprentices in the workplace
S1.2.8	Work with NSCC and DEL to develop an in-house training program for Hostler/Repairperson to enhance their skill sets to a certifiable level that would allow opportunities of becoming a Registered Apprentice Mechanic
Municipal Operations	
S1.2.9	Develop skill sets of seasonals/students to prepare them for future employment with HRM
S1.2.10	Initiate Co-Op program opportunities in Municipal Operations for at least 6 positions to assist GISS: - 3 - general assets, 1- map Public Gardens, 1 - PPP, 1- work public relations
S1.2.11	Support Point Pleasant Park, Public Gardens, and Mainland Commons master plan
S1.2.12	Hire the 5 approved Supervisors
S1.2.13	Increase summer student workplace opportunities wherever possible, with a primary focus on Municipal Operations through the hiring of at least 29 summer students. 11-13M in Capital District
S1.2.14	Prepare a Management Development Program - to prepare most promising employees for succession planning
<i>S1.3 Outcome: A representative workplace that values diversity</i>	
All of TPW	
S1.3.1	Incorporate strategies to develop and retain a skilled and diverse workforce to maintain effective service delivery

Strategic Goal 1: Attract, develop and retain a quality workforce	
Anticipated Outcomes and Objectives (2009-2012):	
S1.3.2	Pursue opportunities with community groups who promote non-traditional workforce
Metro Transit	
S1.3.3	Introduce operator refresher training in areas of diversity and practice.

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

Corporate Strategy Linkage:

EMT Priorities: Service Delivery, Fiscal Responsibility

Description:

Focusing on the continual improvement of TPW will enable the conditions for success, now and into the future. Aligning costs with services, reducing duplication and improving cost recovery will enable the necessary environment to provide Council with the tools to make informed decisions with respect to the level and types of services provided by TPW. To be effective, the commitment to visible improvement must start from within. The best way to begin is to focus on work efficiencies and overcome the challenges that impact on the potential capability, most specifically in keeping the entire workforce informed and involved. TPW is a leader in the provision of some of its services while in other areas there is much room for improvement. Taking the time to investigate best practices and to implement new options for service delivery, when feasible, will result in innovative approaches to work operation and in the delivery of services.

Strategic Goal 2: Continually improve an effective transportation and public works department	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.1 Outcome: Performance based Operations</i>	
Municipal Operations	
S2.1.1	Review/revise asphalt specifications in partnership with IAMS Design & Construction to develop a construction manual for best practices and methodologies including the use of environmentally friendly products.
S2.1.2	In partnership with other internal business units and external stakeholders, continue to review and update the Municipal Services Guidelines (Red Book)
S2.1.3	Contribute to the development of operational procedure manual for all supervisors in Municipal Operations
S2.1.4	Develop & tender Snow & Ice performance contracts
S2.1.5	HRM operational staff utilized to deliver parks, sportsfields/playground and street sidewalk capital projects
Real Estate and Facility Services	
S2.1.6	Provide additional contract supervision and management services within Real Estate and Facility Services for building related projects and Municipal Operations for outside site related work
S2.1.7	Improve the annual inspection plan for all facilities, including those operated under management agreements
S2.1.8	Contribute to the development of operational procedure manual for all supervisors in Real Estate and Facility Services
Metro Transit	
S2.1.9	Develop a Key Performance Measure framework for Transit

Strategic Goal 2: Continually improve an effective transportation and public works department	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.2 Outcome: Effective relationships built with external and internal stakeholders and partners</i>	
All of TPW	
S2.2.1	Continue to develop SLA's with both internal and external partners
<i>S2.3 Outcome: Focus on service delivery improvement initiatives</i>	
All of TPW	
S2.3.1	Implementation of the Work Management Project <ul style="list-style-type: none"> • Council approval of road based service response standards • Implement road patrols in accordance with street classification hierarchy • Develop and implement work management process to collect, distribute & track planned & demand work
Traffic & Right of Way Services	
S2.3.2	Upgrade controllers and traffic signal equipment on specific corridors to improve efficiency and traffic coordination
S2.3.3	Finalize street light inventory and data base
S2.3.4	Implement an annual replacement program for traffic control equipment
Metro Transit	
S2.3.5	Acquire & implement Daily Operations/Daily Vehicle & Minibus Modules
S2.3.6	Complete implementation of VT&C (Vehicle Tracking and Communication) system

Strategic Goal 2: Continually improve an effective transportation and public works department	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S2.4 Outcome: HRM assets secured and safeguarded</i>	
All of TPW	
S2.4.1	Establish improved internal controls and identify location for the secured storage and release of non-inventoried materials and equipment needed for effective and timely service delivery
S2.4.2	Conduct a full inventory of keys, tools and equipment currently in use and establish a process for the sign out and confirmation, in writing, of the assignment of responsibility and accountability for the care and keeping of the items
S2.4.3	Develop strategies to control use of vehicles to ensure their security
S2.4.4	Review and revise Business Unit Safety Governance to include: JOSH Committees, accident reporting and monitoring and contractor language.
S2.4.5	Implement recommendations specific to TPW from audits of various JOHS Committees

Strategic Goal 3: Achieve fiscal, social, environmental and cultural sustainability targets

Corporate Strategy Linkage:

EMT Priorities: Fiscal Responsibility, Service Delivery

Description:

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

Strategic Goal 3: Achieve fiscal, social, environmental and cultural sustainability targets	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S3.1 Outcome: Implement sustainable service practices as defined by IAM</i>	
All of TPW	
S3.1.1	Develop Performance Measure Framework
Municipal Operations	
S3.1.2	Branding of sportfields
Service Delivery & Quality Improvement (SDQI)	
S3.1.3	Assist Management sections to identify performance measures, develop service standards and use measurement tools
Solid Waste Resources	
S3.1.4	Review, in partnership with other business units, and community partners, the potential to develop a financially feasible strategy to address impacted material when encountered during construction activity
S3.1.5	Identify fill sites for excavated material
S3.1.6	Maximize diversion of Construction & Demolition materials
S3.1.7	Prevent the export of Industrial, Commercial & Institutional waste from HRM, except through intra municipal agreements
S3.1.8	Increase production and sale of electricity at Highway 101 landfill
S3.1.9	Treatment of Otter Lake Leachate at Highway 101 Solid Waste Resources (SWR) leachate treatment facility (LTF)
S3.1.10	Monitor source separation at HRM buildings
S3.1.11	Maintain 4 Household Hazardous Waste (HHW) mobile events/yr
S3.1.12	Improve the Solid Waste diversion rate
S3.1.13	Support Litter Prevention Campaign
S3.1.14	Develop strategy for Revised NS Composting Guidelines

Strategic Goal 3: Achieve fiscal, social, environmental and cultural sustainability targets	
Anticipated Outcomes and Objectives (2009-2012):	
S3.1.15	Increase Tipping Fee Revenue at Otter Lake facility - staff report with rationale to amend Administrative Order 16 - Council approval required
Traffic & Right of Way Services	
S3.1.16	Enter into a joint pilot program with Nova Scotia Power to explore energy efficient street lighting options
<i>S3.2 Outcome: Increased use of efficient, affordable and diverse transportation and environmental options</i>	
All of TPW	
S3.2.1	<ul style="list-style-type: none"> • Develop management unit operating procedures for permissible idling • Develop operating practices removing unnecessary idling • Develop operating practices minimizing idling and ensure safe operating conditions
Traffic & Right of Way Services	
S3.2.2	Convert conventional traffic signals to LEDs
S3.2.3	Implement the Commuter Trip Reduction program
S3.2.4	Implement the amendments to the Streets By-Law S-300
S3.2.5	Convert 300-500 conventional street lights with LED cut-off lights
Fleet Services	
S3.2.6	Continue to collect data and review the use of BIO fuel in the Transit Fleet. Look at ways to increase the percentage of BIO in the fuel mixture without effecting the operation and maintenance cost of the fleet.
S3.2.7	Presently fleet has identified re-usable materials such as oil, oil filters, and tires. Fleet will review the other materials it uses to see if there are opportunities to advance this process and recycle all re-usable equipment.
S3.2.8	Reduce idling of transit buses with Webasta heaters

Strategic Goal 4: **Well managed, modern transit system meeting citizen transportation needs**

Corporate Strategy Linkage:

Council Focus Areas: Transportation, Public Safety, Infrastructure

EMT Priority: Service Delivery

Description:

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

Strategic Goal 4: Well managed, modern transit system meeting citizen transportation needs	
Anticipated Outcomes and Objectives (2009-2012):	
<i>S4.1 Outcome: Responsive transit system to meet the need of all HRM residents</i>	
Metro Transit	
S4.1.1	Increase service accessibility through: <ul style="list-style-type: none"> • Continued installation of landing pads and shelters • Continued conversion to Accessible Low Floor (ALF) routes • Improve route capacity by acquiring a greater proportion of articulated vehicles • Targeted expansion of vehicles equipped with bike racks to include all ALF Routes • Optimization of existing service
S4.1.2	Develop a Communication and Marketing Strategy to promote and support the transit system
S4.1.3	Complete Transit Funding Options and 5 year Operational Plan for Council approved
S4.1.4	Continued re-branding for vessels and Ferry Terminals
S4.1.5	Work with IAM to plan and construct the Dartmouth Bridge Terminal
S4.1.6	Address organizational capacity issues by introducing critical resources and realigning functional areas in order to position the organization for growth
<i>S4.2 Outcome: Improved transit system safety and security</i>	
Metro Transit	
S4.2.1	Fully activate Safety and Security Office: <ul style="list-style-type: none"> • Develop Transit By-Law • Complete installation of on-board surveillance cameras • Implement required elements of Marine Transportation Security Act for ferries • Enhance physical security at transit centres
S4.2.2	Introduce process improvements and record keeping to ensure compliance with Motor Carrier Act and Motor Vehicle

Strategic Goal 4: Well managed, modern transit system meeting citizen transportation needs	
Anticipated Outcomes and Objectives (2009-2012):	
S4.2.3	Work with Police, school board and other stakeholder groups to improve passenger and employee safety
Traffic & Right of Way Services	
S4.2.4	Coordinate pedestrian crosswalks and transit stops at appropriate locations

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

Corporate Strategy Linkage:

Council Focus Area - Infrastructure

EMT Priority - Fiscal Responsibility

Council Strategy - Regional Plan

Description:

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

Strategic Goal 5: Infrastructure management strategies implemented in support of long-term growth	
Anticipated Outcomes and Objectives (2009-12):	
<i>S5.1 Outcome: Participate in the development & implement the long term capital infrastructure plan objectives</i>	
All of TPW	
S5.1.1	To provide support and assistance to IAM in the furtherance of the Asset Management project, including development and implementation of revised business processes and asset commissioning
Municipal Operations	
S5.1.2	Implement strategies on street management system to ensure adequate snow management practices
Traffic & Right of Way Services	
S5.1.3	Implement alternative traffic strategies and system capacity increases <ul style="list-style-type: none"> • Left turn lanes at Glendale Dr/Sports Stadium • Right turn lane at Glendale Dr/Riverside Dr.
Solid Waste Resources	
S5.1.4	Structural Assessment to verify requirement for replacement of roofing system (WSF) at the Otter Lake facility
S5.1.5	Implement recapitalization plan for Materials Recycling Facility (MRF)
S5.1.6	Implement recapitalization plan for two Source Separation Composting Facilities (SSCF)
<i>S5.2 Outcome: Business Park development in support of economic growth</i>	
Real Estate and Facility Services	
S5.2.1	Continue supporting the joint business relationship with Greater Halifax Partnership with respect to marketing and developing regional business parks
S5.2.2	Work with Business Parks groups to bring to market serviced industrial lots in line with projected demand

Strategic Goal 5: Infrastructure management strategies implemented in support of long-term growth	
Anticipated Outcomes and Objectives (2009-12):	
S5.2.3	Continue to support the Atlantic Gateway - Halifax logistics Park to support development of the Gateway initiative
S5.2.4	Implement Business Park Function Plan (BPFP) for Burnside and Bayers Lake to support continued growth, development, and delivery of industrial lands with HRM
S5.2.5	Improve web page as a sales tool
S5.2.6	Hold quarterly sessions with area Councillors with respect to business park development activity and trends.
S5.2.7	Complete design of Washmill Lake/102 underpass

Operational Goals (2009-2012)

The operational goals for the Transportation and Public Works are:

Operational Goal 1: Responsive Customer Service

Operational Goal 2: Prepared Emergency Management

Operational Goal 3: Provide operational support to 2011 Canada Winter Games

Operational Goal 1: Responsive Customer Service

Corporate Strategy Linkage:

EMT Priority: Service Delivery

Description:

TPW operations touch the lives of citizens on a daily basis. Given the scope of services and the size of the organization to achieve responsive customer service requires an improvement in the level of organizational sophistication. Understanding response codes, service standards, and having the organizational flexibility to respond to changes are paramount to TPW. The business unit is committed to continue to improve its provision of timely, reliable and responsive service to both its internal and external clients. The business unit management team will work collaboratively to create a customer oriented culture where quality service is the responsibility of

all employees.

Operational Goal 1: Responsive Customer Service	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O1.1 Outcome: Improve citizen awareness and satisfaction of TPW services</i>	
All of TPW	
O1.1.1	Develop interactive citizen access to web based information on TPW services and initiatives
O1.1.2	Promote TPW as a workplace of choice through various job fair opportunities
O1.1.3	Assist public to understand through marketing and P.R. endeavours to give public awareness of our standards, and accomplishments.
O1.1.4	Respond to citizen based requests within established corporate standards 90% of the time Customer Relationship Management (CRM) Project
Real Estate and Facility Services	
O1.1.5	Develop acquisition and disposal process to include communication/process brochure for public property acquisition
Metro Transit	
O1.1.6	Work with Project Manager to develop RFP for Design-Build for Dartmouth Bridge Terminal project
Solid Waste Resources	
O1.1.7	By-Law S600 Amendment; Marketing of ICI cardboard
<i>O1.2 Outcome: Critical operational vehicles and equipment available for core services</i>	
All of TPW	
O1.2.1	Implement Rural Express service to Tantallon

Operational Goal 1: Responsive Customer Service	
Anticipated Outcomes and Objectives (2009-2012):	
Fleet Services	
O1.2.2	Stream line work processes to align with new operating software. The focus is to create efficiencies and also reduce costs.

Operational Goal 2: Prepared Emergency Management

Corporate Strategy Linkage:
Council Focus Area: Public Safety

Description:

TPW provides substantial assistance in the municipal response to emergencies primarily through the provision of its own assets or by leveraging assets of others to accommodate/assist victims of emergencies as well as to provide the direct services to the public in order to restore the municipality to its pre-emergency state as soon as possible. As emergencies increase in complexity and affect more people, the expectation to respond in an efficient and immediate manner increases. The complexities of asset provision and delivery of services also therefore escalate. A well developed, planned response for addressing emergency situations will ensure that the citizens receive the necessary support and level of service needed to overcome the emergency.

Operational Goal 2: Prepared Emergency Management	
Anticipated Outcomes and Objectives (2009-12):	
<i>O2.1 Outcome: Emergency Plan developed and implemented for TPW</i>	
All of TPW	
O2.1.1	Staffing and training plan developed and implemented for key EMO staff
O2.1.2	Re-write internal emergency response plan to focus on emergency management
O2.1.3	Participate in EMO joint planning initiatives and operations

Operational Goal 2: Prepared Emergency Management	
Anticipated Outcomes and Objectives (2009-12):	
O2.1.4	Develop an operational emergency management manual for each area involved directly with EMO operations including Transit, Municipal Operations, and Real Estate and Facility Services
O2.1.5	Complete a Business Continuity Plan and Emergency Preparedness Plan and take part in EMO sponsored exercises

Operational Goal 3: Provide operational support to Special Events

Corporate Strategy Linkage:
Council Focus Area: Infrastructure

Description:

Each year HRM plays host to a number of events which include an annual Concert on the Commons. During the summer of 2009, HRM will play host to two major events: World Canoe 09 and the 2009 Tall Ships Festival. In addition to these events HRM must continue to prepare for the 2011 Canada Winter Games. TPW will be required to support the planning effort for the Games. Throughout the next four years, the functional expertise of TPW staff in the area of traffic planning, transit planning, municipal operations, and Real Estate and Facility Services will be required in order to ensure a successful Winter Games.

Operational Goal 3: Provide operational support to Special Events	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O3.1 Outcome: Support the needs of the Canada Winter Games 2011</i>	
All of TPW	
O3.1.1	Provide staff support and input into facility planning and development in support of the Games
O3.1.2	Support the planning and management of capital projects in consideration of the Games requirements
O3.1.3	Work with staff and Games Committee to develop transportation and facility strategies for 2011 Winter Games

Operational Goal 3: Provide operational support to Special Events	
Anticipated Outcomes and Objectives (2009-2012):	
<i>O3.2 Outcome: Support the needs of the Special Events</i>	
All of TPW	
O3.2.1	Work with Canoe 09, Tall Ships, and HRM Special Events Staff to develop transportation strategies for each event

Service Level Changes

Increases In Services / New Initiatives:

General

- Improve security to non-inventory assets & access control through ID badging project.
- Hansen Service Percentage increased to 90% from 85% in 2008.

Traffic and Right of Way Services

- Conversion of traffic signals from conventional to LEDs. While waiting for outside funding, over 100 intersection conversions have taken place.

Municipal Operations

- Improved salt monitoring to reduce salt usage per event.
- Enhanced service levels at major parks.
- Enhanced maintenance service to Capital Business Districts, Halifax and Dartmouth, working partnership with BIDS ongoing.
- Operating staff delivering capital work, improving the condition of assets resulting in extended life cycle, reducing maintenance and recapitalization costs.
- Ongoing development of work processes designed to make more efficient use of existing resources.
- Introduction of 5 new full time supervisors to manage the quality of the service and report on performance.
- TPW Work Management Project will increase service levels response through introduction of systematic road patrol program that will identify and coordinate planned and demand work.

Real Estate & Facility Services

- Review Facility Services' service levels for select facilities and begin to develop SLA's.
- In addition to the implementation of SLA's, introduce Property Manager to assist in the delivery of property management services to an assigned group of high profile facilities.
- Continue to work with IAM Managers to develop and implement Facility Commissioning process.
- Improve acquisition and disposal communication/process (brochure for public property acquisition).

Metro Transit

- Improvements to passenger facilities.
- Google Transit implementation.
- Implement departure website.
- Service Adjustments mid-day, evening and weekend frequency.
- AVL-Go Time system implemented providing real time bus route status information.

Service Level Changes
<ul style="list-style-type: none"> • Implement first spur of Rural Express (Tantallon). • Complete construction of Dartmouth Bridge Terminal. • Upgrade facilities at Highfield Terminal. • Implement Daily Operations, Minibus modules of Hastus and upgrade to latest version. • Construction of Ragged Lake Transit Facility underway. <p><i>Solid Waste Resources</i></p> <ul style="list-style-type: none"> • Structural Assessment of WSF roof trusses/wall supports. • Cost Substantiation/Financial review to establish new 5 year contract price with MIRROR for operation of Otter Lake. • Leachate treatment management strategy/expansion of Highland Energy Project.
<p><u>Decreases In Services / Operational Pressures:</u></p> <p><i>General</i></p> <ul style="list-style-type: none"> • Attracting and retaining key trade designations which will impact on the timely delivery of quality services (OP) • Keeping pace with traffic signal maintenance and increased response time to requests <p><i>Solid Waste Resources</i></p> <ul style="list-style-type: none"> • New operating fee for Miller Composting and New Era Technologies for fiscal year 2009/10, first year of 2nd Renewal Term (2009-14) <p><i>Metro Transit</i></p> <ul style="list-style-type: none"> • Op Pressure - demand on transit services • Escalation in incidences of violence in the workplace <p><i>Fleet</i></p> <ul style="list-style-type: none"> • Op Pressure - price of fuel • Op Pressure - hiring of night shift employees both unionized and management
<p><u>Expected Services Not Being Delivered:</u></p> <p>None</p>

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Administration						
R100 Directors Administration	328,576	431,300	366,374	412,460	(18,840)	-4.4%
Administration	\$328,576	\$431,300	\$366,374	\$412,460	(\$18,840)	-4.4%
New Integrated Security Management						
R102 Integrated Security Management	0	144,532	69,327	124,100	(20,432)	-14.1%
New Integrated Security Management	\$0	\$144,532	\$69,327	\$124,100	(\$20,432)	-14.1%
Service Delivery & Quality Improvement						
R101 Service Delivery & Quality Improvement	496,095	665,169	638,672	734,180	69,011	10.4%
Service Delivery & Quality Improvement	\$496,095	\$665,169	\$638,672	\$734,180	\$69,011	10.4%
Real Estate & Facility Services						
Operations Administration						
W220 Clearing-Facilities	16,119	0	128,529	0	0	-
Operations Administration	\$16,119	\$0	\$128,529	\$0	\$0	-
Real Estate						
W400 Acquisitions & Disposals	480,712	456,782	449,218	461,900	5,118	1.1%
W500 Business Parks	225,895	399,327	392,136	395,100	(4,227)	-1.1%
W600 Real Estate - Admin	530,603	586,642	624,842	585,800	(842)	-0.1%
Real Estate	\$1,237,210	\$1,442,751	\$1,466,196	\$1,442,800	\$49	0.0%
Contract Support						
W135 Construction Services	330,944	404,481	370,994	408,200	3,719	0.9%
Contract Support	\$330,944	\$404,481	\$370,994	\$408,200	\$3,719	0.9%
Operations						
W200 Facility Operations	7,609,000	3,240,237	3,441,147	3,550,300	310,063	9.6%
W211 Cleaning and Tenant Services	0	2,748,414	2,670,932	2,741,800	(6,614)	-0.2%
W212 Structural and Arenas	0	1,863,416	2,074,763	2,113,000	249,584	13.4%
W213 Mechanical and PM Services	0	2,161,370	2,411,434	2,663,000	501,630	23.2%
Operations	\$7,609,000	\$10,013,437	\$10,598,276	\$11,068,100	\$1,054,663	10.5%
Facilities						
W130 Contract Support Admin	3,360,514	0	0	0	0	-
W160 Facilities Admin	633,076	450,607	293,943	460,000	9,393	2.1%
W202 RPAM Facility Leases	2,761,383	3,938,000	3,357,434	3,634,300	(303,700)	-7.7%
W203 Alderney Gate Facilities Mgmt	1,955,385	1,961,200	2,078,876	2,109,300	148,100	7.6%
Facilities	\$8,710,358	\$6,349,807	\$5,730,253	\$6,203,600	(\$146,207)	-2.3%
RPAM Admin						
W100 Administration/Service Delivery	223,716	240,437	207,986	243,800	3,363	1.4%
RPAM Admin	\$223,716	\$240,437	\$207,986	\$243,800	\$3,363	1.4%
Total Real Estate & Facility Services	\$18,127,348	\$18,450,913	\$18,502,234	\$19,366,500	\$915,587	5.0%
Metro Transit Services						
Public Relations/debt						
R622 Public Relations	170,800	253,100	168,795	251,600	(1,500)	-0.6%
Public Relations/debt	\$170,800	\$253,100	\$168,795	\$251,600	(\$1,500)	-0.6%
Transit						
R631 Gen. Transit Admin.	16,297,106	19,555,307	20,714,865	22,078,849	2,523,542	12.9%
M673 Commonwealth Games - Transit	43,006	0	0	0	0	-
R635 Operator's Expense	25,616,410	27,181,194	27,089,286	29,610,403	2,429,209	8.9%
R636 Support Services - Transit	1,967,803	2,050,181	2,123,296	2,162,500	112,319	5.5%
R637 Scheduling	706,360	771,119	658,307	789,000	17,881	2.3%
R638 Gen. Operations Exp.	1,361,592	1,291,658	1,347,251	1,602,700	311,042	24.1%
Transit Total	\$45,992,277	\$50,849,459	\$51,933,004	\$56,243,452	\$5,393,993	10.6%
Community Transit						
R641 Community Transit Services	498,904	591,233	592,649	493,398	(97,835)	-16.5%
Community Transit Total	\$498,904	\$591,233	\$592,649	\$493,398	(\$97,835)	-16.5%

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Access-A-Bus						
R652 AAB-Scheduling/Disp.	348,185	451,099	471,901	849,200	398,101	88.3%
R653 Contracted AccessBus	213,953	324,618	5,506	0	(324,618)	-100.0%
R654 AAB Operations	2,415,390	2,689,089	2,854,559	2,737,999	48,910	1.8%
Access-A-Bus Total	\$2,977,528	\$3,464,806	\$3,331,965	\$3,587,199	\$122,393	3.5%
Ferries						
R661 Gen. Ferry Expense	660,590	667,927	690,149	722,600	54,673	8.2%
R668 Ferry Crew Expense	2,114,456	2,260,917	2,281,110	2,184,000	(76,917)	-3.4%
R671 Metro Tr. Debt Chrg	6,234,292	5,888,056	5,954,574	5,558,700	(329,356)	-5.6%
Ferries Total	\$9,009,339	\$8,816,900	\$8,925,833	\$8,465,300	(\$351,600)	-4.0%
Metro Transit Services						
A640 Vehicle Tracking & Communications	278,627	368,059	270,906	387,400	19,341	5.3%
Metro Transit Services	\$278,627	\$368,059	\$270,906	\$387,400	\$19,341	5.3%
Total Metro Transit Services	\$58,927,474	\$64,343,557	\$65,223,152	\$69,428,349	\$5,084,792	7.9%
Traffic & Transportation						
Transportation Services						
R170 Transportation Serv.	1,023,717	1,294,116	1,139,424	1,424,540	130,424	10.1%
Transportation Services	\$1,023,717	\$1,294,116	\$1,139,424	\$1,424,540	\$130,424	10.1%
Right of Way Services						
R112 Rights of Way Approval	370,260	546,342	556,487	560,850	14,508	2.7%
Right of Way Services	\$370,260	\$546,342	\$556,487	\$560,850	\$14,508	2.7%
Sign Shop						
R747 Traffic Signs	1,348,264	1,558,767	1,399,863	1,470,740	(88,027)	-5.6%
Sign Shop	\$1,348,264	\$1,558,767	\$1,399,863	\$1,470,740	(\$88,027)	-5.6%
Traffic Signals & Streetlighting						
R825 Streetlighting	6,497,355	6,261,000	5,673,948	6,650,900	389,900	6.2%
R827 Traffic Lights	1,547,085	1,634,900	1,574,880	1,556,790	(78,110)	-4.8%
Traffic Signals & Streetlighting	\$8,044,440	\$7,895,900	\$7,248,828	\$8,207,690	\$311,790	3.9%
Total Traffic & Transportation	\$10,786,681	\$11,295,125	\$10,344,602	\$11,663,820	\$368,695	3.3%
Fleet Services						
Fleet Admin						
R912 Fleet: Administration	417,293	441,522	440,206	521,420	79,898	18.1%
Fleet Admin	\$417,293	\$441,522	\$440,206	\$521,420	\$79,898	18.1%
Fleet: Ilsley Site						
R932 Transit Shop Maintenance	0	627,683	509,554	593,000	(34,683)	-5.5%
R933 Fleet R&M:Transit-Ilsley	18,111	0	42,725	(2,900)	(2,900)	-
R934 Fleet Ops:Transit-Ilsley	0	0	(0)	(700)	(700)	-
Fleet: Ilsley Site	\$18,112	\$627,683	\$552,280	\$589,400	(\$38,283)	-6.1%
Fleet:Thornhill Site						
R935 Bus Rebuild Program	(203)	0	(56)	(200)	(200)	-
R936 Fleet R&M:Transit-Thornhill	(91)	0	(30)	73,580	73,580	-
R955 Fleet R&M:Transit Ferry	5,840	0	5,660	0	0	-
R960 Fleet R&M:Transit-AAB	5,380	0	0	(100)	(100)	-
Fleet:Thornhill Site	\$10,927	\$0	\$5,574	\$73,280	\$73,280	-
Fleet: Turner Site						
R970 Fleet R&M:Municipal	(133,157)	0	(85,179)	(900)	(900)	-
Fleet: Turner Site	(\$133,157)	\$0	(\$85,179)	(\$900)	(\$900)	-
Fleet Emergency						
R981 Fleet R&M:Fire	68,635	0	20,606	(300)	(300)	-
R985 Fleet R&M:Police	3,768	0	(95)	(100)	(100)	-
Fleet Emergency	\$72,403	\$0	\$20,511	(\$400)	(\$400)	-
Fleet: Halifax Regional Water Commission						
R991 Fleet: R&M HRWC	0	0	454,048	710,000	710,000	-
Fleet: Halifax Regional Water Commission	\$0	\$0	\$454,048	\$710,000	\$710,000	-
Total Fleet Services	\$385,577	\$1,069,205	\$1,387,440	\$1,892,800	\$823,595	77.0%

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Municipal Operations						
All Weather Program						
W187 Halifax Artificial Sportsfield	241,196	265,300	246,733	229,800	(35,500)	-13.4%
W190 Dartmouth Artificial Sportsfield	113,076	192,483	161,801	165,200	(27,283)	-14.2%
All Weather Program	\$354,271	\$457,783	\$408,534	\$395,000	(\$62,783)	-13.7%
Municipal Operations Admin						
W120 Operations Admin	239,846	208,110	251,981	298,540	90,430	43.5%
Municipal Operations Admin	\$239,846	\$208,110	\$251,981	\$298,540	\$90,430	43.5%
Municipal Operations Support						
R710 Municipal Operations Support	3,668,813	3,871,336	4,034,318	3,978,860	107,524	2.8%
Municipal Operations Support	\$3,668,813	\$3,871,336	\$4,034,318	\$3,978,860	\$107,524	2.8%
Streets & Roads						
R715 Administration - Streets & Roads	2,493,073	2,114,600	2,350,489	2,003,380	(111,220)	-5.3%
R720 Street Cleaning/Graffiti-all regions	2,025,717	2,029,892	2,321,849	2,086,250	56,358	2.8%
R721 Street Maintenance-West Region	511,551	476,227	420,562	493,400	17,173	3.6%
R730 Chip Sealing	0	0	0	0	0	-
R731 Locked-Patching	0	0	0	0	0	-
R732 Street Maintenance-Central Region	756,333	672,090	1,035,354	776,690	104,600	15.6%
R735 Street Maintenance-East Region	320,132	289,084	425,845	529,700	240,616	83.2%
R899 Streets Job Costing Clearing	(45,123)	0	0	0	0	-
Streets & Roads	\$6,061,683	\$5,581,893	\$6,554,099	\$5,889,420	\$307,527	5.5%
Ice Control (East, West and Central)						
R761 Ice Control	8,286,391	0	465,216	0	0	-
R771 East - Ice Control	0	1,877,318	2,095,829	1,215,480	(661,838)	-35.3%
R772 West - Ice Control	0	1,877,318	2,898,057	1,482,980	(394,338)	-21.0%
R773 Central - Ice Control	0	1,609,128	2,325,266	1,138,790	(470,338)	-29.2%
Ice Control (East, West and Central)	\$8,286,391	\$5,363,764	\$7,784,368	\$3,837,250	(\$1,526,514)	-28.5%
Plowing (East, West and Central)						
R762 Plowing	5,520,024	0	155,911	0	0	-
R774 East - Plowing	0	1,121,361	1,932,031	1,775,480	654,119	58.3%
R775 West - Plowing	0	1,121,362	2,276,146	2,228,380	1,107,018	98.7%
R776 Central Plowing	0	961,168	1,993,343	1,442,790	481,622	50.1%
Plowing (East, West and Central)	\$5,520,024	\$3,203,891	\$6,357,430	\$5,446,650	\$2,242,759	70.0%
Snow Removal (East, West and Central)						
R763 Snow Removal	247,970	0	14,428	0	0	-
R777 East - Snow Removal	0	81,253	226,926	56,600	(24,653)	-30.3%
R778 West - Snow Removal	0	135,422	593,207	96,000	(39,422)	-29.1%
R779 Central - Snow Removal	0	54,169	234,272	18,400	(35,769)	-66.0%
Snow Removal (East, West and Central)	\$247,970	\$270,844	\$1,068,832	\$171,000	(\$99,844)	-36.9%
Sidewalk Plowing/Ice Control (E, W & C)						
R764 Swlk Plow/Ice Control	5,389,255	0	3,248,694	0	0	-
R780 East - Sidewalk Plowing / Ice Control	0	2,365,066	1,276,511	2,100,680	(264,386)	-11.2%
R781 West - Sidewalk Plowing / Ice Control	0	2,069,434	1,529,858	2,554,380	484,946	23.4%
R782 Central - Sidewalk Plowing / Ice Control	0	1,478,167	324,702	748,190	(729,977)	-49.4%
Sidewalk Plowing/Ice Control (E, W & C)	\$5,389,255	\$5,912,667	\$6,379,765	\$5,403,250	(\$509,417)	-8.6%
Related Program Costs(East, West & Cent)						
R765 Related Program Cost	1,122,273	0	319,085	0	0	-
R783 East - Related Program Costs	0	449,470	357,191	93,780	(355,690)	-79.1%
R784 West - Related Program Cost	0	513,680	333,094	105,480	(408,200)	-79.5%
R785 Central - Related Program Costs	0	321,050	168,690	64,380	(256,670)	-79.9%
Related Program Costs(East, West & Cent)	\$1,122,273	\$1,284,200	\$1,178,060	\$263,640	(\$1,020,560)	-79.5%
R768 Priority 2&3 Snow &Ice	0	0	1,330,136	0	0	-
Snow & Ice Control Priority 2&3	\$0	\$0	\$1,330,136	\$0	\$0	-

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Sidewalks						
R738 Waverley Sidewalks	0	6,600	0	6,700	100	1.5%
R739 Fall River Sidewalks	56,660	0	53,722	0	0	-
R740 Concrete Sidewalks-West & Bedford	627,496	757,664	648,055	767,400	9,736	1.3%
R741 Asphalt Curb/Walkways-East & Central	228,315	427,180	273,643	448,200	21,020	4.9%
R742 Concrete Sidewalks-East & Central	387,494	516,613	521,039	584,500	67,887	13.1%
R743 Asphalt Patching-all regions	675,980	690,600	1,003,048	828,900	138,300	20.0%
Sidewalks	\$1,975,945	\$2,398,657	\$2,499,507	\$2,635,700	\$237,043	9.9%
Parks and Open Spaces						
R831 Parks/Open - Admin	379,721	241,900	38,575	243,600	1,700	0.7%
R845 Parks Urban Forestry	790,319	980,564	869,727	933,800	(46,764)	-4.8%
R850 Public Gardens & Greenhouse Operations	0	630,300	265,264	557,900	(72,400)	-11.5%
R851 Parks/Horticulture	1,528,520	840,608	1,489,968	927,300	86,692	10.3%
R852 Capital District Maint. (Weekend Shift)	0	521,900	170,395	547,500	25,600	4.9%
R855 Parks Cemeteries	673,188	568,877	854,285	452,400	(116,477)	-20.5%
R860 Parks/Open-West	639,330	744,200	770,338	666,000	(78,200)	-10.5%
Parks and Open Spaces	\$4,011,077	\$4,528,349	\$4,458,551	\$4,328,500	(\$199,849)	-4.4%
Sportsfields & Playgrounds						
W180 Playgrounds East	996,112	1,090,609	1,143,358	1,147,900	57,291	5.3%
W181 Sports/Play - Admin	156,627	476,100	329,116	474,300	(1,800)	-0.4%
W182 Sportsfields East	1,235,201	1,400,895	1,440,269	1,232,200	(168,695)	-12.0%
W184 Playgrounds West	700,462	911,722	758,297	856,700	(55,022)	-6.0%
W186 Sportsfields West	867,269	1,147,461	997,182	1,117,600	(29,861)	-2.6%
W189 Sports/Play R&M-fromCptl	1,603	0	0	0	0	-
Sportsfields & Playgrounds	\$3,957,275	\$5,026,787	\$4,668,223	\$4,828,700	(\$198,087)	-3.9%
Total Municipal Operations	\$40,834,824	\$38,108,281	\$45,643,668	\$37,476,510	(\$631,771)	-1.7%
Solid Waste Resources:						
Former Solid Waste System						
M431 Sackville Landfill Reserve	400,000	250,000	250,000	0	(250,000)	-100.0%
R311 MA Solid Waste Debt	330,782	319,590	319,590	307,700	(11,890)	-3.7%
Former Solid Waste System	\$730,782	\$569,590	\$593,024	\$307,700	(\$261,890)	-46.0%
Admin WR						
R321 Administration - Waste Resources	1,078,777	1,101,086	961,046	1,099,500	(1,586)	-0.1%
Admin WR	\$1,078,777	\$1,101,086	\$961,046	\$1,099,500	(\$1,586)	-0.1%
SW Other						
R322 Collection & RRFB	9,719,517	11,074,979	11,428,254	11,815,400	740,421	6.7%
R323 Waste Resources System-Debt Charges	1,926,623	1,159,894	1,159,893	136,800	(1,023,094)	-88.2%
R324 Compost Fac.Burnside	3,046,001	3,137,000	3,190,605	3,225,000	88,000	2.8%
R325 Compost Fac.Ragged Lake	2,695,485	2,810,000	2,783,693	2,835,000	25,000	0.9%
R328 Rural Depots	151,895	150,400	177,535	155,000	4,600	3.1%
R330 Material Recovery Facility	2,551,563	2,780,000	2,681,857	2,453,700	(326,300)	-11.7%
R331 RRFB Contract	70,157	243,771	215,623	247,200	3,429	1.4%
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	323,126	327,860	329,302	327,900	40	0.0%
R334 Household Hazardous Waste	319,484	401,301	336,742	401,300	(1)	-0.0%
SW Other	\$21,103,852	\$22,385,205	\$22,603,503	\$21,897,300	(\$487,905)	-2.2%
Otter Lake						
R326 Otter Lake Waste Stabilization Facility	3,475,540	3,431,781	3,422,823	2,947,700	(484,081)	-14.1%
R327 Otter Lake Residuals Disposal Facility	4,606,582	6,250,631	6,240,686	6,927,300	676,669	10.8%
R329 Otter Lake FEP	9,670,948	10,664,357	9,906,639	10,198,400	(465,957)	-4.4%
Otter Lake	\$17,753,070	\$20,346,769	\$19,570,148	\$20,073,400	(\$273,369)	-1.3%
Solid Waste Resources	\$40,666,481	\$44,402,650	\$43,727,721	\$43,377,900	(\$1,024,750)	-2.3%
Total	\$170,553,055	\$178,910,733	\$187,233,324	\$184,476,619	\$5,565,887	3.1%

Transportation & Public Works

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
TPW Administration						
R100 Directors Administration	0	0	(23)	0	0	-
TPW Administration	\$0	\$0	(\$23)	\$0	\$0	-
Service Delivery & Quality Improvement						
R101 Service Delivery & Quality Improvement	(146,876)	(176,200)	(162,000)	(177,100)	(900)	0.5%
Service Delivery & Quality Improvement	(\$146,876)	(\$176,200)	(\$162,000)	(\$177,100)	(\$900)	0.5%
Real Estate & Facility Services						
Operations Administration						
W220 Clearing-Facilities	(17,316)	0	(15,741)	0	0	-
Operations Administration	(\$17,316)	\$0	(\$15,741)	\$0	\$0	-
Real Estate						
W400 Acquisitions & Disposals	(221,484)	(300,000)	(107,530)	(303,400)	(3,400)	1.1%
W500 Business Parks	(1,266,644)	(725,600)	(818,407)	(733,800)	(8,200)	1.1%
W600 Real Estate - Admin	(137)	0	0	0	0	-
Real Estate	(\$1,488,266)	(\$1,025,600)	(\$925,937)	(\$1,037,200)	(\$11,600)	1.1%
Operations						
W200 Facility Operations	(24,429)	0	44,593	0	0	-
W211 Cleaning and Tenant Services	0	0	(886)	0	0	-
W212 Structural and Arenas	0	0	(168,004)	0	0	-
W213 Mechanical and PM Services	0	0	(2,313)	0	0	-
Operations	(\$24,429)	\$0	(\$126,609)	\$0	\$0	-
Facilities						
W130 Contract Support Admin	(1,242)	0	0	0	0	-
W202 RPAM Facility Leases	(1,833,104)	(2,137,920)	(1,770,594)	(2,162,100)	(24,180)	1.1%
W203 Alderney Gate Facilities Mgmt	(1,452,858)	(1,290,500)	(1,327,530)	(1,305,100)	(14,600)	1.1%
Facilities	(\$3,287,204)	(\$3,428,420)	(\$3,098,124)	(\$3,467,200)	(\$38,780)	1.1%
Total Real Estate & Facility Services	(\$4,817,215)	(\$4,454,020)	(\$4,166,411)	(\$4,504,400)	(\$50,380)	1.1%
Metro Transit Services						
Public Relations/debt						
R622 Public Relations	(465,957)	(648,400)	(583,225)	(655,700)	(7,300)	1.1%
Public Relations/debt	(\$465,957)	(\$648,400)	(\$583,225)	(\$655,700)	(\$7,300)	1.1%
Transit						
R631 Gen. Transit Admin.	(25,525,382)	(26,864,901)	(26,159,988)	(57,621,549)	(30,756,648)	114.5%
R635 Operator's Expense	(934)	0	(10,210)	0	0	-
R636 Support Services - Transit	(43,060)	0	(15,878)	0	0	-
R637 Scheduling	(1,683)	0	0	0	0	-
R638 Gen. Operations Exp.	(3,801)	0	0	0	0	-
Transit	(\$25,574,859)	(\$26,864,901)	(\$26,186,075)	(\$57,621,549)	(\$30,756,648)	114.5%
Community Transit						
R641 Community Transit Services	(405,225)	(577,433)	(588,438)	(115,900)	461,533	-79.9%
Community Transit	(\$405,225)	(\$577,433)	(\$588,438)	(\$115,900)	\$461,533	-79.9%
Access-A-Bus						
R652 AAB-Scheduling/Disp.	(116,394)	(126,027)	(148,709)	(179,500)	(53,473)	42.4%
Access-A-Bus	(\$116,394)	(\$126,027)	(\$148,709)	(\$179,500)	(\$53,473)	42.4%
Ferries						
R661 Gen. Ferry Expense	(1,847,655)	(1,803,658)	(1,783,625)	(1,981,600)	(177,942)	9.9%
R668 Ferry Crew Expense	0	(1,510)	(226)	0	1,510	-100.0%
Ferries	(\$1,847,655)	(\$1,805,168)	(\$1,783,851)	(\$1,981,600)	(\$176,432)	9.8%
Metro Transit Services						
A640 Vehicle Tracking & Communications	(7,091)	0	(28,365)	(28,000)	(28,000)	-
Metro Transit Services	(\$7,091)	\$0	(\$28,365)	(\$28,000)	(\$28,000)	-
Total Metro Transit Services	(\$28,417,181)	(\$30,021,929)	(\$29,318,664)	(\$60,582,249)	(\$30,560,320)	101.8%

Transportation & Public Works

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Traffic & Transportation						
Transportation Services						
R170 Transportation Serv.	(3,298)	(3,034)	0	0	3,034	-100.0%
Transportation Services	(\$3,298)	(\$3,034)	\$0	\$0	\$3,034	-100.0%
Right of Way Services						
R112 Rights of Way Approval	(404,318)	(395,566)	(420,664)	(418,100)	(22,534)	5.7%
Right of Way Services	(\$404,318)	(\$395,566)	(\$420,664)	(\$418,100)	(\$22,534)	5.7%
Sign Shop						
R747 Traffic Signs	(68,646)	0	(55,235)	0	0	-
Sign Shop	(\$68,646)	\$0	(\$55,235)	\$0	\$0	-
Traffic Signals & Streetlighting						
R825 Streetlighting	(147,251)	0	(94,240)	0	0	-
R827 Traffic Lights	(780)	0	(5,373)	0	0	-
Traffic Signals & Streetlighting	(\$148,031)	\$0	(\$99,613)	\$0	\$0	-
Total Traffic & Transportation	(\$624,293)	(\$398,600)	(\$575,513)	(\$418,100)	(\$19,500)	4.9%
Fleet Services						
Fleet: Ilsley Site						
R933 Fleet R&M:Transit-Ilsley	(18,747)	0	(36,052)	0	0	-
Fleet: Ilsley Site	(\$18,747)	\$0	(\$36,052)	\$0	\$0	-
Fleet:Thornhill Site						
R955 Fleet R&M:Transit Ferry	(5,840)	0	(5,808)	0	0	-
R960 Fleet R&M:Transit-AAB	(5,380)	0	0	0	0	-
Fleet:Thornhill Site	(\$11,220)	\$0	(\$5,808)	\$0	\$0	-
Fleet: Turner Site						
R970 Fleet R&M:Municipal	2,392	0	(14,792)	0	0	-
Fleet: Turner Site	\$2,392	\$0	(\$14,792)	\$0	\$0	-
Fleet: Emergency						
R981 Fleet R&M:Fire	(68,636)	0	(31,785)	0	0	-
R985 Fleet R&M:Police	(3,767)	0	0	0	0	-
Fleet: Emergency	(\$72,403)	\$0	(\$31,785)	\$0	\$0	-
Fleet: Halifax Regional Water Commission						
R991 Fleet: R&M HRWC	0	0	(348,808)	(710,000)	(710,000)	-
Fleet: Halifax Regional Water Commission	\$0	\$0	(\$348,808)	(\$710,000)	(\$710,000)	-
Total Fleet Services	(\$99,977)	\$0	(\$437,246)	(\$710,000)	(\$710,000)	-
Public Works Operations						
All Weather Program						
W187 Halifax Artificial Sportsfield	(146,318)	(165,000)	(169,159)	(135,000)	30,000	-18.2%
W190 Dartmouth Artificial Sportsfield	(117,806)	(99,400)	(143,534)	(137,800)	(38,400)	38.6%
All Weather Program	(\$264,124)	(\$264,400)	(\$312,693)	(\$272,800)	(\$8,400)	3.2%
Municipal Operations Support						
R710 Municipal Operations Support	0	0	(149,555)	0	0	-
Municipal Operations Support	\$0	\$0	(\$149,555)	\$0	\$0	-
Streets & Roads						
R715 Administration - Streets & Roads	(10,594)	0	(6,884)	0	0	-
R720 Street Cleaning/Graffiti-all regions	0	0	(52)	0	0	-
R721 Street Maintenance-West Region	25	0	0	0	0	-
Streets & Roads	(\$10,569)	\$0	(\$6,936)	\$0	\$0	-
Ice Control (East, West and Central)						
Plowing (East, West and Central)	0	0	(169)	0	0	-
Ice Control (East, West and Central)	0	0	(169)	0	0	-

Transportation & Public Works

Summary of Revenues by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Sidewalk Plowing/Ice Control (E, W & C)						
R764 Swlk Plow/Ice Control	(829,367)	0	(2,316,883)	0	0	-
R780 East - Sidewalk Plowing / Ice Control	0	(965,600)	(369)	(1,059,600)	(94,000)	9.7%
R781 West - Sidewalk Plowing / Ice Control	0	(844,900)	456	(927,150)	(82,250)	9.7%
R782 Central - Sidewalk Plowing / Ice Control	0	(603,500)	0	(689,650)	(86,150)	14.3%
Sidewalk Plowing/Ice Control (E, W & C)	(\$829,367)	(\$2,414,000)	(\$2,316,797)	(\$2,676,400)	(\$262,400)	10.9%
Sidewalks						
R738 Waverley Sidewalks	(6,153)	(6,600)	(6,551)	(6,700)	(100)	1.5%
R740 Concrete Sidewalks-West & Bedford	0	0	(38)	0	0	-
Sidewalks	(\$6,153)	(\$6,600)	(\$6,590)	(\$6,700)	(\$100)	1.5%
Parks and Open Spaces						
R831 Parks/Open - Admin	(103)	0	0	0	0	-
R850 Public Gardens & Greenhouse Operations	0	0	(113)	0	0	-
R851 Parks/Horticulture	261	0	(2,270)	0	0	-
R855 Parks Cemeteries	(218,601)	(394,144)	(340,315)	(394,100)	44	-0.0%
R860 Parks/Open-West	(449)	0	0	0	0	-
Parks and Open Spaces	(\$218,891)	(\$394,144)	(\$342,698)	(\$394,100)	\$44	-0.0%
Sportsfields & Playgrounds						
W180 Playgrounds East	0	0	(2,370)	0	0	-
W181 Sports/Play - Admin	(50,000)	(51,000)	(49,760)	(51,000)	0	-0.0%
W182 Sportsfields East	(88,067)	(90,000)	(89,028)	(80,700)	9,300	-10.3%
W184 Playgrounds West	0	0	(7,694)	0	0	-
W186 Sportsfields West	(77,135)	(71,400)	(71,873)	(80,700)	(9,300)	13.0%
Sportsfields & Playgrounds	(\$215,202)	(\$212,400)	(\$220,724)	(\$212,400)	\$0	-0.0%
Total Municipal Operations	(\$1,544,305)	(\$3,291,544)	(\$3,356,162)	(\$3,562,400)	(\$270,856)	8.2%
Solid Waste Resources						
Admin WR						
R321 Administration - Waste Resources	(10,305,060)	(10,511,432)	(10,302,919)	(10,340,700)	170,732	-1.6%
Admin WR	(\$10,305,060)	(\$10,511,432)	(\$10,302,919)	(\$10,340,700)	\$170,732	-1.6%
SW Other						
R322 Collection & RRFB	(3,333,991)	(3,260,000)	(3,785,068)	(3,224,000)	36,000	-1.1%
R324 Compost Fac.Burnside	(635,139)	(635,000)	(679,919)	(680,000)	(45,000)	7.1%
R325 Compost Fac.Ragged Lake	(406,238)	(390,000)	(396,212)	(400,000)	(10,000)	2.6%
R330 Material Recovery Facility	(1,835,204)	(1,575,000)	(1,480,911)	(1,029,600)	545,400	-34.6%
R331 RRFB Contract	(247,465)	(245,668)	(169,107)	(247,300)	(1,632)	0.7%
R333 C & E Progrms HRM	(8,469)	0	(31,364)	0	0	-
R334 Household Hazardous Waste	(9,050)	(8,000)	(7,325)	(8,000)	0	-0.0%
SW Other	(\$6,475,556)	(\$6,113,668)	(\$6,549,906)	(\$5,588,900)	\$524,768	-8.6%
Otter Lake						
R326 Otter Lake Waste Stabilization Facility						
R329 Otter Lake FEP	(107,391)	(108,000)	(153,909)	(108,000)	0	-0.0%
Otter Lake	(\$107,391)	(\$108,000)	(\$153,909)	(\$108,000)	\$0	-0.0%
Solid Waste Services	(\$16,888,008)	(\$16,733,100)	(\$17,006,735)	(\$16,037,600)	\$695,500	-4.2%
Total	(\$52,537,856)	(\$55,075,393)	(\$55,022,753)	(\$85,991,849)	(\$30,916,456)	56.1%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Administration						
R100 Directors Administration	328,576	431,300	366,352	412,460	(18,840)	(0)
Administration	\$328,576	\$431,300	\$366,352	\$412,460	(\$18,840)	-4.4%
New Integrated Security Management						
R102 Integrated Security Management	0	144,532	69,327	124,100	(20,432)	(0)
New Integrated Security Management	0	144,532	69,327	124,100	(20,432)	-14.1%
Service Delivery & Quality Improvement						
R101 Service Delivery & Quality Improvement	\$349,219	488,969	476,672	557,080	68,111	13.9%
Service Delivery & Quality Improvement	\$349,219	\$488,969	\$476,672	\$557,080	\$68,111	13.9%
Real Estate & Facility Services						
Operations Administration						
W220 Clearing-Facilities	(1,197)	0	112,788	0	0	-
Operations Administration	(\$1,197)	\$0	\$112,788	\$0	\$0	-
Real Estate						
W400 Acquisitions & Disposals	259,228	156,782	341,689	158,500	1,718	1.1%
W500 Business Parks	(1,040,750)	(326,273)	(426,271)	(338,700)	(12,427)	3.8%
W600 Real Estate - Admin	530,465	586,642	624,842	585,800	(842)	-0.1%
Real Estate	(\$251,056)	\$417,151	\$540,259	\$405,600	(\$11,551)	-2.8%
Contract Support						
W135 Construction Services	330,944	404,481	370,994	408,200	3,719	0.9%
Contract Support	\$330,944	\$404,481	\$370,994	\$408,200	\$3,719	0.9%
Operations						
W200 Facility Operations	7,584,570	3,240,237	3,485,740	3,550,300	310,063	9.6%
W211 Cleaning and Tenant Services	0	2,748,414	2,670,046	2,741,800	(6,614)	-0.2%
W212 Structural and Arenas	0	1,863,416	1,906,759	2,113,000	249,584	13.4%
W213 Mechanical and PM Services	0	2,161,370	2,409,121	2,663,000	501,630	23.2%
Operations	\$7,584,570	\$10,013,437	\$10,471,666	\$11,068,100	\$1,054,663	10.5%
Facilities						
W130 Contract Support Admin	3,359,272	0	0	0	0	-
W160 Facilities Admin	633,076	450,607	293,943	460,000	9,393	2.1%
W202 RPAM Facility Leases	928,280	1,800,080	1,586,841	1,472,200	(327,880)	-18.2%
W203 Alderney Gate Facilities Mgmt	502,527	670,700	751,346	804,200	133,500	19.9%
Facilities	\$5,423,155	\$2,921,387	\$2,632,129	\$2,736,400	(\$184,987)	-6.3%
RPAM Admin						
W100 Administration/Service Delivery	223,716	240,437	207,986	243,800	3,363	1.4%
RPAM Admin	\$223,716	\$240,437	\$207,986	\$243,800	\$3,363	1.4%
Total Real Estate & Facility Services	\$13,310,132	\$13,996,893	\$14,335,823	\$14,862,100	\$865,207	6.2%
Metro Transit Services						
Public Relations/debt						
R622 Public Relations	(295,158)	(395,300)	(414,430)	(404,100)	(8,800)	2.2%
Public Relations/debt	(\$295,158)	(\$395,300)	(\$414,430)	(\$404,100)	(\$8,800)	2.2%
Transit						
R631 Gen. Transit Admin.	(9,228,276)	(7,309,594)	(5,445,123)	(35,542,700)	(28,233,106)	386.2%
M673 Commonwealth Games - Transit	43,006	0	0	0	0	-
R635 Operator's Expense	25,615,476	27,181,194	27,079,076	29,610,403	2,429,209	8.9%
R636 Support Services - Transit	1,924,743	2,050,181	2,107,418	2,162,500	112,319	5.5%
R637 Scheduling	704,677	771,119	658,307	789,000	17,881	2.3%
R638 Gen. Operations Exp.	1,357,792	1,291,658	1,347,251	1,602,700	311,042	24.1%
Transit \$20,417,417		\$23,984,558	\$25,746,929	(\$1,378,097)	(\$25,362,655)	-105.7%
Community Transit						
R641 Community Transit Services	93,679	13,800	4,211	377,498	363,698	2635.5%
Community Transit	\$93,679	\$13,800	\$4,211	\$377,498	\$363,698	2635.5%
Access-A-Bus						
R652 AAB-Scheduling/Disp.	231,791	325,072	323,191	669,700	344,628	106.0%
R653 Contracted AccessBus	213,953	324,618	5,506	0	(324,618)	-100.0%
R654 AAB Operations	2,415,390	2,689,089	2,854,559	2,737,999	48,910	1.8%
Access-A-Bus	\$2,861,134	\$3,338,779	\$3,183,256	\$3,407,699	\$68,920	2.1%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Ferries						
R661 Gen. Ferry Expense	(1,187,065)	(1,135,731)	(1,093,476)	(1,259,000)	(123,269)	10.9%
R668 Ferry Crew Expense	2,114,456	2,259,407	2,280,884	2,184,000	(75,407)	-3.3%
R671 Metro Tr. Debt Chrg	6,234,292	5,888,056	5,954,574	5,558,700	(329,356)	-5.6%
Ferries	\$7,161,684	\$7,011,732	\$7,141,982	\$6,483,700	(\$528,032)	-7.5%
Metro Transit Services						
A640 Vehicle Tracking & Communications	271,536	368,059	242,541	359,400	(8,659)	-2.4%
Metro Transit Services	\$271,536	\$368,059	\$242,541	\$359,400	(\$8,659)	-2.4%
Total Metro Transit Services	\$30,510,292	\$34,321,628	\$35,904,488	\$8,846,100	(\$25,475,528)	-74.2%
Traffic & Transportation						
Transportation Services						
R170 Transportation Serv.	1,020,420	1,291,082	1,139,424	1,424,540	133,458	10.3%
Transportation Services	\$1,020,420	\$1,291,082	\$1,139,424	\$1,424,540	\$133,458	10.3%
Right of Way Services						
R112 Rights of Way Approval	(34,058)	150,776	135,823	142,750	(8,026)	-5.3%
Right of Way Services	(\$34,058)	\$150,776	\$135,823	\$142,750	(\$8,026)	-5.3%
Sign Shop						
R747 Traffic Signs	1,279,617	1,558,767	1,344,628	1,470,740	(88,027)	-5.6%
Sign Shop	\$1,279,617	\$1,558,767	\$1,344,628	\$1,470,740	(\$88,027)	-5.6%
Traffic Signals & Streetlighting						
R825 Streetlighting	6,350,103	6,261,000	5,579,708	6,650,900	389,900	6.2%
R827 Traffic Lights	1,546,305	1,634,900	1,569,507	1,556,790	(78,110)	-4.8%
Traffic Signals & Streetlighting	\$7,896,409	\$7,895,900	\$7,149,215	\$8,207,690	\$311,790	3.9%
Total Traffic & Transportation	\$10,162,388	\$10,896,525	\$9,769,089	\$11,245,720	\$349,195	3.2%
Fleet Services						
Fleet Admin						
R912 Fleet: Administration	417,293	441,522	440,206	521,420	79,898	18.1%
Fleet Admin	\$417,293	\$441,522	\$440,206	\$521,420	\$79,898	18.1%
Fleet: Ilsley Site						
R932 Transit Shop Maintenance	0	627,683	509,554	593,000	(34,683)	-5.5%
R933 Fleet R&M:Transit-Ilsley	(635)	0	6,673	(2,900)	(2,900)	-
R934 Fleet Ops:Transit-Ilsley	0	0	(0)	(700)	(700)	-
Fleet: Ilsley Site	(\$635)	\$627,683	\$516,227	\$589,400	(\$38,283)	-6.1%
Fleet:Thornhill Site						
R935 Bus Rebuild Program	(203)	0	(56)	(200)	(200)	-
R936 Fleet R&M:Transit-Thornhill	(91)	0	(30)	73,580	73,580	-
R955 Fleet R&M:Transit Ferry	0	0	(149)	0	0	-
R960 Fleet R&M:Transit-AAB	(0)	0	0	(100)	(100)	-
Fleet:Thornhill Site	(\$293)	\$0	(\$234)	\$73,280	\$73,280	-
Fleet: Turner Site						
R970 Fleet R&M:Municipal	(130,765)	0	(99,971)	(900)	(900)	-
Fleet: Turner Site	(\$130,765)	\$0	(\$99,971)	(\$900)	(\$900)	-
Fleet: Halifax Regional Water Commission						
R991 Fleet: R&M HRWC	0	0	105,240	0	0	-
Fleet: Halifax Regional Water Commission	\$0	\$0	\$105,240	\$0	\$0	-
Fleet Emergency						
R981 Fleet R&M:Fire	(0)	0	(11,179)	(300)	(300)	-
R985 Fleet R&M:Police	0	0	(95)	(100)	(100)	-
Fleet Emergency	\$0	\$0	(\$11,274)	(\$400)	(\$400)	-
Total Fleet Services	\$285,600	\$1,069,205	\$950,194	\$1,182,800	\$113,595	10.6%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Municipal Operations						
All Weather Program						
W187 Halifax Artificial Sportsfield	94,878	100,300	77,574	94,800	(5,500)	-5.5%
W190 Dartmouth Artificial Sportsfield	(4,730)	93,083	18,267	27,400	(65,683)	-70.6%
All Weather Program	\$90,148	\$193,383	\$95,842	\$122,200	(\$71,183)	-36.8%
Municipal Operations Admin						
W120 Operations Admin	239,846	208,110	251,981	298,540	90,430	43.5%
Municipal Operations Admin	\$239,846	\$208,110	\$251,981	\$298,540	\$90,430	43.5%
Municipal Operations Support						
R710 Municipal Operations Support	3,668,813	3,871,336	3,884,763	3,978,860	107,524	2.8%
Municipal Operations Support	\$3,668,813	\$3,871,336	\$3,884,763	\$3,978,860	\$107,524	2.8%
Streets & Roads						
R715 Administration - Streets & Roads	2,482,479	2,114,600	2,343,605	2,003,380	(111,220)	-5.3%
R720 Street Cleaning/Graffiti-all regions	2,025,717	2,029,892	2,321,796	2,086,250	56,358	2.8%
R721 Street Maintenance-West Region	511,576	476,227	420,562	493,400	17,173	3.6%
R732 Street Maintenance-Central Region	756,333	672,090	1,035,354	776,690	104,600	15.6%
R735 Street Maintenance-East Region	320,132	289,084	425,845	529,700	240,616	83.2%
R899 Streets Job Costing Clearing	(45,123)	0	0	0	0	-
Streets & Roads	\$6,051,115	\$5,581,893	\$6,547,162	\$5,889,420	\$307,527	5.5%
Ice Control (East, West and Central)						
R761 Ice Control	8,286,391	0	465,216	0	0	-
R771 East - Ice Control	0	1,877,318	2,095,829	1,215,480	(661,838)	-35.3%
R772 West - Ice Control	0	1,877,318	2,898,057	1,482,980	(394,338)	-21.0%
R773 Central - Ice Control	0	1,609,128	2,325,266	1,138,790	(470,338)	-29.2%
Ice Control (East, West and Central)	\$8,286,391	\$5,363,764	\$7,784,368	\$3,837,250	(\$1,526,514)	-28.5%
Plowing (East, West and Central)						
R762 Plowing	5,520,024	0	155,911	0	0	-
R774 East - Plowing	0	1,121,361	1,932,031	1,775,480	654,119	58.3%
R775 West - Plowing	0	1,121,362	2,276,045	2,228,380	1,107,018	98.7%
R776 Central Plowing	0	961,168	1,993,275	1,442,790	481,622	50.1%
Plowing (East, West and Central)	\$5,520,024	\$3,203,891	\$6,357,261	\$5,446,650	\$2,242,759	70.0%
Snow Removal (East, West and Central)						
R763 Snow Removal	247,970	0	14,428	0	0	-
R777 East - Snow Removal	0	81,253	226,926	56,600	(24,653)	-30.3%
R778 West - Snow Removal	0	135,422	593,207	96,000	(39,422)	-29.1%
R779 Central - Snow Removal	0	54,169	234,272	18,400	(35,769)	-66.0%
Snow Removal (East, West and Central)	\$247,970	\$270,844	\$1,068,832	\$171,000	(\$99,844)	-36.9%
Sidewalk Plowing/Ice Control (E, W & C)						
R764 Swlk Plow/Ice Control	4,559,888	0	931,811	0	0	-
R780 East - Sidewalk Plowing / Ice Control	0	1,399,466	1,276,142	1,041,080	(358,386)	-25.6%
R781 West - Sidewalk Plowing / Ice Control	0	1,224,534	1,530,314	1,627,230	402,696	32.9%
R782 Central - Sidewalk Plowing / Ice Control	0	874,667	324,702	58,540	(816,127)	-93.3%
Sidewalk Plowing/Ice Control (E, W & C)	\$4,559,888	\$3,498,667	\$4,062,968	\$2,726,850	(\$771,817)	-22.1%
Related Program Costs(East, West & Cent)						
R765 Related Program Cost	1,122,273	0	319,085	0	0	-
R783 East - Related Program Costs	0	449,470	357,191	93,780	(355,690)	-79.1%
R784 West - Related Program Cost	0	513,680	333,094	105,480	(408,200)	-79.5%
R785 Central - Related Program Costs	0	321,050	168,690	64,380	(256,670)	-79.9%
R768 Priority 2&3 Snow & Ice	0	0	1,330,136	0	0	-
Related Program Costs(East, West & Cent)	\$1,122,273	\$1,284,200	\$2,508,195	\$263,640	(\$1,020,560)	-79.5%
Sidewalks						
R738 Waverley Sidewalks	(6,153)	0	(6,551)	0	0	-
R739 Fall River Sidewalks	56,660	0	53,722	0	0	-
R740 Concrete Sidewalks-West & Bedford	627,496	757,664	648,017	767,400	9,736	1.3%
R741 Asphalt Curb/Walkways-East & Central	228,315	427,180	273,643	448,200	21,020	4.9%
R742 Concrete Sidewalks-East & Central	387,494	516,613	521,039	584,500	67,887	13.1%
R743 Asphalt Patching-all regions	675,980	690,600	1,003,048	828,900	138,300	20.0%
Sidewalks	\$1,969,791	\$2,392,057	\$2,492,918	\$2,629,000	\$236,943	9.9%

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Parks and Open Spaces						
R831 Parks/Open - Admin	379,618	241,900	38,575	243,600	1,700	0.7%
R845 Parks Urban Forestry	790,319	980,564	869,727	933,800	(46,764)	-4.8%
R850 Public Gardens & Greenhouse Operations	0	630,300	265,151	557,900	(72,400)	-11.5%
R851 Parks/Horticulture	1,528,782	840,608	1,487,698	927,300	86,692	10.3%
R852 Capital District Maint. (Weekend Shift)	0	521,900	170,395	547,500	25,600	4.9%
R855 Parks Cemeteries	454,587	174,733	513,970	58,300	(116,433)	-66.6%
R860 Parks/Open-West	638,881	744,200	770,338	666,000	(78,200)	-10.5%
Parks and Open Spaces	\$3,792,186	\$4,134,205	\$4,115,853	\$3,934,400	(\$199,805)	-4.8%
Sportsfields & Playgrounds						
W180 Playgrounds East	996,112	1,090,609	1,140,988	1,147,900	57,291	5.3%
W181 Sports/Play - Admin	106,627	425,100	279,356	423,300	(1,800)	-0.4%
W182 Sportsfields East	1,147,134	1,310,895	1,351,241	1,151,500	(159,395)	-12.2%
W184 Playgrounds West	700,462	911,722	750,603	856,700	(55,022)	-6.0%
W186 Sportsfields West	790,134	1,076,061	925,309	1,036,900	(39,161)	-3.6%
W189 Sports/Play R&M-fromCptl	1,603	0	0	0	0	-
Sportsfields & Playgrounds	\$3,742,073	\$4,814,387	\$4,447,498	\$4,616,300	(\$198,087)	-4.1%
Total Municipal Operations	\$39,290,518	\$34,816,737	\$43,617,642	\$33,914,110	(\$902,627)	-2.6%
Solid Waste Resources:						
Former Solid Waste System						
M431 Sackville Landfill Reserve	400,000	250,000	250,000	0	(250,000)	-100.0%
R311 MA Solid Waste Debt	330,782	319,590	319,590	307,700	(11,890)	-3.7%
R315 Leach. Trt./FlareStc	0	0	23,434	0	0	-
Former Solid Waste System	\$730,782	\$569,590	\$593,024	\$307,700	(\$261,890)	-46.0%
Admin WR						
R321 Administration - Waste Resources	(9,226,283)	(9,410,346)	(9,341,874)	(9,241,200)	169,146	-1.8%
Admin WR	(\$9,226,283)	(\$9,410,346)	(\$9,341,874)	(\$9,241,200)	\$169,146	-1.8%
SW Other						
R322 Collection & RRFB	6,385,526	7,814,979	7,643,186	8,591,400	776,421	9.9%
R323 Waste Resources System-Debt Charges	1,926,623	1,159,894	1,159,893	136,800	(1,023,094)	-88.2%
R324 Compost Fac.Burnside	2,410,862	2,502,000	2,510,685	2,545,000	43,000	1.7%
R325 Compost Fac.Ragged Lake	2,289,247	2,420,000	2,387,480	2,435,000	15,000	0.6%
R328 Rural Depots	151,895	150,400	177,535	155,000	4,600	3.1%
R330 Material Recovery Facility	716,359	1,205,000	1,200,945	1,424,100	219,100	18.2%
R331 RRFB Contract	(177,308)	(1,897)	46,516	(100)	1,797	-94.7%
R332 Operating Reserve	300,000	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	314,657	327,860	297,938	327,900	40	0.0%
R334 Household Hazardous Waste	310,434	393,301	329,417	393,300	(1)	-0.0%
SW Other	\$14,628,296	\$16,271,537	\$16,053,597	\$16,308,400	\$36,863	0.2%
Otter Lake						
R326 Otter Lake Waste Stabilization Facility	3,475,540	3,431,781	3,422,822	2,947,700	(484,081)	-14.1%
R327 Otter Lake Residuals Disposal Facility	4,606,582	6,250,631	6,240,686	6,927,300	676,669	10.8%
R329 Otter Lake FEP	9,563,557	10,556,357	9,752,730	10,090,400	(465,957)	-4.4%
Otter Lake	\$17,645,679	\$20,238,769	\$19,416,238	\$19,965,400	(\$273,369)	-1.4%
Solid Waste Resources	\$23,778,473	\$27,669,550	\$26,720,985	\$27,340,300	(\$329,250)	-1.2%
Total	\$118,015,199	\$123,835,340	\$132,210,571	\$98,484,770	(\$25,350,569)	-20.5%

Transportation & Public Works

Summary by Expense & Revenue Types

	2007-2008 Actual	2008-2009 Budget	2008-2009 Actual Unaudited	2009-2010 Budget	Budget	Change over %
Expenditures						
Compensation & Benefits	72,440,224	75,595,663	76,420,749	79,578,600	3,982,937	5.3%
Office	869,439	994,214	867,073	1,195,100	200,886	20.2%
Professional Fees	19,045,200	20,534,874	19,473,144	20,425,000	(109,874)	-0.5%
Legal & Consulting Fees	207,584	178,302	108,173	175,100	(3,202)	-1.8%
External Services	25,705,997	25,788,657	31,220,517	27,647,600	1,858,943	7.2%
Uniforms & Clothing	333,188	509,110	530,283	564,300	55,190	10.8%
Salt	3,722,989	1,600,000	3,116,338	1,600,600	600	0.0%
Supplies & Materials	3,012,398	2,859,063	3,204,367	2,873,800	14,737	0.5%
Utilities	10,771,567	10,828,869	10,005,178	11,073,100	244,231	2.3%
Building Costs	3,943,012	4,027,124	4,393,530	4,481,700	454,576	11.3%
Equipment & Communications	9,117,584	5,046,559	8,041,709	4,016,700	(1,029,859)	-20.4%
Vehicle Expense	19,028,803	18,983,186	21,025,593	20,638,100	1,654,914	8.7%
Travel	322,936	331,626	360,412	429,400	97,774	29.5%
Training & Education	237,827	284,124	166,378	305,500	21,376	7.5%
Facilities Rental	2,112,886	3,514,200	2,596,799	3,151,500	(362,700)	-10.3%
Advertising & Promotion	482,525	608,996	558,812	600,800	(8,196)	-1.3%
Other Goods & Services	2,253,648	874,352	1,589,532	1,943,170	1,068,818	122.2%
Interdepartmental	(8,759,989)	(7,879,558)	(8,456,277)	(7,902,800)	(23,242)	0.3%
Debt-Interest	3,005,548	2,518,075	2,538,078	2,006,800	(511,275)	-20.3%
Debt Principal	9,927,645	8,975,549	9,019,065	6,688,900	(2,286,649)	-25.5%
Insurance Costs	18,000	20,300	36,807	20,300	0	0.0%
Transfer to/from Reserves	(3,677,665)	2,509,166	2,759,441	3,613,500	1,104,334	44.0%
Other Fiscal	(3,568,289)	(1,044,496)	(3,651,854)	(972,600)	71,896	-6.9%
Prior year Surplus/Deficit	0	1,252,777	1,309,477	322,449	(930,328)	-74.3%
Total	\$170,553,055	\$178,910,733	\$187,233,324	\$184,476,619	\$5,565,887	3.1%
Revenues						
Tax Revenues	(\$160,500)	(\$226,400)	(\$226,400)	(1,300)	225,100	-99.4%
Area Rate Revenue	(997,814)	(2,733,677)	(2,638,137)	(30,666,649)	(27,932,972)	1021.8%
Transfers from other Gov'ts	(3,590,506)	(3,513,668)	(3,959,903)	(3,479,300)	34,368	-1.0%
Interest Revenue	47	0	0	0	-	
Licenses & Permits	(227,693)	(245,566)	(251,023)	(249,000)	(3,434)	1.4%
Rental & Leasing	(3,008,556)	(3,140,320)	(2,939,171)	(3,181,300)	(40,980)	1.3%
Transit Revenue	(27,446,188)	(28,760,742)	(28,021,373)	(31,841,100)	(3,080,358)	10.7%
Recreational Revenue	(2,697)	0	(3,726)	0	0	-
Tipping Fees - Waste Resources	(11,228,004)	(11,422,932)	(11,157,151)	(11,301,500)	121,432	-1.1%
Sales Revenue	(3,321,510)	(2,722,600)	(2,512,394)	(2,188,800)	533,800	-19.6%
HRWC Dividend	182	0	0	0	-	
Other Revenue	(2,554,617)	(2,225,344)	(3,313,931)	(2,998,800)	(773,456)	34.8%
Interdepartmental Revenue	0	(84,144)	0	(84,100)	44	-0.1%
Total	(\$52,537,856)	(\$55,075,393)	(\$55,022,753)	(\$85,991,849)	(\$30,916,456)	56.1%
Net Cost	\$118,015,199	\$123,835,340	\$132,210,571	\$98,484,770	(\$25,350,569)	-20.5%

Reserves

Purpose of Reserves

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

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

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

Strategies for Reserves

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

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

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

Equipment and Operating Reserves

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

Equipment Reserves:

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

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

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

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

Pollution Control Reserve:

Q105 Environmental Control (2000): This reserve provides operating and capital funding for the Municipality's sewage treatment plants, a domestic water plant, a sludge transport unit and a biosolids stabilization lagoon, as well as various interceptor sewers, pumping stations and associated forcemains. The reserve is funded through the Environmental Protection Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission and from interest paid to the reserve.

Operating Reserves:

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

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

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

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

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

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

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

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

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

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

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

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

Q319 Major Events Facilities (2006): This reserve is used for the development of major cultural and public event facilities. Funding to come from the operating budget of Fiscal Services (M580) and from interest paid to the reserve.

Q320 Operating Costs of New Capital (2006): This reserve is used to smooth fluctuations in

operating costs of new capital due to the timing of completion of related capital projects. Any initial implementation and operating costs associated with a new capital asset are budgeted in the same year as the capital project. For a variety of reasons, completion of capital projects may occur later than the end of the year in which they are approved. Without a mechanism to carry forward funds, any implementation and initial ongoing operating funds unexpended at the end of the fiscal year must be re-budgeted in the following fiscal year. This will produce a favorable variance in the current fiscal year, while putting pressure on the operating budgets in subsequent years. The unexpended operating costs of new capital funds in the operating budget of Fiscal Services (M317) will move to this reserve at year end.

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

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

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

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

Capital Reserves

The Municipal Government Act addresses these types of reserves in Sections 99 and 100. The general intent of these funds is to provide for future contingencies that have a high probability of occurring and have a long range (5 - 30 years) time line.

Q101 Sale of Capital Assets (1999): It is Council's intention that this reserve be primarily used for the acquisition of land, buildings and similar fixed assets. The reserve was created in accordance with the requirements of Section 99 of the Municipal Government Act (MGA). Under this Act, funds may only be used for either (1) capital expenditures for which the municipality may borrow; or (2) repayment of the principal portion of capital debt. Funding is to come from the sale of real property, other than the sale of Business/Industrial Parks land, and from interest paid to the reserve.

Q121 Business/Industrial Parks Expansion (1999): This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business and industrial parks. The reserve was created in accordance with the requirements of Section 99 of the Municipal Government Act (MGA) which requires that any proceeds from the sales of land be deposited into a Capital Reserve fund. Specifically, funding for this reserve is to come from the sale of land in HRM business and industrial parks and from interest paid to reserve.

Q103 Capital Surplus (1999): This reserve is for any purpose identified in Section 99 of the MGA under the Capital Reserve Section including (1) capital expenditures for which the Municipality may borrow and (2) repayment of the principal portion of capital debt. Funding to come from any surplus funds remaining from debentures issued, any capital grant not expended, funds in excess of twenty years in the Tax Sale Surplus Trust account, operating budget of Fiscal Services (M310) and from interest paid to the reserve.

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

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

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

Q123 Waste Resources (2000): To provide funding for the construction of landfill cells and purchase of equipment including replacement carts to operate the waste resources program. Funding

to come from the operating budget of Fiscal Services (M461) and from interest paid to the reserve.

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

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

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

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

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

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

Q130 New Capital Replacement (2006): As part of its Long Term Capital strategy, HRM created this capital replacement reserve for a variety of capital assets that have no such specific reserve. The

intent of the reserve is to fund the replacement of existing capital assets which have reached the end of their useful life. Priority will be given to projects that support the legislated mandate of the municipality and to projects that reduce current operating costs. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid in reserve.

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

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

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

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

Q136 Strategic Transit Fund (2006): As outlined in the Transit Funding Agreement between the Province of Nova Scotia and Halifax Regional Municipality, HRM will receive annual Strategic Transit funding. This agreement falls under the Canada-Nova Scotia Agreement on the Transfer of Federal Public Transit Funds. In return, the municipality is required to use the funds for investment in public transit infrastructure and to provide accountability documentation to the provincial government, who

will act as administrator of the funds. The Municipality is required to maintain a separate accounting for the funds provided and for the interest earned on unexpended funds.

Q137 Regional Capital Cost Charges: This reserve will be used to fund the growth-related share of regional infrastructure for which a Capital Cost Contribution (CCC) is collected. CCCs collected for 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.

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

Q110 Windsor Junction Water (Pre-amalgamation): This reserve will be used to reimburse HRWC for costs incurred to oversize the water system in Windsor Junction charge area. Funding to come from capital costs contribution charges (CCC) collected from benefitting developers as they hook up to the system.

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

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.

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.

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.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2010 based on the 2009-2010 Proposed Operating and Capital Budgets.

**HALIFAX REGIONAL MUNICIPALITY
APPROVED RESERVE BUDGET 09/10
TO MARCH 31, 2010**

	Projected 31-Mar-09	Contributions	Interest	Withdrawals	Projected Balance 31-Mar-10
Equipment Reserves	\$1,604,041	\$541,000	\$23,633	(\$310,000)	\$1,858,674
Operating Reserves	\$17,914,220	\$5,624,769	\$265,586	(\$5,843,085)	\$17,961,490
Capital Reserves	\$27,538,459	\$49,226,117	\$713,428	(\$49,847,100)	\$27,630,904
Pollution Control Reserves	\$2,843,712	\$11,694,408	\$361,745	(\$12,008,383)	\$2,891,482
	<u>\$49,900,432</u>	<u>\$67,086,295</u>	<u>\$1,364,391</u>	<u>(\$68,008,568)</u>	<u>\$50,342,550</u>

HALIFAX REGIONAL MUNICIPALITY
APPROVED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET
to March 31, 2010

		Projected Available Balance 31-Mar-09	2009/10 Budgeted Contributions	2009/10 Projected Interest	2009/10 Capital Budget Withdrawals	2009/10 Operating Budget Withdrawals	2009/10 Other Budgeted Withdrawals	Projected Available Balance 31-Mar-10
Equipment Reserves								
Q204	General Fleet	1,312,865	145,000	16,787	-	-	-	1,474,652
Q205	Police Vehicles	189,548	54,000	2,663	-	-	-	246,211
Q206	Fire Vehicles	72,727	342,000	3,834	(310,000)	-	-	108,561
Q213	Fuel System	28,900	-	349	-	-	-	29,249
	Total Equipment Reserves	1,604,041	541,000	23,633	(310,000)	-	-	1,858,674
Pollution Control Reserves								
Q105	Environmental Control	2,843,712	11,694,408	361,745	-	-	(12,008,383)	2,891,482
Q106	Wastewater/Storm water Management	-	-	-	-	-	-	-
	Total Pollution Control Reserves	2,843,712	11,694,408	361,745	-	-	(12,008,383)	2,891,482
Operating Reserves								
Q117	Sludge Tipping Fees	-	-	-	-	-	-	-
Q306	Self Insurance	4,073,409	-	47,047	-	(335,500)	-	3,784,956
Q308	Operations Stabilization	522,370	-	6,303	-	-	-	528,673
Q309	Snow & Ice Control	3,076,824	624,600	41,043	-	-	-	3,742,467
Q310	Service Improvement	1,809,338	116,069	23,381	-	(225,500)	-	1,723,288
Q311	Cemetery Maintenance	134,843	-	1,627	-	-	-	136,470
Q312	Cultural Development Reserve	104,501	93,000	4,069	(40,000)	(50,000)	-	111,570
Q313	Municipal Elections	356,115	202,000	6,124	-	-	-	564,239
Q314	EMO Cost Recovery	418,296	25,000	4,795	-	-	-	448,091
Q315	Special Events	766,673	1,100,000	4,876	(300,000)	(1,515,000)	-	56,549
Q316	DNA Costs (HRP and RCMP)	101,881	111,100	643	-	(109,300)	-	104,324
Q317	Titanic Reserve	5,849	-	71	-	-	-	5,920
Q318	Library Capital Campaign	514,386	-	5,554	-	(100,000)	-	419,940
Q319	Major Events Facilities	401,458	-	37,585	-	-	-	439,043
Q320	Operating Cost of Capital	144,807	2,900,000	14,319	-	(2,900,000)	-	159,126
Q321	Information & Communication Tech	3,420,925	-	40,344	(200,000)	(67,785)	-	3,193,484
Q322	Police Emergency/Extraordinary Investigat	649,774	-	7,840	-	-	-	657,614
Q323	Police Officer On the Job Injury	561,765	-	6,778	-	-	-	568,543
Q324	Commons Enhancement	1,006	-	12	-	-	-	1,018
Q325 **	Police Provincial Agreement	850,000	453,000	13,173	-	-	-	1,316,173
	Total Operating Reserves	\$17,914,220	\$5,624,769	\$265,586	\$ (540,000)	\$ (5,303,085)	\$ -	\$17,961,490
	Total Reserves	\$22,361,973	\$17,860,177	\$650,964	\$ (850,000)	\$ (5,303,085)	\$ (12,008,383)	\$22,711,646

** Report being prepared to present to Council seeking approval of this new reserve in May 09

HALIFAX REGIONAL MUNICIPALITY
APPROVED CAPITAL RESERVE FUNDS BUDGET
to March 31, 2010

		Projected Available Balance 31-Mar-09	2009/10 Budgeted Contributions	2009/10 Projected Interest	2009/10 Capital Budget Withdrawals	2009/10 Operating Budget Withdrawals	2009/10 Other Budgeted Withdrawals	Projected Available Balance 31-Mar-10
Capital Reserves								
Q101	Sale of Capital Assets	83,705	1,189,608	20,032	(350,000)		(93,000)	850,345
								-
Q121	Business/Industrial Parks Expansion	(5,099,590)	7,579,403	11,339	(2,100,000)	-	-	391,152
								-
Q103	Capital Surplus	1,045,807	-	24,000	-	-	-	1,069,807
								-
Q104	Sewer Redevelopment	-	-	-	-	-	-	-
								-
Q107	Parkland Development	284,712	450,000	14,965	(700,000)	-	-	49,677
								-
Q119	Sackville Landfill Closure	5,181,073	-	68,028	(210,000)	(374,900)	-	4,664,201
						-		-
Q120	Otter Lake Landfill Closure	522,346	2,971,256	5,999	(3,367,000)		-	132,601
								-
Q122	Water Treatment Plants Infrastructure	-	-		-	-	-	-
								-
Q123	Waste Resources	2,338,364	300,000	20,153	(2,420,000)	-	-	238,517
								-
Q124	Upper Sackville Turf	246,053	25,000	3,130	-	-	-	274,183
								-
Q125	Metro Park Parkade	1,412,652	223,800	20,200	(7,000)	-	-	1,649,652
								-
Q126	Strategic Growth	1,760,824	5,000,000	74,332	(4,600,000)	(1,000,000)	-	1,235,156
								-
Q127	Sustainable Communities	63,802	313,975	4,383	-	(289,200)		92,959
								-
Q128	Rural Fire	559,923	250,000	6,877	(350,000)	-	-	466,800
								-
Q129	Ferry Replacement	5,536,095	1,300,000	75,786	-	-	-	6,911,881
								-
Q130	New Capital Replacement	3,564,501	294,733	12,297	(3,383,000)	-	-	488,531
								-
Q131	Energy & Underground Services	242,683	169,142	5,498	-	-	-	417,323
								-
Q132	Facilities Renewal	-	-		-	-	-	-
								-
Q133	CCC Bedford South Interchange	1,413,005	450,000	14,608	(1,858,000)	-	-	19,613
								-
Q134	Gax Tax Reserve	2,224,427	20,376,000	67,083	(20,376,000)	-	-	2,291,510
								-
Q135	Alderney Gate Recapitalization	503,016	405,200	6,962	(450,000)	-	-	465,178
								-
Q136	Strategic Transit Fund	4,890,167	7,919,000	246,551	(7,919,000)	-	-	5,136,718
								-
Q137	Regional capital cost contribution	675,581	-	8,083	-	-	-	683,664
								-
Q108	Kingswood Water	3,756	-	48	-	-	-	3,804
Q110	Windsor Junction Water	-	2,000	2,507	-	-	-	4,507
Q112	5594-96 Morris St	68,320	7,000	373	-	-	-	75,693
Q113	Rockingham Community Centre	13,127	-	160	-	-	-	13,287
Q115	Captain William Spry	1,717	-	24	-	-	-	1,741
Q116	Richmond School	2,394	-	12	-	-	-	2,406
	Total Capital Reserves	\$27,538,459	\$49,226,117	\$713,428	(\$48,090,000)	(\$1,664,100)	(\$93,000)	\$27,630,904

**Halifax Regional Municipality
Proposed 2009-10 Capital Budget by Asset Category**

2009-10 Pre-Approved Budget	Total Gross 2009/10	Cost Sharing	Reserves	2009-10 External Funding	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Buildings	32,192,800	(2,333,334)	(8,773,018)	(2,333,334)	(11,106,352)	21,086,448	726,878
Business Tools	1,728,300	-(200,000)		-	(200,000)	1,528,300	572,122
Community & Property Dev.	1,987,600	-(300,000)		-	(300,000)	1,687,600	151,000
District Activity Funds	1,495,000	-	-	-	-	1,495,000	-
Equipment & Fleet	9,486,000	-(2,261,000)		-	(2,261,000)	7,225,000	-
Industrial Parks	3,600,000)		(2,600,000)	(1,000,000)	(3,600,000)	-	-
Metro Transit	27,598,800	(394,000)	-	(394,000)	(394,000)	27,204,800	752,000
Parks & Playgrounds	9,927,500)		(1,600,000)	(1,978,000)	(3,578,000)	6,350,000	472,000
Streets & Roads	27,468,000	(2,600,000)	-	(5,968,000)	(5,968,000)	21,500,000	-
Sidewalks, Curbs & Gutters	4,510,000	-	-	(1,010,000)	(1,010,000)	3,500,000	-
Solid Waste	4,536,000)		(4,218,000)	(318,000)	(4,536,000)	-	-
Traffic Improvements	17,286,000	(235,000)	(1,858,000)	(6,993,000)	(8,851,000)	8,435,000	176,000
Total	141,816,500	(8,858,334)	(21,810,018)	(19,994,334)	(41,804,352)	100,012,148	2,850,000
Halifax Regional Water Comm. Projects							
Funded from Gas Tax							
Stormwater & Wastewater Projects	5,100,000					5,100,000	
Total	5,100,000					5,100,000	
Funded from HRWC Dividend							
Sewer Lateral Replacements						-	
Other Integrated Projects						-	
Vehicles & Equipment						-	
Funded from HRWC Dividend	-					-	
Total HRWC Projects	5,100,000					5,100,000	
Capital Budget	\$ 146,916,500					\$ 105,112,148	
Summary of Funding Sources							
External Funding							
Cost Sharing				(8,858,334)			
Local Improvement Charges				(4,378,000)			
Capital Cost Contribution				(6,758,000)			
Infrastructure				-			
Total				(19,994,334)			
Borrowing & Other Transfers							
Debt						(31,826,980)	
Capital from Operating						(33,849,700)	
Capital Surplus (Cappool)						(3,078,763)	
Crespool						(2,961,705)	
Gas Tax						(25,476,000)	
HRWC Dividend						-	
Transit Funding Agreement						(7,919,000)	
						(105,112,148)	
Total							

	Total Gross 2010/11	Reserves	External Total Funding	2010-11 Funding	Borrowing & Other Transfers	2010-11 Operating Cost
Buildings	43,567,000	(6,389,000)	(19,334,000)	(25,723,000)	17,844,000	1,254,000
Business Tools	1,855,000	-	-	-	1,855,000	323,000
Community & Property Dev.	4,220,000	-	(500,000)	(500,000)	3,720,000	282,000
District Activity Funds	1,495,000	-	-	-	1,495,000	-
Equipment & Fleet	10,556,000	(2,816,000)	-	(2,816,000)	7,740,000	1,000
Industrial Parks	17,742,000	(13,334,000)	(4,408,000)	(17,742,000)	-	-
Metro Transit	26,284,000	-	-	-	26,284,000	9,008,000
Parks & Playgrounds	16,637,000	(700,000)	(11,100,000)	(11,800,000)	4,837,000	98,000
Streets & Roads	24,099,000	-	(3,250,000)	(3,250,000)	20,849,000	-
Sidewalks, Curbs & Gutters	4,636,000	-	(1,250,000)	(1,250,000)	3,386,000	-
Solid Waste	6,099,000	(6,099,000)	-	(6,099,000)	-	50,000
Traffic Improvements	9,383,000	(450,000)	(226,000)	(676,000)	8,707,000	58,000
Total	166,573,000	(29,788,000)	(40,068,000)	(69,856,000)	96,717,000	11,074,000

\$ 96,717,000

Cost Sharing	(36,818,000)
Local Improvement Charges	(3,250,000)
Capital Cost Contribution	-
Infrastructure	-
Total	(40,068,000)

Debt	(28,365,000)
Capital from Operating	(39,452,000)
Capital Surplus	
Crespool	(300,000)
Gas Tax	(25,000,000)
HRWC Dividend	(3,600,000)
Transit Funding Agreement	
	(96,717,000)

R2

	Total Gross 2011/12	Reserves	External Total Funding	2011-12 Funding	Borrowing & Other Transfers	2011-12 Operating Cost
Buildings	37,441,000	(506,000)	(14,667,000)	(15,173,000)	22,268,000	506,000
Business Tools	1,909,000	-	-	-	1,909,000	211,000
Community & Property Dev.	3,829,000	-	-	-	3,829,000	65,000
District Activity Funds	1,495,000	-	-	-	1,495,000	-
Equipment & Fleet	10,465,000	(2,499,000)	-	(2,499,000)	7,966,000	11,000
Industrial Parks	5,100,000	(5,100,000)	-	(5,100,000)	-	-
Metro Transit	26,905,000	-	-	-	26,905,000	6,185,000
Parks & Playgrounds	5,678,000	(700,000)	-	(700,000)	4,978,000	62,000
Streets & Roads	24,664,000	-	(3,250,000)	(3,250,000)	21,414,000	-
Sidewalks, Curbs & Gutters	4,735,000	-	(1,250,000)	(1,250,000)	3,485,000	-
Solid Waste	21,783,000	(21,783,000)	-	(21,783,000)	-	50,000
Traffic Improvements	12,341,000	(3,380,000)	-	(3,380,000)	8,961,000	58,000
Total	156,345,000	(33,968,000)	(19,167,000)	(53,135,000)	103,210,000	7,148,000

\$ 103,210,000

External Funding

(19,167,000)

Debt

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R3

	Total Gross 2012/13	Reserves	External Total Funding	2012-13 Funding	Borrowing & Other Transfers	2012-13 Operating Cost
Buildings	35,737,000	(559,000)	(14,000,000)	(14,559,000)	21,178,000	1,905,000
Business Tools	2,068,000	-	-	-	2,068,000	105,000
Community & Property Dev.	4,445,000	-	(300,000)	(300,000)	4,145,000	65,000
District Activity Funds	1,495,000	-	-	-	1,495,000	-
Equipment & Fleet	10,565,000	(1,937,000)	-	(1,937,000)	8,628,000	11,000
Industrial Parks	11,100,000	(11,100,000)	-	(11,100,000)	-	-
Metro Transit	20,028,000	-	-	-	20,028,000	2,897,000
Parks & Playgrounds	6,093,000	(700,000)	-	(700,000)	5,393,000	65,000
Streets & Roads	26,321,000	-	(3,250,000)	(3,250,000)	23,071,000	-
Sidewalks, Curbs & Gutters	5,275,000	-	(1,500,000)	(1,500,000)	3,775,000	-
Solid Waste	3,394,000	(3,394,000)	-	(3,394,000)	-	50,000
Traffic Improvements	9,707,000	-	-	-	9,707,000	27,000
Total	136,228,000	(17,690,000)	(19,050,000)	(36,740,000)	99,488,000	5,125,000

\$ 99,488,000

External Funding

10

Debt

(99,488,000)

	Total Gross 2013/14	Reserves	External Total Funding	2013-14 Funding	Borrowing & Other Transfers	2013-14 Operating Cost
Buildings	14,728,000	(550,000)	-	(550,000)	14,178,000	486,000
Business Tools	2,068,000	-	-	-	2,068,000	20,000
Community & Property Dev.	4,145,000	-	-	-	4,145,000	65,000
District Activity Funds	1,495,000	-	-	-	1,495,000	-
Equipment & Fleet	10,641,000	(2,013,000)	-	(2,013,000)	8,628,000	11,000
Industrial Parks	11,100,000	(11,100,000)	-	(11,100,000)	-	-
Metro Transit	20,028,000	-	-	-	20,028,000	3,318,000
Parks & Playgrounds	6,093,000	(700,000)	-	(700,000)	5,393,000	60,000
Streets & Roads	26,321,000	-	(3,250,000)	(3,250,000)	23,071,000	-
Sidewalks, Curbs & Gutters	5,275,000	-	(1,500,000)	(1,500,000)	3,775,000	-
Solid Waste	1,185,000	(1,185,000)	-	(1,185,000)	-	50,000
Traffic Improvements	9,707,000	-	-	-	9,707,000	53,000
Total	112,786,000	(15,548,000)	(4,750,000)	(20,298,000)	92,488,000	4,063,000

\$ 92,488,000

Cost Sharing	(1,250,000)
Local Improvement Charges	(3,500,000)
Capital Cost Contribution	-
Infrastructure	-
Total	(4,750,000)

R5

Total

Halifax Regional Municipality 2009-10 Approved Capital Budget (000's of \$'s)										
Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Buildings										
A25 CB100091 Mainland Commons Recreation Facility	-							-	-	100,000
A18 CB200454 Gordon R. Snow Community Centre	1,000,000							-	1,000,000	114,000
A10 CBJ00979 Dutch Settlement - New Fire Station	675,000							-	675,000	
A16 CBX01102 Fire Station Land Acquisition	-							-	-	
A36 CBX01101 Three Harbour Fire Station	-							-	-	
A34 CBM01074 Storeroom Equipment Upgrades	55,000							-	55,000	
A19 CBX01046 Halifax City Hall StoneRestoration	1,000,000		(283,000)	Q130				(283,000)	717,000	
A38 CBX01056 StrategicCommunityFacilityPlanning	115,000							-	115,000	
A20 CBX01100 Herring Cove Fire Station	250,000	(166,667)						(166,667)	83,333	
A29 CBX01103 New Bedford West Fire Station	-							-	-	
A28 CBX01140 Metropark Upgrades	7,000		(7,000)	Q125				(7,000)	-	
A30 CBX01141 North Preston Community Centre Expansion	500,000							-	500,000	70,000
A7 CBX01148 Centennial Pool Upgrades	-							-	-	
A4 CBX01151 All Buildings Program (Bundle)	675,000							-	675,000	
A26 CBX01152 Major Facilities-Upgrades (Bundle)	3,690,000		(3,100,000)	Q130 & Q126				(3,100,000)	590,000	
A15 CBX01153 Facilities Upgrdes-General(Bundle)	125,000							-	125,000	
A2 CBX01154 Accessibility - HRM Facilities	200,000							-	200,000	
A35 CBX01156 Various Recreation Facilities Upgrades(Bundle)	900,000							-	900,000	
A3 CBX01157 Alderney Gate Recapitalizatin(Bundle)	450,000		(450,000)	Q135				(450,000)	-	
A5 CBX01158 Arena Upgrades (Bundle)	378,000							-	378,000	
A9 CBX01159 Core Fire Srvcs Stns Upgrds(Bundle)	353,000							-	353,000	
A12 CBX01160 Emergency Generator Replacement	200,000							-	200,000	
A13 CBX01161 Energy Efficiency Projects	500,000							-	500,000	
A14 CBX01162 Environmental RemedtnvBldg Demolition	200,000		(200,000)	Q101				(200,000)	-	
A37 CBX01163 Undergrnd Tanks (Bundle)	1,500							-	1,500	
A32 CBX01165 Regional Library-Facility Upgrds (Bundle)	512,000							-	512,000	
A27 CBX01166 Managmnt Agreeemnt Comm Ctrs-Upgrds	500,000							-	500,000	
A33 CBX01167 Rural Fire Srvcs StnsUpgrds(Bundle)	400,000							-	400,000	
A22 CBX01168 HRM Heritage Bldings Upgrds(Bndle)	997,000		(40,000)	Q312				(40,000)	957,000	
A21 CBX01169 HRM Admin Bldings-Upgrades(Bundle)	850,000							-	850,000	
A22 CBX01170 HRM Depot Upgrades (Bundle)	340,000							-	340,000	
A17 CBM00711 Fuel Depot Upgrades	400,000							-	400,000	
A24 CBX01210 Hubley Fire Station	250,000	(166,667)						(166,667)	83,333	
A11 CBX01211 East Dartmouth Fire Station	-							-	-	
A39 CBW00977 Woodlawn Public Library Expansion	-							-	-	442,878
A31 CBG00720 Prospect Community Centre	-							-	-	
A6 CBX01144 Bedford 4-pad Arena	14,667,000	(2,000,000)	(2,690,718)	Q126 & Q130				(4,690,718)	9,976,282	
A8 CBW00978 Central Library	2,000,000		(2,000,000)	Q130				(2,000,000)	-	
A1 CBX01224 3790 Mackintosh - Bldg Demolition	2,300		(2,300)	Q101				(2,300)	-	
Total Buildings	32,192,800	(2,333,334)	(8,773,018)	-	-	-	-	(11,106,352)	21,086,448	726,878

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Business Tools										
B10 CBM00986 Non Inventoried Asset Management	3,400							-	3,400	-
B7 CBU01202 HRM Security Mngemnt-Security Cards	100,000		(100,000)	Q321 ICT				(100,000)	-	15,000
B8 CID00630 InfoTech Infrastructure Recapitalization	410,000							-	410,000	
B2 CID00631 Asset Management	500,000							-	500,000	385,000
B4 CID00710 Corporate Document/Record Management	310,000							-	310,000	95,500
B3 CID01122 Corporate Customer Database	113,400							-	113,400	27,622
B1 CIK01176 911/NonEmerg Line Recording System	1,500							-	1,500	
B6 CID00748 Fibre Optics Network	100,000		(100,000)	Q321				(100,000)	-	
B5 CID01235 Council Chamber Upgrades	40,000							-	40,000	
Future Business Tools	-							-	-	
B9 CIR00256 GIS Infrastructure Upgrade	150,000							-	150,000	49,000
Total Business Tools	1,728,300	-	(200,000)		-	-	-	(200,000)	1,528,300	572,122

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Community & Property Development										
C1 CDX01241 Bloomfield Detailed Planning and Design	75,000							-	75,000	
C4 CB200453 Dartmouth East Community Centre	-							-	-	63,000
C9 CBG00700 Peninsula Gym	-							-	-	13,000
C7 CDG00493 Shubenacadie Canal Comm/Canal Greenway	-							-	-	10,000
C6 CDG01135 HRM Public Art & Civic Collections	150,000							-	150,000	
C3 CDG01137 Community Event Upgrades	70,000							-	70,000	15,000
C13 CDX01145 Sheet Harbour Mainstreet Project	-							-	-	
C12 CDV00721 Watershed Environmental Studies	300,000							-	300,000	
C10 CDV00734 Streetscaping in center hubs/corridors	860,000							-	860,000	50,000
C2 CDV00738 Center plans/Design (Visioning)	200,000							-	200,000	
C5 CDX01182 Downtown Streetscapes	31,500							-	31,500	-
C11 CDX01213 Utility Wire Undergrounding	1,100							-	1,100	
C8 CWI00967 Land Acquisition Otter Lake	300,000		(300,000)	Q123				(300,000)	-	
Total Community & Property Development	1,987,600	-	(300,000)	-	-	-	-	(300,000)	1,687,600	151,000

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
District Activity Funds										
CCV00651 District 1 Capital Funds	65,000							-	65,000	
CCV00652 District 2 Capital Funds	65,000							-	65,000	
CCV00653 District 3 Capital Funds	65,000							-	65,000	
CCV00654 District 4 Capital Funds	65,000							-	65,000	
CCV00655 District 5 Capital Funds	65,000							-	65,000	
CCV00656 District 6 Capital Funds	65,000							-	65,000	
CCV00657 District 7 Capital Funds	65,000							-	65,000	
CCV00658 District 8 Capital Funds	65,000							-	65,000	
CCV00659 District 9 Capital Funds	65,000							-	65,000	
CCV00660 District 10 Capital Funds	65,000							-	65,000	
CCV00661 District 11 Capital Funds	65,000							-	65,000	
CCV00662 District 12 Capital Funds	65,000							-	65,000	
CCV00663 District 13 Capital Funds	65,000							-	65,000	
CCV00664 District 14 Capital Funds	65,000							-	65,000	
CCV00665 District 15 Capital Funds	65,000							-	65,000	
CCV00666 District 16 Capital Funds	65,000							-	65,000	
CCV00667 District 17 Capital Funds	65,000							-	65,000	
CCV00668 District 18 Capital Funds	65,000							-	65,000	
CCV00669 District 19 Capital Funds	65,000							-	65,000	
CCV00670 District 20 Capital Funds	65,000							-	65,000	
CCV00671 District 21 Capital Funds	65,000							-	65,000	
CCV00672 District 22 Capital Funds	65,000							-	65,000	
CCV00673 District 23 Capital Funds	65,000							-	65,000	
Total District Activity Funds	1,495,000	-	-	-	-	-	-	-	1,495,000	-

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Equipment & Fleet										
D8 CEJ01220 Opticom Signalization System	80,000		(80,000)	Q206				(80,000)	-	
D1 CBM01073 Bulk Lubricant Dispensing Equip.	-							-	-	
D3 CEU01132 Fleet Services - Shop Equipment	100,000							-	100,000	
D4 CHJ01221 Fire Services Water Supply	400,000							-	400,000	
D15 CHU01212 Vehicle Weigh Scales	-							-	-	
D5 CVD01087 Fleet Vehicle Replacement	2,100,000							-	2,100,000	
D6 CVJ01088 Fire Apparatus Replacement	3,250,000		(350,000)	Q128				(350,000)	2,900,000	
D7 CVJ01089 Fire Utility Replacement	230,000		(230,000)	Q206				(230,000)	-	
D2 CVJ01222 EMO Emergency Situational Trailer	-							-	-	
D10 CVK01090 Police Marked Cars	1,725,000							-	1,725,000	
D11 CVK01205 Police Negotiations Unit	-							-	-	
D13 CWU01215 Rural Refuse Trailers	250,000		(250,000)	Q123				(250,000)	-	
D14 CEJ01227 Self Contained Breathing Apparatus Replacement	-							-	-	
D12 CVU01207 Replacement Ice Resurfacers	-							-	-	
D9 CWU01218 Otter Lake Equipment	1,351,000		(1,351,000)	Q123				(1,351,000)	-	
Total Equipment & Fleet	9,486,000	-	(2,261,000)	-	-	-	-	(2,261,000)	7,225,000	

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Industrial Parks										
E1 CQ300742 Aerotech Repositioning & Dvlmnt	-							-	-	
E2 CQ300743 Bayers Lake Infill & Ragged Lk Dvlpmnt	-							-	-	
E5 CQ300745 Park sign renewal & Maintenance	50,000		(50,000)	Q121				(50,000)	-	
E4 CQ300746 Development Consulting	50,000		(50,000)	Q121				(50,000)	-	
E3 CQ300741 Burnside & City of Lakes Development	2,000,000		(2,000,000)	Q121				(2,000,000)	-	
E6 CQ300748 Washmill Lake Court/102 Underpass/Regency Pa	1,500,000	(1,000,000)	(500,000)					(1,500,000)	-	
Total Industrial Parks	3,600,000	(1,000,000)	(2,600,000)	-	-	-	-	(3,600,000)	-	-

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Metro Transit										
F20 CB200427 Satellite Garage Facility	8,000,000							-	8,000,000	312,000
F27 CB200428 Transit Terminals Upgrade & Expansion	2,620,000							-	2,620,000	
F2 CQU01223 Access Rd for new SatTransitGarage	2,715,000							-	2,715,000	
F7 CBT00432 Bus Stop Accessibility	125,000							-	125,000	
F6 CBT00437 Shelters Replacement/Expansion	305,000							-	305,000	
F1 CBX01155 200 Ilsley Avenue -Safety Upgrades	340,000							-	340,000	
F12 CBX01171 Ferry Term Pontoon Protection(Bndl)	350,000							-	350,000	
F24 CBX01164 Transit Facilities Upgrades(Bundle)	425,800							-	425,800	
F21 CIU00875 Scheduling Software Upgrades	450,000							-	450,000	91,000
F10 CMU00974 Downtown Shuttle	-							-	-	
F18 CMU00975 Peninsula Transit Corridor	1,714,000							-	1,714,000	
F16 CVD00431 Mid Life Bus Rebuild	655,000							-	655,000	
F22 CVD00433 Service Vehicle Replacement	140,000							-	140,000	
F15 CMU00981 MetroLink	-							-	-	
F25 CMU00982 Transit Security	570,000	(394,000)						(394,000)	176,000	35,000
F26 CMU01095 Transit Strategy	49,000							-	49,000	
F28 CMU01203 VT&C Equipment Replacement	350,000							-	350,000	
F23 CMU01209 Transit Bike Racks	-							-	-	
F19 CMX01104 Rural Community Transit	2,100,000							-	2,100,000	
F17 CMX01109 New/Expanded Transit Stations	750,000							-	750,000	20,000
F11 CMX01110 Farebox Technology	250,000							-	250,000	
F14 CV300751 Harbour Link	-							-	-	
F4 CVD00429 Access-A-Bus Expansion	-							-	-	
F3 CVD00430 Access-A-Bus Replacement	440,000							-	440,000	7,000
F8 CVD00434 Conventional Bus Expansion	-							-	-	270,000
F9 CVD00435 Conventional Bus Replacement	2,500,000							-	2,500,000	17,000
F13 CMX01229 FFE Ragged Lake Transit Facility	2,200,000							-	2,200,000	
F5 CVD00436 Biennial Ferry Refit	550,000							-	550,000	
Total Metro Transit	27,598,800	(394,000)	-	-	-	-	-	(394,000)	27,204,800	752,000

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Parks and Playgrounds										
G31 CPX01201 Street Tree Replacement Program	150,000							-	150,000	
G30 CPX01200 Sports Field Upgrades (Bundle)	50,000							-	50,000	
G29 CPX01199 Sports Court Upgrades (Bundle)	265,000	(15,000)						(15,000)	250,000	
G28 CPX01198 Skateboarding/Bike Facilit's(Bndle)	300,000	(150,000)						(150,000)	150,000	30,000
G27 CPX01196 Regional Trails Active Transportation	750,000							-	750,000	50,000
G23 CPX01194 Regional Park Washroom Facilit's(Bundle)	100,000							-	100,000	15,000
G22 CPX01193 Public Gardens Upgrades	75,000							-	75,000	
G20 CPX01192 Playgmd Upgrds&Replacemnts(Bundle)	727,000	(225,000)						(225,000)	502,000	
G18 CPX01190 Parks Upgrades (Bundle)	1,258,000	(360,000)	(300,000)	Q315				(660,000)	598,000	25,000
G16 CPX01189 Outdoor/SprayPools&Fountains(Bndle)	50,000							-	50,000	
G12 CPX01188 New Street Trees Program (Bundle)	225,000							-	225,000	11,000
G14 CPX01187 New Sports Field Developmnt(Bundle)	150,000							-	150,000	
G15 CPX01186 New Sports Court Developmnt(Bundle)	100,000	(50,000)						(50,000)	50,000	5,000
G13 CPX01185 New Parks & Playgrounds (Bundle)	958,000	(578,000)						(578,000)	380,000	65,000
G9 CPX01184 Lawn Bowling Facilities (Bundle)	20,000							-	20,000	
G7 CPX01183 Horticultural Renovations	50,000							-	50,000	5,000
G4 CPX01181 Cemetery Upgrades (Bulk)	50,000							-	50,000	
G3 CPX01180 Ball Field Upgrades (Bundle)	125,000							-	125,000	
G2 CPX01179 Athletic Field/Park Equip (Bundle)	50,000							-	50,000	
G32 CPX01178 Track and Field Upgrades (Bundle)	80,000							-	80,000	6,000
G11 CPX01177 New Ball field Development (Bundle)	750,000	(250,000)						(250,000)	500,000	50,000
G25 CPX01133 Regional Trails Acquisition	200,000		(200,000)	Q107				(200,000)	-	
G17 CPX01149 Park Land Acquisition	500,000		(500,000)	Q107				(500,000)	-	30,000
G1 CPX01061 Artificial Fields	120,000							-	120,000	
G33 CPX01060 World Canoe Championships-Lk Banook	1,600,000		(600,000)	Q126				(600,000)	1,000,000	40,000
G21 CPU00930 Point Pleasant Park Upgrades	300,000							-	300,000	
G8 CDX01214 Indoor Soccer/Field Sport Facility	-							-	-	
G5 CSE00937 Dartmouth Harbourfront Trails	-							-	-	50,000
G10 CPX01015 Mainland Common Development	-							-	-	
G26 CDG00984 Regional Trails-Active Transport-Gas Tax	-							-	-	90,000
G6 CPX01230 Dingle Tower-Restoration Plaques/Lions	700,000	(350,000)						(350,000)	350,000	
G19 CPX01191 Pathways-Park, Hrm Wide (Bundle)	125,000							-	125,000	
G24 CDG00983 Regional Trails: Maintenance	100,000							-	100,000	
Total Parks and Playgrounds	9,928,000	(1,978,000)	(1,600,000)	-	-	-	-	(3,578,000)	6,350,000	472,000

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Roads & Streets										
H1 CRU01077 Bridge Repairs - Various Locations	2,325,000							-	2,325,000	
H8 CZU01082 Resurfacing	12,540,000							-	12,540,000	
H7 CYU01081 Paving Renewal Program	3,210,000							-	3,210,000	
H5 CXU00585 New Paving Subdivision St's outside core	5,200,000	(2,600,000)			(2,600,000)			(5,200,000)	-	
H9 CRU01079 Other Related Roadworks (D&C)	700,000							-	700,000	
H3 CRU01078 Main Artery Patching-Var Locations	1,200,000							-	1,200,000	
H4 CZU01080 New Paving Streets - Core Area	1,500,000				(750,000)			(750,000)	750,000	
H6 CRU01241 Gravel Roads & Street Drainage Maintenance-Op	175,000							-	175,000	
H2 CYU01076 Curb Renewals	618,000				(18,000)			(18,000)	600,000	
Total Roads & Streets	27,468,000	(2,600,000)	-	-	(3,368,000)	-	-	(5,968,000)	21,500,000	-

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Sidewalks, Curbs & Gutters										
¹¹ CJU01083 New Sidewalks	2,260,000				(1,010,000)			(1,010,000)	1,250,000	
¹² CKU01084 Sidewalk Renewals	2,250,000							-	2,250,000	
Total Roads & Streets	4,510,000	-	-	-	(1,010,000)	-	-	(1,010,000)	3,500,000	-

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Solid Waste										
J7 CWI00966 Half Closure of Cell 4 - Otter Lake	3,367,000		(3,367,000)	Q120				(3,367,000)	-	
J2 CWU01065 Burner Installation Hwy101 Lndfill	-							-	-	
J3 CWU01066 Cell 6 Construction - Otter Lake	-							-	-	
J8 CWU01069 Half Closure of Cell 5 -Otter Lake	-							-	-	
J4 CWU01092 Dredging of Siltation Pond 08/09	-							-	-	
J1 CWU01216 Add'l Green Carts for NewResidents	300,000		(300,000)	Q123				(300,000)	-	
J5 CWU01217 MRF Capital Facility/Equip Upgrdes	294,000	(75,000)	(219,000)	Q123				(294,000)	-	
J9 CWU01062 Waste Stabilization Facility Roof	365,000	(243,000)	(122,000)	Q123				(365,000)	-	
J6 CWU01219 Erosion,Cap/LeachteImprv-101 Lndfl	210,000		(210,000)	Q119				(210,000)	-	
Total Solid Waste	4,536,000	(318,000)	(4,218,000)	-	-	-	-	(4,536,000)	-	-

Halifax Regional Municipality
2009-10 Approved Capital Budget (000's of \$'s)

Project	Total Gross 2009/10	Cost Reserve Sharing	Reserves	Name	LIC	Capital Cost Contribn.	MRIF/ Bfit	2009-10 Total Funding	Borrowing & Other Transfers	2009-10 Operating Cost
Traffic Improvements										
K19 CTX01127 Traffic Signals - Bedford West CCC	150,000					(135,000)		(135,000)	15,000	4,000
K16 CTX01130 Road Oversizing - Russell Lake CCC	252,000					(110,000)		(110,000)	142,000	1,000
K8 CTV00725 Lacewood 4 Lane/Fairview Interchange	1,000,000							-	1,000,000	
K15 CTU01006 Roadway Oversizing - Bedford West CCC	3,200,000					(1,280,000)		(1,280,000)	1,920,000	
K17 CTX01126 Road Oversizing -Bedford South CCC	1,473,000					(728,000)		(728,000)	745,000	2,000
K9 CTU00971 Larry Uteck Interchange	6,363,000		(1,858,000)	Q133		(4,505,000)		(6,363,000)	-	
K14 CTU00897 Road Corridor Land Acquisition	403,000							-	403,000	
K10 CTU00886 LED Traffic Signal Conversion Project	250,000							-	250,000	76,000
K5 CTU00884 Functional Transportation Plans	-							-	-	
K23 CTU01085 Traffic Signal Installation	660,000							-	660,000	10,000
K20 CTU00422 Traffic Signal Compliance Program	100,000							-	100,000	
K1 CTU00420 Active Transportation Plan Implementation	735,000	(235,000)						(235,000)	500,000	3,000
K24 CTU00419 Traffic Signal Rehabilitation	530,000							-	530,000	
K2 CTU00337 Controller Cabinet Replacement	250,000							-	250,000	
K25 CTR00908 Transportation Demand Management Program	400,000							-	400,000	70,000
K13 CTR00906 Pedestrian Safety & Access Program	50,000							-	50,000	
K7 CTU01086 Intersection Improvement Program	1,100,000							-	1,100,000	
K3 CTR00904 Destination Signage Program	110,000							-	110,000	
K21 CTR00530 Traffic Signal Control System Integration	100,000							-	100,000	
K26 CTR00529 Various Traffic Related Studies	-							-	-	
K22 CTR00423 Traffic Calming	-							-	-	
K4 CTX01115 Dynamic Messaging Signs	-							-	-	
K11 CTX01111 Margeson Drive Interchange	-							-	-	
K12 CTX01112 Mt. Hope Avenue Extension	-							-	-	
K6 CTX01116 Herring Cove Road Widening	-							-	-	
K18 CRU00792 Street Lighting	160,000							-	160,000	10,000
Total Traffic Improvements	17,286,000	(235,000)	(1,858,000)	-	-	(6,758,000)	-	(8,851,000)	8,435,000	176,000
Total	141,816,500	(8,858,334)	(21,810,018)	-	(4,378,000)	(6,758,000)	-	(41,804,352)	100,012,148	2,850,000

**Halifax Regional Municipality
2009-10 Operating Cost of Capital**

Page Number	Project	Total Operating Gross	Total Operating Revenues	Total 2009-10 Operating Net	FTE
	Buildings				
A25	CB100091 Mainland Commons Recreation Facility	100,000		100,000	
A18	CB200454 Gordon R. Snow Community Centre	114,000		114,000	
A30	CBX01141 North Preston Community Centre Expansion	70,000		70,000	
A31	CBG00720 Prospect Community Centre	-		-	
A39	CBW00977 Woodlawn Public Library Expansion	455,878	(13,000)	442,878	10
	Total Buildings	739,878	(13,000)	726,878	10
	Business Tools				
		13,000			
B7	CBU01202 HRM Security Mngmnt-Security Cards	15,000		15,000	
B2	CID00631 Asset Management	385,000		385,000	5
B4	CID00710 Corporate Document/Record Management	95,500		95,500	2
B3	CID01122 Corporate Customer Database	27,622		27,622	1
B4	CIK01176 911/NonEmerg Line Recording System	-		-	
B9	CIR00256 GIS Infrastructure Upgrade	49,000		49,000	
	Total Business Tools	572,122	-	572,122	8
	Community & Property Development				
		-			
C9	CBG00700 Peninsula Gym	13,000		13,000	
C4	CB200453 Dartmouth East Community Centre	63,000		63,000	
C7	CDG00493 Shubenacadie Canal Comm/Canal Greenway	40,000	(30,000)	10,000	1
C8	CDG01135 HRM Public Art & Civic Collections	-		-	
C3	CDG01137 Community Event Upgrades	15,000		15,000	
C10	CDV00734 Streetscaping in center hubs/corridors	50,000		50,000	
C5	CDX01182 Downtown Streetscapes	-		-	
C11	CDX01213 Utility Wire Undergrounding	-		6,000	
	Total Community & Property Development	181,000	(30,000)	151,000	
	Equipment & Fleet				
		-			
D1	CBM01073 Bulk Lubricant Dispensing Equip.	-	-	-	
D2	CVJ01222 EMO Emergency Situational Trailer	-		-	
D11	CVK01205 Police Negotiations Unit	-		-	
	Total Equipment & Fleet	-	-	-	-
	Metro Transit				
		-			
F21	CB200427 Satellite Garage Facility	312,000		312,000	35
F22	CIU00875 Scheduling Software Upgrades	91,000		91,000	
F10	CMU00974 Downtown Shuttle	-		-	
F15	CMU00981 MetroLink	-		-	
F26	CMU00982 Transit Security	35,000		35,000	
F29	CMU01203 VT&C Equipment Replacement	-		-	
F24	CMU01209 Transit Bike Racks	-		-	
F20	CMX01104 Rural Community Transit	-		-	
F18	CMX01109 New/Expanded Transit Stations	20,000		20,000	
F11	CMX01110 Farebox Technology	-		-	
F14	CV300751 Harbour Link	-		-	
F4	CVD00429 Access-A-Bus Expansion	-		-	
F3	CVD00430 Access-A-Bus Replacement	7,000		7,000	
F8	CVD00434 Conventional Bus Expansion	392,000	(122,000)	270,000	
F9	CVD00435 Conventional Bus Replacement	17,000		17,000	
F17	CMX01123 New Conventional Ferry	-		-	
F27	CMU01095 Transit Strategy	-		-	
F5	CVD00436 Biennial Ferry Refit	-		-	
	Total Metro Transit	874,000	(122,000)	752,000	35
	Parks and Playgrounds				
		-			
G28	CPX01198 Skateboarding/Bike Facilit's(Bundle)	30,000		30,000	1
G27	CPX01196 Regional Trails Active Transportation	50,000		50,000	
G23	CPX01194 Regional Park Washroom Facilit's(Bundle)	15,000		15,000	
G18	CPX01190 Parks Upgrades (Bundle)	25,000		25,000	
G12	CPX01188 New Street Trees Program (Bundle)	11,000		11,000	
G15	CPX01186 New Sports Court Developmnt(Bundle)	5,000		5,000	
G13	CPX01185 New Parks & Playgrounds (Bundle)	65,000		65,000	1
G7	CPX01183 Horticultural Renovations	5,000		5,000	
G3	CPX01180 Ball Field Upgrades (Bundle)	-		-	
G32	CPX01178 Track and Field Upgrades (Bundle)	6,000		6,000	
G11	CPX01177 New Ball field Development (Bundle)	50,000		50,000	1
G17	CPX01149 Park Land Acquisition	30,000		30,000	
G33	CPX01060 World Canoe Championships-Lk Banook	40,000		40,000	
G8	CDX01214 Indoor Soccer/Field Sport Facility	-		-	
G5	CSE00937 Dartmouth Harbourfront Trails	50,000		50,000	
G10	CPX01015 Mainland Common Development	-		-	
G19	CPX01191 Pathways-Park, Hrm Wide (Bundle)	-		-	
G26	CDG00984 Regional Trails-Active Transport-Gas Tax	90,000		90,000	1
	Total Parks & Playgrounds	472,000	-	472,000	4
	Roads & Streets				
		-			
	Total Roads & Streets	-	-	-	-
	Solid Waste				
		-			
J1	CWU01216 Add'l Green Carts for NewResidents	-		-	
	Total Solid Waste	-	-	-	-
	Traffic Improvements				
		-			
K19	CTX01127 Traffic Signals - Bedford West CCC	4,000		4,000	
K16	CTX01130 Road Oversizing - Russell Lake CCC	1,000		1,000	
K17	CTX01126 Road Oversizing -Bedford South CCC	2,000		2,000	
K10	CTU00886 LED Traffic Signa Conversion Project	76,000		76,000	1
K23	CTU01085 Traffic Signal Installation	10,000		10,000	
K1	CTU00420 Active Transportation Plan Implementation	3,000		3,000	
K4	CTX01115 Dynamic Messaging Signs	-		-	
K12	CTX01112 Mt. Hope Avenue Extension	-		-	
K25	CTR00908 Transportation Demand Management Program	70,000		70,000	1
K18	CRU00792 Street Lighting	10,000		10,000	
	Total Traffic Improvements	176,000	-	176,000	2
	Total	3,015,000	(165,000)	2,850,000	59

Glossary

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are actually disbursed or received (see Cash Basis).
Amalgamation Costs	The costs directly associated with the amalgamation of the former municipal units which now comprise HRM. These costs are being amortized over 10 years.
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only. (Compare Regional Area Rate)
Assessment	(see Property Assessment)
Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Assessment Cap	The percentage that a property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous year. Some properties, such as apartments, are ineligible.
Assessment Lift	The total increase in the assessment base from one year to the next.
Assessment Roll	The assessed value of all properties within the municipality as provided by the Province of Nova Scotia.
Assets	The property owned by an entity.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base Projects	Capital projects which maintain current service levels. This normally involves replacement or recapitalization of an existing asset.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within the rural area of HRM.

BPIM	Business Planning and Information Management
Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Occupancy Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Business Occupancy Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.
Business Occupancy Taxes	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
Business Plans	Include program objectives, outcomes desired, resources required and performance measures used to determine whether outcomes have been achieved.
Business Units	High level corporate divisions based on major services.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability Projects	Capital projects which expand current service levels. This normally involves addition, modification or acquisition of assets.
Capacity Gap	The difference between the funding required annually to recapitalize or replacing of existing assets needed to maintain current service levels, and the funding which is available on an annual basis to do so.
Capital Charges, LIC	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters,

sidewalks, etc.

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

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

Council	(see Regional Council)
CPI	(see Consumer Price Index)
Credit Rating	For HRM as provided annually by the Standard and Poor's rating agency.
Crespool	(see Capital Reserve Pool)
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, debentures are provided by the Municipal Finance Corporation, a branch of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds its operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.

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

	Operating, Capital and Operating Grants, the surplus or deficit from the prior fiscal year, etc.
FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardise and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services with the exception of those funded from area-rates.
Generally Accepted Accounting Principals	A set of standardized accounting principals defined by the Canadian Institute of Chartered Accountants.
Goal	A general statement of desired outcome to be achieved over a specified period of time. The term goal is roughly equivalent to Strategic Outcome.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Gross Expenditures
GST	Goods and Services Tax. The Federal sales tax.
Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.

Infrastructure Program	The Canada - Nova Scotia Infrastructure Program
Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
LIC	(see Local Improvement Charge)
Local Improvement Charge (LIC)	Local charges levied by Council for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc that benefit a specific area.
Long Term Capital Plan	The 3 year Capital Plan which includes all project costs and funding sources. The first year is approved by Council as the Capital Budget. The second and third years are approved by Council <i>in principal</i> .
Machinery & Equipment Assessment	The assessed value of machinery and equipment used for the purpose of carrying on a business can be levied a tax. This tax was phased-out after 2003-04.
Mandatory Education	Provincial statute requires that each municipality make a contribution to its school board. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Measure	An indicator that provides information (either qualitative or quantitative) on the extent to which a policy, program or initiative is achieving its outcomes.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.
MFC	(see Municipal Finance Corporation)
MISER	(see Model for Integrating Service and Expenditure Rationalization)

Model for Integrating Service and Expenditure Rationalization	Computer model which forecasts the long term financial results and position of HRM by estimating future revenues and expenditures by means of a series of economic and demographic assumptions, cost drivers, and service drivers, and incorporating assumptions regarding tax rates, demographics, inflation, GDP and other economic and fiscal factors
Multi-Year Financial Strategy	Involves predicting the future financial situation of HRM and developing and implementing a strategy in response. This strategy includes principles of financial management, a reserve policy, a capital spending policy, a capital debt policy, and a business planning process.
Municipal Finance Corporation	An agency of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
MYFS	(see Multi-Year Financial Strategy)
Net	Total expenditures less off-setting revenues
Non Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Utility and Review Board	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act . It reports to the legislature through the Minister of Environment and Labour.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial <i>Police Act</i>

and HRM Bylaws.

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

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

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

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