

Halifax Regional Municipality

Multi-Year **BUSINESS & CAPITAL PLANS**



HALIFAX

Proposed 2017/18 and 2018/19

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Introduction

Following the municipal election in October 2016 Regional Council confirmed six Priority Areas and adopted a four-year Strategic Plan to better define community outcomes for its citizens. The Strategic Plan aligns the following:

- Economic Development
- Governance and Engagement
- Healthy Liveable Communities
- Service Delivery
- Social Development
- Transportation

Accompanying the Strategic Plan is a new financial approach that uses consistent economic and policy assumptions to produce a multi-year budget. The intent of multi-year budgeting is to plan Years 1 and 2 to budget quality with high quality estimates for Year 3 and 4. All four years are balanced.

As part of its new approach, Regional Council approved a Four Year Fiscal Framework in December of 2016. The framework focused on balancing economic growth with four key inter-related financial pillars: the operating budget and required taxation; the capital budget; the debt strategy; and the management of Regional Council's reserves.

Each of these pillars is critical to maintaining long-term sustainability. The operating budget in 2017/18 is represented by **expenses and revenues (\$742m)**, the latter being composed of nearly 80 per cent property taxes. That budget pays not only for everyday services but for outstanding **debt (\$246m** end of Year 1); it funds both the cost of **capital projects (\$97m** in Year 1) and the resulting operating costs; and contributes to and withdraws from **reserves (\$127m** end of Year 1).

As part of Regional Council's approach to communicating its strategy, its budget documentation has been reorganized into two parts. The first part, the *Multi-Year Financial Strategy*, outlines and explains the key elements of the business plans and the overall financial strategy. Summaries and trends for the Operating Budget, Capital Plans, Debt and the Reserve Budget are included in that document.

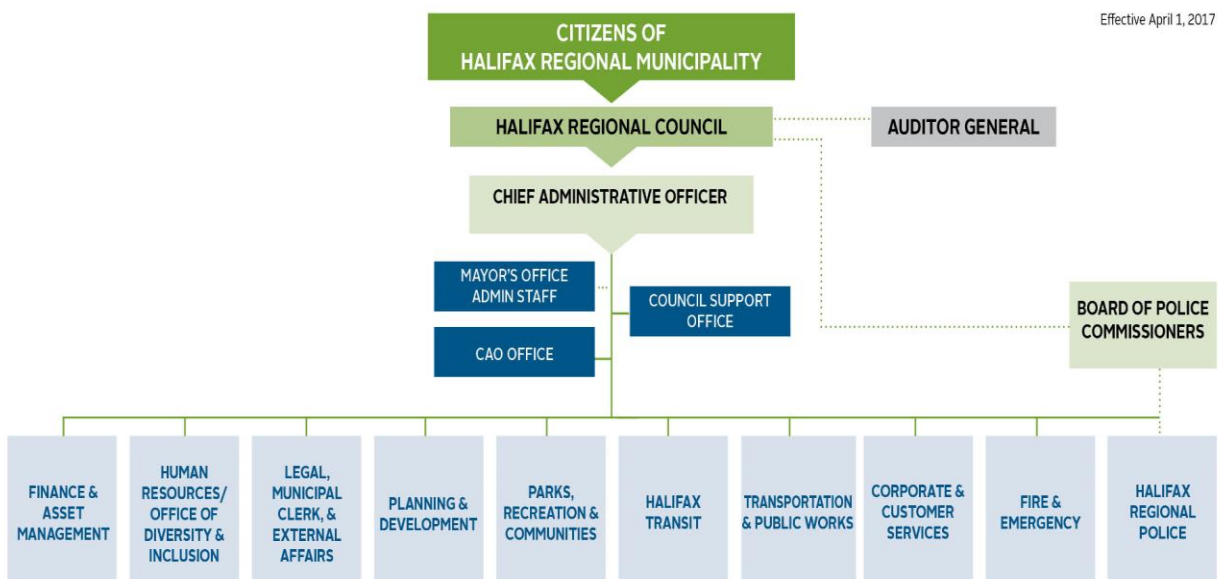
The second part, this document, includes extensive background information for the *Multi-Year Financial Strategy*. It is organized into three main parts: Budgets and Business Plans (by business unit); Reserves (business cases); and Capital Projects (organized by asset class). These documents are intended as companion pieces to provide a full understanding of the current and future financial health of the Municipality and how the individual business and capital plans support the delivery of Council's priorities. These business plans and budgets reflect the Business Unit structure that was in place during the development of the 17/18 multi-year plans.

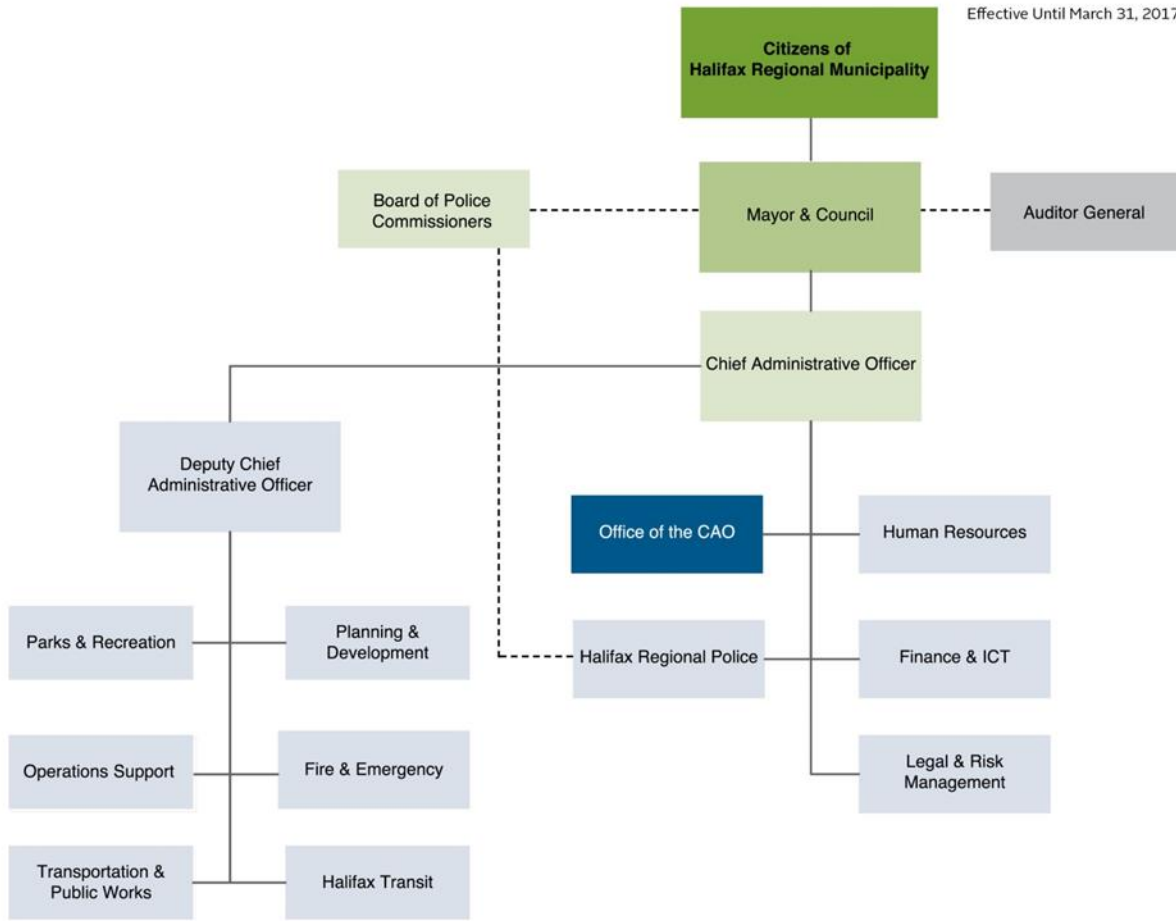
Effective April 1, HRM will transform its corporate structure to better inform the strategic priorities of Regional Council. With improved connectivity and alignment within and among Business Units, HRM will be better able to deliver the services on which citizens depend.

A key shift for the new organization structure is the redistribution of the former Deputy Chief Administrative Officer (DCAO) roles and responsibilities into individual business units. Moving forward, the business units that had been reporting to the former DCAO role will now report directly to the CAO.

A new Corporate & Customer Services business unit will replace the former Operations Support business unit. This new business unit will see a natural grouping of Corporate Communications, 311 Citizen Contact Centres, Customer Service & Performance Excellence, as well as Information Technology & Communications and other internal service providers.

These changes to the organization structure aim to build a corporate culture that is more citizen-focused, and better equip the municipality to respond to the ever evolving needs of citizens. High-level organizational charts are provided for both 2016/17 and 2017/18 below.





Average Tax Bill by Business Unit

	2016/17 Approved Budget	2017/18 Proposed Budget	2018/19 Proposed Budget
Public Safety Services:			
Fire and Emergency Services	228	227	229
Halifax Regional Police	300	298	307
RCMP	94	100	101
Sub-Total	622	626	637
Public Services:			
Halifax Transit	307	310	315
Library Services	76	80	81
Operations Support	154	155	158
Parks and Recreation	101	111	114
Planning and Development	21	22	18
Transportation and Public Works	349	353	361
Sub-Total	1,007	1,031	1,047
Governance and Support Services:			
Auditor General	4	4	4
CAO	52	53	53
Finance & ICT	112	121	122
Human Resource Services	21	23	23
Legal, Insurance and Risk Management	17	17	17
Sub-Total	206	217	220
Homes added to the Roll in 2016	6		
Total	1,841	1,874	1,904

Note: represents the tax bill for the average Single Family Home using the Urban General Tax Rate, Local Transit Rate and Regional Transportation Tax Rate. Corporate Accounts (Fiscal) has been pro-rated across Business Units.

Full Time Equivalents

	2016/17 TOTAL FTEs	2017/18 TOTAL FTE COUNT <i>(Proposed)</i>	2018/19 TOTAL FTE COUNT <i>(Proposed)</i>
Public Safety Services:			
Fire and Emergency Services	489.7	507.7	519.0
Halifax Regional Police	793.8	795.4	802.4
RCMP	-	-	-
Sub-Total	1,283.5	1,303.1	1,321.4
Public Services:			
Halifax Transit	934.2	963.5	980.0
Library Services	333.5	338.0	338.0
Operations Support	226.9	226.3	226.0
Parks and Recreation	476.4	476.5	474.5
Planning and Development	207.7	209.8	203.0
Transportation and Public Works	301.5	301.2	304.2
Sub-Total	2,480.2	2,515.3	2,525.7
Governance and Support Services:			
Auditor General	10.0	10.0	10.0
CAO	91.0	83.2	83.2
Finance & ICT	285.0	282.2	282.2
Human Resource Services	56.3	55.1	54.0
Legal, Insurance and Risk Management	38.1	36.7	36.7
Sub-Total	480.4	467.2	466.1
Corporate Services (Fiscal)	-	-	-
Total	4,244.1	4,285.6	4,313.2

Summary of Expense & Revenue Types

Halifax Summary Details

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	346,745,600	355,830,900	351,897,136	367,492,100	11,661,200	381,405,600	13,913,500
* Office	9,544,750	10,377,760	10,404,114	10,346,500	(31,260)	10,728,400	381,900
* External Services	110,434,200	111,720,250	114,169,580	110,532,950	(1,187,300)	111,569,800	1,036,850
* Supplies	3,559,600	3,630,550	4,206,584	3,560,250	(70,300)	3,637,150	76,900
* Materials	3,608,600	2,683,300	3,403,639	2,868,900	185,600	2,849,850	(19,050)
* Building Costs	19,632,900	18,375,950	19,854,472	18,246,500	(129,450)	17,972,600	(273,900)
* Equipment & Communications	7,633,700	7,520,240	7,691,594	7,863,400	343,160	7,694,300	(169,100)
* Vehicle Expense	24,173,700	21,745,000	24,003,359	24,259,600	2,514,600	25,376,200	1,116,600
* Other Goods & Services	23,223,250	22,218,650	23,591,579	25,608,100	3,389,450	30,442,600	4,834,500
* Interdepartmental	(13,400)	53,500	(1,029,843)	94,400	40,900	99,000	4,600
* Debt Service	53,975,100	53,952,000	53,549,882	51,224,100	(2,727,900)	53,119,800	1,895,700
* Other Fiscal	266,615,600	264,730,000	270,886,826	272,266,500	7,536,500	275,989,400	3,722,900
** Total	869,133,600	872,838,100	882,628,922	894,363,300	21,525,200	920,884,700	26,521,400
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Tax Revenue	(473,168,700)	(479,528,700)	(481,625,627)	(497,516,600)	(17,987,900)	(516,970,200)	(19,453,600)
* Area Rate Revenue	(214,803,000)	(219,256,500)	(220,609,200)	(222,072,500)	(2,816,000)	(227,587,600)	(5,515,100)
* Tax Agreements	(9,614,000)	(10,358,500)	(10,529,950)	(10,617,300)	(258,800)	(10,627,000)	(9,700)
* Payments in Lieu of taxes	(37,390,100)	(37,647,100)	(37,660,547)	(38,942,100)	(1,295,000)	(39,522,100)	(580,000)
* Transfers from other Gov'ts	(10,739,100)	(15,039,100)	(14,758,800)	(14,570,100)	469,000	(14,642,100)	(72,000)
* Interest Revenue	(6,765,800)	(6,806,900)	(7,271,900)	(7,099,200)	(292,300)	(7,309,000)	(209,800)
* Fee Revenues	(82,261,400)	(73,323,800)	(71,144,357)	(73,613,900)	(290,100)	(74,859,600)	(1,245,700)
* Other Revenue	(34,391,500)	(30,877,500)	(38,773,746)	(29,931,600)	945,900	(29,367,100)	564,500
** Total	(869,133,600)	(872,838,100)	(882,374,127)	(894,363,300)	(21,525,200)	(920,884,700)	(26,521,400)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit			254,794				

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
***** Operations Support	39,926,900	39,451,500	38,682,288	40,336,100	884,600	40,558,900	222,800
***** Planning & Development	4,871,800	5,243,900	4,964,204	5,720,800	476,900	4,608,700	(1,112,100)
***** Parks & Recreation	26,249,400	25,804,100	25,634,368	28,905,800	3,101,700	29,121,100	215,300
***** Office of the Auditor Gen	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000
***** CAO	13,275,700	13,315,700	13,265,540	13,770,400	454,700	13,539,900	(230,500)
***** Fire & Emergency Services	58,580,000	58,305,000	58,803,900	59,076,300	771,300	58,720,400	(355,900)
***** Finance & Information, Com	28,192,900	28,752,300	28,817,790	31,335,100	2,582,800	31,369,800	34,700
***** Human Resources Services	5,453,400	5,396,400	5,382,050	5,988,700	592,300	5,938,700	(50,000)
***** Legal Services	4,186,000	4,253,400	4,002,200	4,328,000	74,600	4,351,000	23,000
***** Non-Departmental	(380,831,000)	(391,352,200)	(391,428,569)	(406,657,300)	(15,305,100)	(407,156,300)	(499,000)
***** Halifax Transit Services			0				
***** Outside Police BU (RCMP)	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	
***** Regional Police	77,082,800	76,964,700	77,364,300	77,603,800	639,100	78,584,200	980,400
***** Transportation & Public W	79,448,500	89,296,200	90,103,500	91,779,200	2,483,000	92,500,900	721,700
***** Non TCA Projects							
***** Library	18,848,500	19,440,000	19,440,000	20,790,000	1,350,000	20,829,600	39,600
***** Total			254,794				

Summary of Gross Expenditures

Summary of Gross Expenditures

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
***** Operations Support	42,040,900	42,001,100	41,379,838	42,898,900	897,800	43,013,000	114,100
***** Planning & Development	17,514,800	18,229,900	17,349,104	20,241,800	2,011,900	20,360,800	119,000
***** Parks & Recreation	38,799,500	38,426,400	38,297,055	40,471,000	2,044,600	40,184,600	(286,400)
***** Office of the Auditor Gen	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000
***** CAO	17,117,800	17,312,000	18,207,040	17,766,700	454,700	17,536,200	(230,500)
***** Fire & Emergency Services	58,922,700	58,617,700	59,059,100	59,529,000	911,300	59,173,100	(355,900)
***** Finance & Information,Com	30,846,300	31,918,800	32,040,462	34,384,100	2,465,300	34,439,800	55,700
***** Human Resources Services	5,533,400	5,476,400	5,462,050	6,068,700	592,300	6,018,700	(50,000)
***** Legal Services	4,408,000	4,463,400	4,252,800	4,543,700	80,300	4,570,500	26,800
***** Non-Departmental	309,947,700	309,001,100	319,274,210	313,819,100	4,818,000	338,744,800	24,925,700
***** Halifax Transit Services	112,505,700	114,285,000	112,772,000	115,446,300	1,161,300	115,869,500	423,200
***** Outside Police BU (RCMP)	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	
***** Regional Police	84,476,600	85,741,400	86,399,800	86,552,300	810,900	87,570,700	1,018,400
***** Transportation & Public W	96,679,700	96,554,600	97,509,000	98,715,300	2,160,700	99,427,000	711,700
***** Non TCA Projects							
***** Outside Agency Support	504,400						
***** Capital Transactions							
***** Library	25,121,000	25,681,300	25,403,239	26,903,300	1,222,000	26,942,900	39,600
***** Total	869,133,600	872,838,100	882,628,922	894,363,300	21,525,200	920,884,700	26,521,400

Summary of Gross Revenue

Summary of Gross Revenues

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
***** Operations Support	(2,114,000)	(2,549,600)	(2,697,550)	(2,562,800)	(13,200)	(2,454,100)	108,700
***** Planning & Development	(12,643,000)	(12,986,000)	(12,384,900)	(14,521,000)	(1,535,000)	(15,752,100)	(1,231,100)
***** Parks & Recreation	(12,550,100)	(12,622,300)	(12,662,687)	(11,565,200)	1,057,100	(11,063,500)	501,700
***** Office of the Auditor Gene							
***** CAO	(3,842,100)	(3,996,300)	(4,941,500)	(3,996,300)		(3,996,300)	
***** Fire & Emergency Services	(342,700)	(312,700)	(255,200)	(452,700)	(140,000)	(452,700)	
***** Finance & Information,Comm	(2,653,400)	(3,166,500)	(3,222,672)	(3,049,000)	117,500	(3,070,000)	(21,000)
***** Human Resources Services	(80,000)	(80,000)	(80,000)	(80,000)		(80,000)	
***** Legal Services	(222,000)	(210,000)	(250,600)	(215,700)	(5,700)	(219,500)	(3,800)
***** Non-Departmental	(690,778,700)	(700,353,300)	(710,702,779)	(720,476,400)	(20,123,100)	(745,901,100)	(25,424,700)
***** Halifax Transit Services	(112,505,700)	(114,285,000)	(112,772,000)	(115,446,300)	(1,161,300)	(115,869,500)	(423,200)
***** Regional Police	(7,393,800)	(8,776,700)	(9,035,500)	(8,948,500)	(171,800)	(8,986,500)	(38,000)
***** Transportation & Public Wo	(17,231,200)	(7,258,400)	(7,405,500)	(6,936,100)	322,300	(6,926,100)	10,000
***** Non TCA Projects							
***** Outside Agency Support	(504,400)						
***** Library	(6,272,500)	(6,241,300)	(5,963,239)	(6,113,300)	128,000	(6,113,300)	
***** Total	(869,133,600)	(872,838,100)	(882,374,127)	(894,363,300)	(21,525,200)	(920,884,700)	(26,521,400)

Summary Details

Summary Details

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	266,986,700	273,799,100	256,990,092	279,889,500	6,090,400	289,622,600	9,733,100
6002 Salaries - Overtime	12,248,100	11,944,600	18,129,047	12,797,100	852,500	12,493,600	(303,500)
6003 Wages - Regular	133,000	415,400	218,222	132,400	(283,000)	132,400	
6005 PDP & Union Con Incr	308,000		438,879				
6050 Court Time	1,187,500	1,187,500	1,087,200	1,187,500		1,220,400	32,900
6051 Shift Agreements	91,000	119,200	216,700	133,200	14,000	300,700	167,500
6052 Shift Differentials	423,100	416,700	298,000	417,600	900	417,600	
6053 Extra Duty	612,400	612,400	612,400	612,400		612,400	
6054 Vacation payout			323,949				
6099 Other Allowances	20,000	35,000	58,200	20,000	(15,000)	21,000	1,000
6100 Benefits - Salaries	53,001,600	54,557,600	53,471,215	54,769,900	212,300	54,868,100	98,200
6101 Benefits - Wages		100	2,773		(100)		
6110 Vacancy Management	(7,111,300)	(8,527,600)	(347,300)	(7,967,300)	560,300	(7,483,900)	483,400
6120 Comp OCC Budget Yr 1		1,238,800	80,000	2,701,400	1,462,600	4,318,000	1,616,600
6150 Honorariums	1,917,400	1,915,900	2,484,037	3,055,900	1,140,000	3,055,900	
6151 Vehicle Allowance	3,000	3,000	25,700	3,000		3,000	
6152 Retirement Incentives	5,010,300	5,111,400	5,144,081	5,400,400	289,000	5,405,600	5,200
6153 Severence			116,800				
6154 Workers' Compensation	5,271,700	5,420,100	5,163,929	5,442,200	22,100	5,450,500	8,300
6155 Overtime Meals	29,900	23,400	21,500	21,800	(1,600)	22,400	600
6156 Clothing Allowance	640,200	641,500	640,700	649,600	8,100	661,700	12,100
6157 stipends	319,500	348,000	312,500	326,500	(21,500)	326,500	
6158 WCB Recov Earnings	(18,300)	(18,300)	(20,300)	(18,300)		(18,300)	
6164 On the Job injuries			171,100	244,400	244,400	244,400	
6199 Comp & Ben InterDept	971,900	747,400	778,801	1,865,200	1,117,800	3,923,300	2,058,100
9200 HR CATS Wage/Ben	4,699,900	5,807,700	5,838,461	5,807,700	0	5,807,700	
9210 HR CATS OT Wage/Ben		32,000	(359,551)		(32,000)		
* Compensation and Benefits	346,745,600	355,830,900	351,897,136	367,492,100	11,661,200	381,405,600	13,913,500
6201 Telephone	2,175,500	2,307,000	2,179,654	1,931,000	(376,000)	1,942,700	11,700
6202 Courier/Postage	891,750	1,154,800	1,152,015	911,600	(243,200)	913,100	1,500
6203 Office Furn/Equip	578,700	568,000	548,948	541,200	(26,800)	537,400	(3,800)
6204 Computer S/W & Lic	3,618,800	3,951,560	4,428,194	4,769,500	817,940	4,670,800	(98,700)
6205 Printing & Reprod	1,217,300	1,266,600	1,228,016	1,320,500	53,900	1,309,500	(11,000)
6206 Microfilms	4,800	4,800		4,800		4,800	
6207 Office Supplies	729,100	690,700	700,231	663,300	(27,400)	657,300	(6,000)
6208 Binding	15,000	13,000	13,000	13,000		13,000	
6290 Office Transfer	35,100	110,000		9,300	(100,700)	414,000	404,700
6299 Other Office Expenses	278,700	311,300	154,056	182,300	(129,000)	265,800	83,500
* Office	9,544,750	10,377,760	10,404,114	10,346,500	(31,260)	10,728,400	381,900
6301 Professional Fees	1,790,587	624,700	540,032	747,100	122,400	636,000	(111,100)
6302 Legal Fees	436,700	535,300	1,031,400	641,700	106,400	541,700	(100,000)
6303 Consulting Fees	1,839,669	1,682,500	2,596,086	956,600	(725,900)	1,113,800	157,200
6304 Janitorial Services	2,794,900	2,966,200	3,505,815	3,250,500	284,300	3,199,500	(51,000)
6305 Property Appraisal	80,000	95,100	97,700	90,000	(5,100)	98,100	8,100
6306 Property Survey	25,000	40,000	55,600	44,000	4,000	47,500	3,500
6308 Snow Removal	2,563,400	2,125,900	2,147,890	2,177,800	51,900	2,177,800	
6309 Litigation Disburse	12,000	15,000	13,106	15,000		15,300	300
6310 Outside Personnel	1,048,100	1,397,250	1,774,202	1,128,400	(268,850)	1,087,400	(41,000)
6311 Security	1,467,300	1,571,600	1,631,036	1,554,200	(17,400)	1,535,700	(18,500)
6312 Refuse Collection	540,900	594,600	686,888	644,500	49,900	644,500	
6313 Investigative			3,000				
6314 Prosecution Services	162,200	120,000	120,000	123,800	3,800	126,300	2,500
6315 Outside Policing	24,087,000	24,520,000	25,475,800	26,316,600	1,796,600	26,316,600	
6316 Real Property Disb		20,000	10,000	10,000	(10,000)	10,000	
6390 Ext Svc Transfer	45,000			50,000	50,000	50,000	
6399 Contract Services	73,541,444	75,412,100	74,481,025	72,782,750	(2,629,350)	73,969,600	1,186,850
* External Services	110,434,200	111,720,250	114,169,580	110,532,950	(1,187,300)	111,569,800	1,036,850

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6401 Uniforms & Clothing	1,332,800	1,325,200	1,782,276	1,154,600	(170,600)	1,154,500	(100)
6402 Med & First Aid Supp	25,000	21,100	42,710	26,800	5,700	26,800	
6403 Patrol Equip Supplies	417,400	440,400	427,700	403,400	(37,000)	403,400	
6404 Rec Prog Supplies	474,800	487,800	436,390	479,350	(8,450)	485,350	6,000
6405 Photo Supp & Equip	25,400	23,700	24,923	23,700		23,700	
6406 Bridge Tolls	456,800	458,350	482,361	496,200	37,850	496,000	(200)
6407 Clean/Sani Supplies	390,000	402,700	444,831	405,900	3,200	407,100	1,200
6409 Personal Protect Equ	112,000	120,200	202,851	178,600	58,400	180,100	1,500
6490 Supplies Transfer	6,800	12,000		46,500	34,500	120,500	74,000
6499 Other Supplies	318,600	339,100	362,542	345,200	6,100	339,700	(5,500)
* Supplies	3,559,600	3,630,550	4,206,584	3,560,250	(70,300)	3,637,150	76,900
6501 Asphalt	257,600	296,200	261,247	365,400	69,200	365,400	
6502 Chemicals	165,500	132,200	204,107	193,800	61,600	193,800	
6503 Fertilizer	24,500	22,500	17,000	31,000	8,500	31,000	
6504 Hardware	320,800	287,000	320,503	316,200	29,200	313,200	(3,000)
6505 Lubricants	31,000	195,700	172,600	177,200	(18,500)	177,200	
6506 Lumber	59,300	60,100	106,851	69,500	9,400	57,500	(12,000)
6507 Propane	143,700	158,700	142,900	130,200	(28,500)	130,200	
6508 Ready Mix Concrete	125,700	123,300	123,300	138,300	15,000	138,300	
6510 Road Oils	7,900	7,200	5,000	8,200	1,000	8,200	
6511 Salt	1,628,400	726,200	1,401,000	750,500	24,300	750,500	
6512 Sand	154,000	44,000	32,200	33,400	(10,600)	31,900	(1,500)
6513 Seeds & Plants	55,300	82,000	65,991	91,200	9,200	91,250	50
6514 Sod	22,900	15,300	6,400	14,900	(400)	15,300	400
6515 Stone and Gravel	89,500	111,100	121,200	122,900	11,800	119,900	(3,000)
6516 Topsoil	85,300	74,800	66,500	89,800	15,000	89,800	
6517 Paint	335,000	252,600	251,265	240,700	(11,900)	240,700	
6518 Metal	41,600	37,100	38,600	37,100		37,100	
6519 Welding Supplies	7,000	11,000	18,300	12,500	1,500	12,500	
6520 Salt-Sand Mix	600						
6599 Other Materials	53,000	46,300	48,675	46,100	(200)	46,100	
* Materials	3,608,600	2,683,300	3,403,639	2,868,900	185,600	2,849,850	(19,050)
6602 Electrical	917,000	970,400	981,344	955,400	(15,000)	962,500	7,100
6603 Grnds & Landscaping	302,900	333,200	180,327	293,400	(39,800)	301,400	8,000
6604 Bus Gates/Shltr-R&M	73,600	125,500	90,000	45,000	(80,500)	45,000	
6605 Municipal Taxes	1,151,300	1,030,400	1,043,867	1,120,400	90,000	1,138,800	18,400
6606 Heating Fuel	1,709,900	1,584,200	1,385,805	1,270,900	(313,300)	1,251,400	(19,500)
6607 Electricity	10,642,000	8,364,000	9,209,046	8,399,000	35,000	8,190,600	(208,400)
6608 Water	740,800	910,800	1,013,388	887,800	(23,000)	897,400	9,600
6609 Elevator & Escalator	126,900	149,000	73,099	150,300	1,300	150,300	
6610 Building - Exterior	382,700	263,100	458,500	433,700	170,600	413,700	(20,000)
6611 Building - Interior	469,000	498,600	692,475	650,300	151,700	645,600	(4,700)
6612 Safety Systems	794,900	783,650	799,137	665,900	(117,750)	665,900	
6613 Overhead Doors	103,800	145,000	189,200	180,500	35,500	180,500	
6614 Envir Assess/Cleanup	160,600	82,300	255,025	42,600	(39,700)	42,600	
6615 Vandalism Clean-up	201,900	204,100	211,100	213,300	9,200	213,300	
6616 Natural Gas-Buildings	1,025,500	1,905,300	1,975,212	1,925,100	19,800	1,919,700	(5,400)
6617 Pest Management	84,700	81,600	103,341	90,000	8,400	91,000	1,000
6690 Building Exp Transfe				16,000	16,000	66,000	50,000
6699 Other Building Cost	745,400	944,800	1,193,606	906,900	(37,900)	796,900	(110,000)
* Building Costs	19,632,900	18,375,950	19,854,472	18,246,500	(129,450)	17,972,600	(273,900)
6701 Equipment Purchase	1,695,400	1,451,440	1,454,930	1,717,700	266,260	1,613,000	(104,700)
6702 Small Tools	206,200	204,700	248,931	211,100	6,400	210,200	(900)
6703 Computer Equip/Rent	1,070,200	1,074,800	1,052,798	1,147,300	72,500	1,147,300	
6704 Equipment Rental	246,000	163,100	201,683	181,700	18,600	181,700	
6705 Equip - R&M	831,700	791,200	924,101	786,400	(4,800)	786,400	
6706 Computer R&M	403,600	452,700	423,977	577,900	125,200	558,400	(19,500)
6707 Plumbing & Heating	247,300	343,200	354,106	272,300	(70,900)	257,100	(15,200)
6708 Mechanical Equipment	990,500	824,500	895,600	856,400	31,900	839,500	(16,900)
6711 Communication System	904,600	1,590,500	1,770,768	1,743,900	153,400	1,732,000	(11,900)
6731 Airtime	850,200	438,400	258,700	258,700	(179,700)	258,700	
6732 Mobile Data	190,000	185,700	106,000	110,000	(75,700)	110,000	
6790 Equipment Transfer	(2,000)						
* Equipment & Communications	7,633,700	7,520,240	7,691,594	7,863,400	343,160	7,694,300	(169,100)

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6802 Vehicle R&M	11,152,900	10,493,200	10,377,567	9,618,600	(874,600)	9,843,600	225,000
6803 Vehicle Fuel - Diesel	10,920,400	8,956,200	8,594,633	9,823,600	867,400	10,122,500	298,900
6804 Vehicle Fuel - Gas	1,270,500	1,233,800	1,198,700	1,249,600	15,800	1,324,900	75,300
6805 Tires and Tubes	918,100	981,200	1,146,200	1,058,300	77,100	1,096,900	38,600
6806 Vehicle Rentals	33,700	29,300	37,963	38,800	9,500	40,300	1,500
6807 Vehicle Leases			14,400				
6810 Comm Vehicle R&M			2,703,700	2,791,900	2,791,900	2,917,900	126,000
6811 Shop Supplies			64,396	44,400	44,400	44,900	500
6890 Vehicle Transfer	(165,400)	7,100	(192,900)	169,200	162,100	386,000	216,800
6899 Other Vehicle Expense	43,500	44,200	58,700	(534,800)	(579,000)	(400,800)	134,000
* Vehicle Expense	24,173,700	21,745,000	24,003,359	24,259,600	2,514,600	25,376,200	1,116,600
6901 Membership Dues	548,600	557,300	540,145	652,000	94,700	670,200	18,200
6902 Conferences/Workshop	247,250	266,600	255,507	277,000	10,400	250,000	(27,000)
6903 Travel - Local	948,600	944,200	924,789	930,850	(13,350)	929,150	(1,700)
6904 Travel - Out of Town	725,300	692,300	691,187	692,300		723,200	30,900
6905 Training & Education	1,559,150	1,476,750	1,392,275	1,377,250	(99,500)	1,403,250	26,000
6906 Licenses & Agreements	618,100	664,200	646,475	651,800	(12,400)	667,700	15,900
6907 Commission Fees	360,000	400,000	387,000	400,000		400,000	
6908 Medical Examinations	123,700	109,700	77,950	84,900	(24,800)	85,900	1,000
6909 Cost of Sales	622,800	592,800	658,115	681,200	88,400	581,200	(100,000)
6910 Signage	159,100	141,300	154,259	155,700	14,400	153,500	(2,200)
6911 Facilities Rental	5,827,600	6,052,500	6,023,104	6,396,700	344,200	6,352,400	(44,300)
6912 Advertising/Promotio	1,223,200	1,308,000	846,808	1,220,850	(87,150)	1,210,150	(10,700)
6913 Awards	128,400	131,500	130,812	129,300	(2,200)	120,500	(8,800)
6914 Recruiting	142,200	147,200	211,778	146,200	(1,000)	146,200	
6915 Research Data Acquis	16,400	58,500	55,100	148,500	90,000	133,500	(15,000)
6916 Public Education	272,000	214,000	192,501	258,500	44,500	278,500	20,000
6917 Books and Periodicals	1,935,900	1,945,900	2,054,204	2,198,000	252,100	2,198,500	500
6918 Meals	147,900	150,050	153,913	137,800	(12,250)	137,500	(300)
6919 Special Projects	2,998,500	3,192,350	2,943,189	2,816,700	(375,650)	3,221,200	404,500
6920 Land Purchase		14,000			(14,000)	14,000	14,000
6928 Committee Expenses	9,400	14,300	12,300	12,350	(1,950)	12,350	
6929 Procurement Card Clg		200	300	200		200	
6932 Youth Pr Services				3,000	3,000	3,000	
6933 Community Events	1,058,700	1,071,700	1,104,844	898,500	(173,200)	898,500	
6936 Staff Relations	50,000	52,200	33,300	23,700	(28,500)	22,200	(1,500)
6937 Corporate Training	200,000	200,000	200,000	304,000	104,000	304,000	
6938 Rewarding Excellence	107,450	105,100	89,405	104,300	(800)	103,900	(400)
6940 Fencing	154,900	95,000	159,916	133,000	38,000	84,300	(48,700)
6941 Playground Equipment	38,500	53,400	41,000	31,900	(21,500)	38,400	6,500
6942 Management Fees	521,300	516,300	521,779	516,300		516,300	
6943 Health and Wellness	120,700	121,200	98,800	124,700	3,500	124,700	
6946 Branch Programming	39,900	41,700	47,410	54,700	13,000	54,700	
6947 Literacy/Heritage Pr	10,500	9,500	9,500	9,500		9,500	
6948 Arts/Perform.Program	12,000	10,900			(10,900)		
6950 Region.Serv.Program	20,000	20,000	30,440	22,900	2,900	22,900	
6990 Gds & Svcs Trsf	50,100	45,100	100	700	(44,400)	1,100	400
6999 Other Goods/Services	2,225,100	802,900	2,903,374	4,012,800	3,209,900	8,570,000	4,557,200
* Other Goods & Services	23,223,250	22,218,650	23,591,579	25,608,100	3,389,450	30,442,600	4,834,500
7001 Interdept Equip Chg			2,330				
7005 Interdept EXP			172				
7007 ltnTrsf Paper Recyc		200	230		(200)		
7009 Internal Trfr Other	(29,100)	49,600	(924,200)	66,700	17,100	67,300	600
7010 IntTrfr Insur Funds			(38,626)	1,000	1,000	5,000	4,000
7011 Int Trf Record Check	(3,300)	(3,300)	(1,600)	(3,300)		(3,300)	
7012 Int Trf Print/Reprod	5,000	5,000	15,000	30,000	25,000	30,000	
7013 Int Trf Extra Duty			(97,400)				
7015 Int Trf FacilityRent		2,000	13,727		(2,000)		
7099 Interdept Chargeback	14,000						
9910 PM Shop Expenses			100				
9911 PM Labour-Reg			424				
* Interdepartmental	(13,400)	53,500	(1,029,843)	94,400	40,900	99,000	4,600
8010 Other Interest	30,600	40,900	40,900	40,400	(500)	40,400	
8011 Interest on Debentur	10,833,000	9,971,000	9,805,399	8,828,700	(1,142,300)	9,257,200	428,500
8012 Principal on Debentur	43,109,100	43,937,700	43,701,183	42,355,000	(1,582,700)	43,822,200	1,467,200
8013 Loan Principal Repay	2,400	2,400	2,400		(2,400)		
* Debt Service	53,975,100	53,952,000	53,549,882	51,224,100	(2,727,900)	53,119,800	1,895,700

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
8001 Transf Outside Agenc	168,018,200	173,140,100	173,327,471	179,706,000	6,565,900	185,338,800	5,632,800
8003 Insurance Pol/Prem	3,941,700	3,941,500	3,944,625	3,967,100	25,600	4,004,000	36,900
8004 Grants	6,278,343	4,753,800	4,787,065	5,508,800	755,000	5,108,800	(400,000)
8005 Tax Exemptions	1,425,000	1,425,000	1,425,000	1,475,000	50,000	1,475,000	
8006 Tax Concess Non Prof	3,535,000	3,775,000	3,757,300	4,020,000	245,000	4,170,000	150,000
8007 Tax Concess Commerci	605,000	455,000	259,882	1,060,000	605,000	925,000	(135,000)
8008 Transf to/fr Reserve	15,488,357	22,066,100	37,587,353	25,008,200	2,942,100	23,501,600	(1,506,600)
8009 Fire Protection	9,645,000	7,456,600	7,453,000	7,456,600		7,456,600	
8014 Capital from Operati	47,243,400	41,280,000	41,280,000	36,930,000	(4,350,000)	36,191,000	(739,000)
8015 Debenture Discount	270,700	256,800	282,842	251,000	(5,800)	245,500	(5,500)
8016 Provision for Allow	4,200,000	4,200,000	(7,294,300)	4,200,000		4,200,000	
8017 Bank Charges	410,200	410,100	410,100	425,000	14,900	445,000	20,000
8022 Transf to/fr Trust	(800)	(800)	(39,973)	(800)		(800)	
8024 Transf to/fr Capital	3,516,000	1,600	1,600		(1,600)		
8046 Stormwater ROW Chg	3,881,000	3,881,400	3,881,400	3,835,000	(46,400)	3,800,000	(35,000)
9000 Prior Yr. Sur/Def	(1,841,500)	(2,312,200)	(1,815,200)	(1,872,900)	439,300	(871,100)	1,001,800
9001 Current Yr. Sur/Def			1,638,661	297,500	297,500		(297,500)
* Other Fiscal	266,615,600	264,730,000	270,886,826	272,266,500	7,536,500	275,989,400	3,722,900
** Total	869,133,600	872,838,100	882,628,922	894,363,300	21,525,200	920,884,700	26,521,400
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4001 Res. Property Taxes	(225,942,300)	(229,173,000)	(229,113,000)	(240,741,000)	(11,568,000)	(249,385,000)	(8,644,000)
4002 Comm. Property Taxes	(211,624,200)	(214,852,000)	(214,491,000)	(220,562,000)	(5,710,000)	(230,325,000)	(9,763,000)
4005 Resrc Property Taxes	(1,410,000)	(1,402,000)	(1,410,000)	(1,391,000)	11,000	(1,442,000)	(51,000)
4006 Rec. Non Profit	(15,000)	(15,000)	(17,982)	(17,000)	(2,000)	(17,000)	
4007 Resource Forest Taxes	(42,000)	(42,000)	(42,205)	(42,000)		(42,000)	
4008 Comm. Forest Taxes	(81,000)	(81,000)	(87,740)	(89,000)	(8,000)	(89,000)	
4100 Deed Transfer Taxes	(32,000,000)	(32,000,000)	(34,500,000)	(33,000,000)	(1,000,000)	(34,000,000)	(1,000,000)
4101 Capital Charges	(2,054,200)	(1,963,700)	(1,963,700)	(1,674,600)	289,100	(1,670,200)	4,400
* Tax Revenue	(473,168,700)	(479,528,700)	(481,625,627)	(497,516,600)	(17,987,900)	(516,970,200)	(19,453,600)
4201 Area Rate Residential	(134,170,000)	(137,665,000)	(138,338,600)	(139,172,300)	(1,507,300)	(143,416,600)	(4,244,300)
4202 Area Rate Commercial	(36,485,600)	(36,485,900)	(37,163,700)	(36,901,000)	(415,100)	(37,990,400)	(1,089,400)
4204 Area Rate Loc Transi	(26,717,500)	(27,305,300)	(27,305,300)	(27,873,000)	(567,700)	(27,968,000)	(95,000)
4205 Area Rate Reg Transp	(16,587,300)	(16,952,200)	(16,952,200)	(17,303,000)	(350,800)	(17,365,000)	(62,000)
4206 Area Rate Resource	(842,600)	(848,100)	(849,400)	(823,200)	24,900	(847,600)	(24,400)
* Area Rate Revenue	(214,803,000)	(219,256,500)	(220,609,200)	(222,072,500)	(2,816,000)	(227,587,600)	(5,515,100)
4501 Tax Agreement - NSLC	(696,000)	(723,500)	(709,412)	(703,000)	20,500	(707,000)	(4,000)
4502 Tax Agreement - NSPI	(3,200,000)	(3,500,000)	(3,589,517)	(3,625,000)	(125,000)	(3,662,000)	(37,000)
4503 Tax Agreement - MT&T	(1,645,000)	(1,714,000)	(1,664,954)	(1,582,000)	132,000	(1,503,000)	79,000
4506 Tax Agreement - Mari	(912,000)	(887,000)	(864,550)	(838,000)	49,000	(813,000)	25,000
4507 Tax Agreement - Heri	(1,100,000)	(1,210,000)	(1,353,057)	(1,085,000)	125,000	(1,107,000)	(22,000)
4508 Tax Agreement - HIAA	(1,447,000)	(1,455,000)	(1,462,852)	(1,517,300)	(62,300)	(1,550,000)	(32,700)
4509 Tax Agrmnt - Irving	(564,000)	(629,000)	(622,608)	(1,005,000)	(376,000)	(1,020,000)	(15,000)
4550 Tax Agreement - Other	(50,000)	(240,000)	(263,000)	(262,000)	(22,000)	(265,000)	(3,000)
* Tax Agreements	(9,614,000)	(10,358,500)	(10,529,950)	(10,617,300)	(258,800)	(10,627,000)	(9,700)
4601 Grant in Lieu-Fed	(22,412,900)	(22,646,300)	(22,646,300)	(23,806,300)	(1,160,000)	(24,175,300)	(369,000)
4602 Grant in Lieu-Prov.	(9,124,200)	(9,105,800)	(9,212,800)	(9,193,800)	(88,000)	(9,284,800)	(91,000)
4603 Grant in Lieu-CPC	(685,000)	(693,000)	(692,761)	(765,000)	(72,000)	(772,000)	(7,000)
4605 Grant Lieu-Hflx Port	(2,926,000)	(2,999,000)	(3,067,158)	(3,108,000)	(109,000)	(3,200,000)	(92,000)
4606 Grant in Lieu - CBC	(208,000)	(197,000)	(196,704)	(203,000)	(6,000)	(205,000)	(2,000)
4607 Grant Lieu -Via Rail	(172,000)	(175,000)	(175,423)	(182,000)	(7,000)	(184,000)	(2,000)
4608 Grant in Lieu - WCB	(133,000)	(131,000)	(130,567)	(133,000)	(2,000)	(134,000)	(1,000)
4609 Grant in Lieu- Citad	(1,485,000)	(1,456,000)	(1,455,910)	(1,470,000)	(14,000)	(1,485,000)	(15,000)
4610 Grant in Lieu-NRC	(70,000)	(69,000)	(68,924)	(67,000)	2,000	(68,000)	(1,000)
4650 Grant in Lieu - Other	(174,000)	(175,000)	(14,000)	(14,000)	161,000	(14,000)	
* Payments in Lieu of taxes	(37,390,100)	(37,647,100)	(37,660,547)	(38,942,100)	(1,295,000)	(39,522,100)	(580,000)
4703 Cond.Grant NS(Other)	(4,916,000)	(8,716,000)	(8,716,000)	(8,716,000)		(8,716,000)	
4706 Uncond.Grant NS(oth)	(3,700,000)	(3,700,000)	(3,719,700)	(3,700,000)		(3,772,000)	(72,000)
4750 Other Grants	(2,123,100)	(2,623,100)	(2,323,100)	(2,154,100)	469,000	(2,154,100)	
* Transfers from other Gov'ts	(10,739,100)	(15,039,100)	(14,758,800)	(14,570,100)	469,000	(14,642,100)	(72,000)
4801 Int. Rev. - Tax	(4,700,000)	(4,800,000)	(5,200,000)	(5,000,000)	(200,000)	(5,000,000)	
4803 Int. Rev. - Cap.Chrg	(395,800)	(336,900)	(336,900)	(289,200)	47,700	(239,000)	50,200
4850 Int. Rev. - Other	(70,000)	(70,000)	(135,000)	(70,000)		(70,000)	
4860 Investment Income	(1,600,000)	(1,600,000)	(1,600,000)	(1,740,000)	(140,000)	(2,000,000)	(260,000)
* Interest Revenue	(6,765,800)	(6,806,900)	(7,271,900)	(7,099,200)	(292,300)	(7,309,000)	(209,800)

Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4901 Parking Meters	(2,760,000)	(2,675,000)	(2,675,000)	(2,675,000)		(2,675,000)	
4902 Fines Fees	(4,539,600)	(5,039,200)	(4,527,400)	(6,375,500)	(1,336,300)	(6,375,500)	
4903 Building Permits	(4,000,000)	(3,900,000)	(3,450,000)	(4,000,000)	(100,000)	(4,000,000)	
4904 Plumbing Permits	(120,000)	(125,000)	(90,000)	(120,000)	5,000	(110,000)	10,000
4905 St. Opening Permits	(240,000)	(170,000)	(170,000)	(170,000)		(170,000)	
4906 Subdivision Applic.	(83,000)	(83,000)	(83,000)	(75,000)	8,000	(83,000)	(8,000)
4907 Taxi Licenses	(158,000)	(158,000)	(100,000)	(158,000)		(158,000)	
4908 Animal Licenses	(200,000)	(200,000)	(295,000)	(100,000)	100,000	(100,000)	
4909 False Alarm Recovery	(275,000)	(285,000)	(208,000)	(685,000)	(400,000)	(705,000)	(20,000)
4911 Zoning Fees	(88,000)	(88,000)	(88,000)	(88,000)		(88,000)	
4912 Signs & Encroachments	(745,000)	(792,000)	(867,000)	(807,000)	(15,000)	(817,000)	(10,000)
4913 Occupancy Permits	(2,000)	(2,000)	(2,000)		2,000		
4914 Grade Alterations	(32,000)	(20,000)	(30,000)	(20,000)		(20,000)	
4915 Minor Variance	(26,000)	(26,000)	(30,400)	(30,000)	(4,000)	(26,000)	4,000
4916 Vending Licenses	(40,000)	(40,000)	(40,000)	(40,000)		(40,000)	
4920 Development Permits	(280,000)	(280,000)	(280,000)	(280,000)		(280,000)	
4950 Other Lic. & Permits	(35,500)	(87,500)	(100,500)	(87,500)		(87,500)	
4951 By-Law F300 Revenue	(1,735,000)	(1,960,000)	(1,985,000)	(1,985,000)	(25,000)	(1,985,000)	
5101 Parking Rentals	(2,451,600)	(2,656,000)	(2,603,000)	(2,700,700)	(44,700)	(2,738,700)	(38,000)
5102 Facilities Rentals	(3,382,200)	(2,978,100)	(2,871,450)	(2,853,000)	125,100	(2,937,300)	(84,300)
5150 Other Rental Revenue	(38,600)	(38,600)	(114,100)	(50,000)	(11,400)	(37,600)	12,400
5151 Lease Revenue	(800,100)	(1,282,200)	(1,371,491)	(1,309,300)	(27,100)	(1,051,000)	258,300
5201 Fare Revenue	(34,470,000)	(34,500,000)	(33,017,000)	(33,820,000)	680,000	(33,720,000)	100,000
5204 Administration Fees	(207,500)	(207,500)	(223,000)	(223,800)	(16,300)	(1,446,400)	(1,222,600)
5205 Tax Certificates	(270,000)	(270,000)	(230,000)	(210,000)	60,000	(210,000)	
5206 Stipends	(38,500)	(38,500)	(38,500)	(38,500)		(38,500)	
5207 Arts & Crafts Revenue	(99,500)	(123,700)	(137,395)	(134,000)	(10,300)	(123,400)	10,600
5208 Dance & Drama Revenue	(109,200)	(93,900)	(82,872)	(88,200)	5,700	(87,600)	600
5209 Comm. Events Rev.	(530,800)	(567,200)	(479,326)	(547,200)	20,000	(567,200)	(20,000)
5210 Sport & Fitness Rev.	(727,800)	(634,800)	(697,462)	(631,400)	3,400	(629,300)	2,100
5211 Program Facil. Rev.	(80,000)	(77,000)	(56,681)	(78,000)	(1,000)	(78,000)	
5212 Leisure Skills Rev.	(261,100)	(237,700)	(251,035)	(240,600)	(2,900)	(239,600)	1,000
5213 Play. & Camp Rev.	(708,900)	(719,400)	(764,465)	(768,500)	(49,100)	(738,400)	30,100
5214 Wellness Revenue	(15,500)	(28,200)	(47,970)	(21,400)	6,800	(22,200)	(800)
5215 Aquat.Rev.-Instuct.	(937,000)	(957,000)	(853,969)	(879,000)	78,000	(879,000)	
5216 Aquat.Rev.-Recreat.	(179,500)	(181,500)	(174,705)	(182,500)	(1,000)	(182,500)	
5217 Inclusion Svcs. Rev.			75				
5218 Hockey Revenue		(11,400)	(9,000)	(11,000)	400	(30,000)	(19,000)
5219 Ice Rentals	(3,681,400)	(3,663,400)	(3,797,210)	(2,742,400)	921,000	(2,742,400)	
5220 Public Skates	(25,000)	(18,000)	(18,000)	(18,000)		(18,000)	
5225 Tipping Fees-Waste R	(11,154,500)	(1,314,500)	(1,315,500)	(1,480,000)	(165,500)	(1,480,000)	
5227 Photocopier Revenue	(200)	(200)	(96,800)	(97,400)	(97,200)	(97,400)	
5228 Membership Revenue	(929,800)	(979,300)	(774,300)	(887,300)	92,000	(979,300)	(92,000)
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(145,000)	(145,000)		(145,000)	
5235 GRS Drop In Program	(13,100)						
5250 Sales of Svcs-Other	(1,174,300)	(1,250,300)	(1,189,500)	(1,154,000)	96,300	(1,153,800)	200
5253 Subdiv Insp Fees	(32,000)	(10,000)	(10,000)	(10,000)		(10,000)	
5256 SOT Revenue	(2,380,000)	(2,380,000)	(2,395,000)	(2,380,000)		(2,380,000)	
5402 Sale of Bottles	(85,000)	(85,000)	(60,000)	(60,000)	25,000	(60,000)	
5403 Sale-Other Recycle	(1,940,000)	(1,910,000)	(2,150,000)	(1,950,000)	(40,000)	(1,950,000)	
5404 Canteen Revenue	(5,100)	(5,100)	(124,401)	(175,100)	(170,000)	(5,100)	170,000
5450 Other Sales Revenue	(29,100)	(29,600)	(24,000)	(31,600)	(2,000)	(361,900)	(330,300)
* Fee Revenues	(82,261,400)	(73,323,800)	(71,144,357)	(73,613,900)	(290,100)	(74,859,600)	(1,245,700)
5501 Fundraising	(5,400)	(5,400)	(5,400)	(5,400)		(5,400)	
5502 HRWC Dividend	(4,579,000)	(4,663,000)	(4,578,497)	(4,826,900)	(163,900)	(4,976,900)	(150,000)
5503 Advertising Revenue	(801,900)	(850,700)	(846,437)	(812,200)	38,500	(815,500)	(3,300)
5504 StormWater ROW Levies	(3,881,000)	(3,935,200)	(4,686,000)	(3,537,500)	397,700	(3,502,500)	35,000
5508 Recov External Parti	(21,885,200)	(18,751,400)	(26,182,128)	(18,244,800)	506,600	(17,520,600)	724,200
5509 NSF Chq Fee	(28,400)	(25,400)	(22,000)	(26,500)	(1,100)	(26,500)	
5520 Donations	(581,100)	(270,000)	(120,039)	(15,000)	255,000	(15,000)	
5521 CUPE Admin Fee	(80,000)	(80,000)		(80,000)		(80,000)	
5600 Miscellaneous Revenue	(2,549,500)	(2,296,400)	(2,333,245)	(2,383,300)	(86,900)	(2,424,700)	(41,400)
* Other Revenue	(34,391,500)	(30,877,500)	(38,773,746)	(29,931,600)	945,900	(29,367,100)	564,500
** Total	(869,133,600)	(872,838,100)	(882,374,127)	(894,363,300)	(21,525,200)	(920,884,700)	(26,521,400)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit			254,794				

Capital Budget by Asset and Funding

	Budget 2016- 17	Year 1 2017- 18	Year 2 2018- 19
GROSS CAPITAL BUDGET			
Buildings	51.0	36.5	23.8
Business Tools	10.4	10.9	9.7
District Activity Funds	1.5	1.5	1.5
Equipment and Fleet	4.7	8.2	6.7
Halifax Transit	26.4	33.5	27.2
Halifax Water (CWWF)		14.5	0.0
Parks and Playgrounds	11.2	16.6	7.9
Transportation and Active Transportation	48.0	38.3	48.1
Solid Waste	4.6	3.0	4.2
Traffic Improvements	40.1	24.3	27.5
Total	197.9	187.3	156.7
FUNDING			
<u>Project Specific Funding</u>			
Reserves	72.0	49.8	41.2
Cost-Sharing	3.3	35.3	10.4
Other (incl debt for LED lights)	<u>22.7</u>	<u>6.7</u>	<u>9.7</u>
Sub-Total	97.9	91.8	61.3
<u>Borrowing and Other Transfers</u>			
Additional Debt Approved	29.0	28.3	29.8
Capital from Operating	41.3	36.9	36.2
Gas Tax Funding	29.0	25.3	26.2
Cappool	0.7	2.3	1.6
Crespool	0.0	2.7	1.6
Other	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Sub-Total	100.0	95.5	95.4
Gross Capital Budget	197.9	187.3	156.7

Halifax Regional Fire & Emergency

17/18 – 18/19 Multi-Year Budget and Business Plan

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

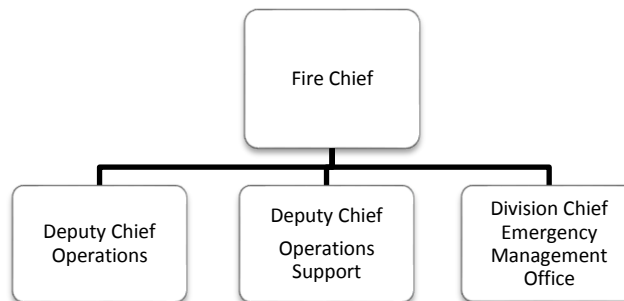
HALIFAX REGIONAL FIRE & EMERGENCY OVERVIEW

Halifax Regional Fire & Emergency is committed to advancing Regional Council’s priority outcome of:

- Healthy, Liveable Communities – Public Safety

Halifax Regional Fire & Emergency (HRFE) serves and protects 418,000 permanent residents in a 5,577 km² area. Strategically located in 51 fire stations throughout HRM, career and volunteer fire crews provide a full range of emergency services including: fire prevention (fire inspections & code enforcement, fire investigations, plans examination, and public fire safety education), fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench, and confined space rescue), collapse rescue, hazardous materials response including CBRNE (chemical, biological, radioactive, nuclear & explosive), pre-hospital emergency medical services, and emergency preparedness.

Halifax Regional Fire & Emergency Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	489	+18	507	519

Halifax Regional Fire & Emergency Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Halifax Regional Fire & Emergency	12.4%	12.1%	12.0%
Average tax bill amount spent on Halifax Regional Fire & Emergency	\$227.60	\$227.20	\$229.10

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Halifax Regional Fire & Emergency Multi-Year Initiatives

Healthy, Liveable Communities – Public Safety

HRFE Communications and Technology Roadmap

Aligning and supporting HRFE's Master Fire Plan, this five-year initiative focuses on driving service improvement through implementation and updating of supporting technology. Phased implementation of the roadmap began in 2014/15. Deliverables in 2017/18 will include implementation of a new rostering system, continued FDM functional upgrades, and expansion of mobile technology.

HRFE Master Fire Plan Implementation

Continue the implementation of Regional Council-approved Master Fire Plan recommendations including increasing the complement of career firefighters to staff Stations 8 (Bedford), 16 (Eastern Passage), 17 (Cole Harbour) and 58 (Lakeside) with 4-person crews. In 2018/19, an aerial located at Station 12 (Highfield Park) will be staffed with a 2 person crew. Prepare options, for Regional Council's consideration, to amend HRFE's Service Delivery Standards and Administrative Order 24.

Our People - Talent

HRFE Human Resource Initiatives

Utilize the newly developed recruitment process to address current and anticipated workforce requirements, and a formal succession management plan to ensure leadership continuity. Continue the recruitment and placement of volunteer firefighters at Stations 4 (Lady Hammond, Halifax) and 13 (King Street, Dartmouth); adding two more permanent composite stations in our urban area. Build on strategies from our Outreach Committee and the newly created temporary Diversity & Community Liaison Officer position to achieve a diverse, culturally sensitive, and inclusive workforce.

Halifax Regional Fire & Emergency Budget

Halifax Regional Fire & Emergency Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	17/18 -18/19 Capital Cost	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact
Healthy, Liveable Communities					
Public Safety	Fire station Replacements	\$2,000,000	\$0	\$0	\$0
	Consolidated Sambro / Harrietsfield Fire Station	\$4,000,000	\$0	\$0	\$0
	FDM Review and Enhancements	\$300,000	\$1,500	\$0	\$1,500
	Fire Apparatus Fleet Expansion	\$1,400,000	\$0	\$0	\$0
	HRFE Rostering / Corporate Scheduling	\$1,120,000	\$50,000	\$0	\$50,000
	Station Recapitalization	\$2,030,000	\$0	\$0	\$0
	Fire Apparatus Replacement	\$4,293,000	\$0	\$0	\$0
	Equipment Replacement	\$2,300,000	\$0	\$0	\$0
	Opticom Signalization System	\$ 160,000	\$0	\$0	\$0
	Fire Services Water Supply	\$ 200,000	\$0	\$0	\$0

Halifax Regional Fire & Emergency Operating Budget

Summary of Changes Included in Proposed Halifax Regional Fire & Emergency Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Hire 32 new firefighters (20 in 2017/18, and 12 in 2018/19)	As per Regional Council direction: 2017/18 – add career firefighters at Stns. 8 (Bedford), 16 (Eastern Passage), 17 (Cole Harbour) & 58 (Lakeside) to staff apparatus with a crew of 4. 2018/19 – add career firefighters at Stn.12 (Highfield Park) to staff the aerial with a crew of 2.	\$466,300	\$1,619,600	\$2,085,900
Volunteer Firefighter Honorariums	To enhance recruitment and retention of volunteer firefighters	\$1,140,000	\$1,140,000	\$2,280,000
False Alarm Fee Increase	No impact on service delivery	-\$140,000	-\$140,000	-\$280,000
Halifax Explosion 100 th Anniversary		\$75,000	\$0	\$75,000
Total Impact of Changes		\$1,541,300	\$2,619,600	\$4,160,900

Halifax Regional Fire & Emergency Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	55,130,400	54,929,700	55,494,400	55,789,300	859,600	55,530,000	(259,300)
* Office	272,100	252,100	253,700	252,100		252,100	
* External Services	542,500	487,500	436,500	487,500		487,500	
* Supplies	559,000	589,000	839,600	589,000		589,000	
* Materials			1,600				
* Building Costs	171,600	171,600	388,900	171,600		171,600	
* Equipment & Communications	408,300	408,300	472,800	408,300		408,300	
* Vehicle Expense			500				
* Other Goods & Services	944,900	904,900	985,800	979,900	75,000	904,900	(75,000)
* Interdepartmental			(33,200)				
* Debt Service	726,400	682,100	682,100	658,800	(23,300)	637,200	(21,600)
* Other Fiscal	167,500	192,500	(463,600)	192,500		192,500	
** Total	58,922,700	58,617,700	59,059,100	59,529,000	911,300	59,173,100	(355,900)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(81,100)	(81,100)	(62,100)	(221,100)	(140,000)	(221,100)	
* Other Revenue	(261,600)	(231,600)	(193,100)	(231,600)		(231,600)	
** Total	(342,700)	(312,700)	(255,200)	(452,700)	(140,000)	(452,700)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	58,580,000	58,305,000	58,803,900	59,076,300	771,300	58,720,400	(355,900)

Halifax Regional Fire & Emergency Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Operations Summary of Expense & Revenue Types	47,210,400	47,057,800	47,489,200	47,637,100	579,300	47,281,200	355,900
Operations Support Summary of Expense & Revenue Types	11,369,600	11,247,200	11,314,700	11,439,200	192,000	11,439,200	
	58,580,000	58,305,000	58,803,900	59,076,300	771,300	58,720,400	(355,900)

17/18 - 18/19 HALIFAX REGIONAL FIRE & EMERGENCY SERVICE AREA PLANS

Operations

Operations is committed to supporting Regional Council priorities through the provision of emergency service protection to every part of HRM operating out of 51 fire stations:

- 8 - 24hr Career Stations
- 10 - 24hr Career Composite Stations (Career & Volunteer)
- 11 - 10.5hr Career Composite Stations (Career & Volunteer)
- 22 - Volunteer Stations

The current delivery standard (2006) is predicated on population density. Challenges facing the division include volunteer recruitment and retention, deployment issues (station location vs. effective service delivery), inadequate training facilities and increased strain on budget to provide medical first responder services.

Services Delivered:

Healthy, Liveable Communities – Public Safety

Fire and Emergency Services - This service consists of career and volunteer fire crews providing a full range of emergency services including:

- fire suppression and rescue in structural and wildland/urban interface
- technical rescue-auto extrication
- hazardous materials/dangerous goods response
- trench rescue
- confined space rescue
- collapse rescue
- chemical biological radiological nuclear & explosive (CBRNE) – Provincial Team
- pre-hospital emergency medical services
- high/low angle rope
- marine firefighting/shore line protection
- ice/water (shore based)

Service Delivery Measures

Operations Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	MBNC Median* 2015
Number of calls	10,561	11,412	11,500	N/A
Residential Fire Related Injuries per 100,000 Population (entire municipality)	4.36	N/A	N/A	5.25
Residential Fire Related Fatalities per 100,000 Population (entire municipality)	0.26	N/A	N/A	0.26
Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	0.7	N/A	N/A	0.9

* Municipal Benchmarking Network Canada

** Population: 417,847, Households 193,424

Performance Analysis

Fire Response

Increasing crew sizes to 4 on all first due apparatus and a staffed aerial on each side of the Halifax Harbour will be made possible by the hiring of 32 additional firefighters over the next two years. Research indicates that crew sizes of 4 provide a quicker response in most fire ground activities, which all contribute to improved resident and crew safety as well as decreased structural losses.

17/18 – 18/19 Operations Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
Operational Review Recommendations (Est. Compl: Q1 18/19) Implement Regional Council Approved Operational Review Recommendations, which includes increasing the crew size at Stations 8 (Bedford), 16 (Eastern Passage), 17 (Cole Harbour) and 58 (Lakeside) and staffing an aerial at Station 12 (Highfield Park) with a 2 person crew.
Our People - Talent
Volunteer Recruitment (Est. Compl: Q4 17/18) Recruit Volunteers for Station 4 (Lady Hammond Road) and Station 13 (King Street)
Career Recruitment (Est. Compl: Q1 18/19) Hire 32 net new firefighters in 2017/18 & 2018/19

Operations Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	46,573,600	46,465,300	47,398,200	47,132,900	667,600	46,873,600	(259,300)
* Office							
* External Services	50,000	50,000	27,100	50,000		50,000	
* Supplies			100				
* Materials			300				
* Building Costs	4,000	4,000	6,000	4,000		4,000	
* Equipment & Communications	105,000	105,000	101,700	105,000		105,000	
* Vehicle Expense							
* Interdepartmental							
* Debt Service	726,400	682,100	682,100	658,800	(23,300)	637,200	(21,600)
* Other Fiscal			(570,000)				
** Total	47,501,400	47,348,800	47,691,900	48,068,100	719,300	47,712,200	(355,900)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(81,100)	(81,100)	(62,100)	(221,100)	(140,000)	(221,100)	
* Other Revenue	(209,900)	(209,900)	(140,600)	(209,900)		(209,900)	
** Total	(291,000)	(291,000)	(202,700)	(431,000)	(140,000)	(431,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	47,210,400	47,057,800	47,489,200	47,637,100	579,300	47,281,200	(355,900)

Operations Support

Operations Support is committed to supporting Regional Council priorities through the provision of public fire safety information, prevention, professional development, training and safety-related services in addition to supporting emergency operations. The division operates from a number of satellite locations in HRM.

Services Delivered:

Healthy, Liveable Communities – Public Safety

Fire Prevention and Public Awareness - The Fire Prevention service responds to technical public inquiries, conducts fire safety inspections, minimum residential standards inspections, building plan examinations, provides fire/life safety education programs and training, and issues permits to support the prevention of fire related incidents.

Fire Investigation - This service is responsible for conducting investigations of fires.

Fire Operations Support - Logistics - This service is responsible for the provision and maintenance of physical and technology assets to support fire operations.

Professional Development, Training, and Safety - This service is responsible for the training and certification of firefighters, crew, and chief officers to industry and regulatory standards, conducting investigations of accidents and internal safety events, providing major emergency scene safety, and developing policies related to safety issues.

Communications and Technology - Fire relies heavily on voice, data and information technology in carrying out firefighting activities. This division is responsible for base, mobile and portable radios, pagers, cell phones, computers, RMS (records management) and related technology. Section staff evaluates ways to improve emergency response capability through the use of technology and streamlining business processes.

Service Delivery Measures

Operations Support Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned
% of completed legislated inspections	14%	15%	24%	
# Career Recruits	16	16	40	40
# Volunteer Recruits	59	51	TBA	TBA

Performance Analysis

Training Barriers

The ability to hire and train both volunteer and career recruits, as well as ongoing firefighter training is restricted by the number of training officers and the size of the training grounds. To ensure HRFE maintains the level of training that is expected by the department, an eLearning system has been implemented to support both volunteer and career members and recruits. By adjusting the delivery of the training program, career recruit class sizes have been increased from 16 to 20. In lieu of a new training facility, modifications to the current training grounds in 2019/20 will assist with improving the provision of training for all of HRFE.

Data

The ability to adequately measure and report response times has been hindered by a lack of technology in fire apparatus and an under maintained data management system. Year 3 deliverables of the technology roadmap will assist with the collection of data which will in turn provide HRFE the ability to report on performance indicators. These indicators will assist with the analysis of service delivery.

17/18 – 18/19 Operations Support Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Financial Responsibility – Responsibility for Resources
Year 3 Technology Roadmap: Roster Management (Est. Compl: Q4 18/19) Begin implementation of the chosen roster management system to comply with the OAG recommendations to efficiently manage roster staffing requirements and minimize overtime expenditures.
Service Excellence – Service Improvements
Year 3 Technology Roadmap: FDM Upgrades (Est. Compl: Q4 18/19) Continue incremental FDM upgrades to improve quality of data and reporting.
Year 3 Technology Roadmap: Improve Dispatch/Call Management Process (Est. Compl: Q4 18/19) Continue to implement accepted recommendations from the Dispatch/Call Management Study to improve processes, including improvements to Automatic Alarm Assignments.

17/18 – 18/19 Deliverables with Estimated Completion

Implement Fire Prevention Process Changes (ongoing)

Continue implementing process changes in Fire Prevention to increase the number of building visits and improve building inspection compliance.

Operations Support Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	8,556,800	8,464,400	8,096,200	8,656,400	192,000	8,656,400	
* Office	272,100	252,100	253,700	252,100		252,100	
* External Services	492,500	437,500	409,400	437,500		437,500	
* Supplies	559,000	589,000	839,500	589,000		589,000	
* Materials			1,300				
* Building Costs	167,600	167,600	382,900	167,600		167,600	
* Equipment & Communications	303,300	303,300	371,100	303,300		303,300	
* Vehicle Expense			500				
* Other Goods & Services	902,500	862,500	939,400	862,500		862,500	
* Interdepartmental			(33,200)				
* Other Fiscal	167,500	192,500	106,400	192,500		192,500	
** Total	11,421,300	11,268,900	11,367,200	11,460,900	192,000	11,460,900	
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue	(51,700)	(21,700)	(52,500)	(21,700)		(21,700)	
** Total	(51,700)	(21,700)	(52,500)	(21,700)		(21,700)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	11,369,600	11,247,200	11,314,700	11,439,200	192,000	11,439,200	

Emergency Management Office

The EMO coordinates multi-agency/multi-jurisdictional response, and coordinates a professional municipal response to emergencies by providing leadership to HRM and agencies to ensure readiness in the event of a disaster or large scale emergency situation.

Services Delivered:

Healthy, Liveable Communities – Public Safety

Emergency Management Planning - This service ensures readiness and a professional municipal response to emergencies by providing leadership to HRM and agencies in the event of a disaster or large scale emergency situation.

Emergency Response - This service is responsible for multi-agency / multi-jurisdictional emergency response (large scale incident) coordination.

Performance Analysis

Incident Command System (ICS)

ICS is used to manage both large and small emergency incidents and non-emergency events. This standardized, on scene, all hazard incident management concept allows for multi-jurisdictional response. HRFE is currently working towards providing essential ICS training for all employees who may be engaged in an incident response.

17/18 – 18/19 Emergency Management Office Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
<p>Incident Command System Transition (Ongoing) Lead the organization in transition to the use of ICS (Incident Command System) for all events where emergency services are required.</p>
<p>E-100 By-Law Revision (Est. Compl: Q3 17/18) Make recommendations to Regional Council to amend and update the E-100 Respecting the Emergency Measures By-Law.</p>

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
F110 Operations	46,449,700	46,341,400	46,778,400	46,944,000	602,600	46,609,700	(334,300)
F791 Rural Fire Debt Payments	726,400	682,100	682,100	658,800	(23,300)	637,200	(21,600)
F793 Rural Fire-Rural Op	(8,100)	(8,100)	(13,700)	(8,100)		(8,100)	
F724 Enfield	40,000	40,000	40,000	40,000		40,000	
F727 Milford Station	2,400	2,400	2,400	2,400		2,400	
** Operations	47,210,400	47,057,800	47,489,200	47,637,100	579,300	47,281,200	(355,900)
A451 Emerg Measures Recov		25,000	25,000	25,000		25,000	
C801 Emergency Meas. Adm	228,600	229,500	232,100	238,400	8,900	238,400	
F120 Training	2,108,000	2,152,800	2,290,100	2,202,100	49,300	2,202,100	
F121 Career Development	105,000	75,000	72,800	75,000		75,000	
F130 Prevention	2,142,100	1,905,500	1,547,900	2,120,800	215,300	2,120,800	
F140 Administration	4,226,600	4,325,500	4,117,600	4,256,400	(69,100)	4,256,400	
F141 Community Relations	113,000	113,000	140,500	113,000		113,000	
F160 Buildings & Logistic	2,055,500	2,000,200	2,556,400	1,988,200	(12,000)	1,988,200	
F180 Safety & Strat. Init	90,000	120,000	52,700	120,000		120,000	
F190 Communications	300,800	300,700	279,600	300,300	(400)	300,300	
** Operations Support	11,369,600	11,247,200	11,314,700	11,439,200	192,000	11,439,200	
*** Total	58,580,000	58,305,000	58,803,900	59,076,300	771,300	58,720,400	(355,900)

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
F110 Operations	46,707,600	46,599,300	46,960,000	47,341,900	742,600	47,007,600	(334,300)
F791 Rural Fire Debt Payments	726,400	682,100	682,100	658,800	(23,300)	637,200	(21,600)
F793 Rural Fire-Rural Op	25,000	25,000	7,400	25,000		25,000	
F724 Enfield	40,000	40,000	40,000	40,000		40,000	
F727 Milford Station	2,400	2,400	2,400	2,400		2,400	
** Operations	47,501,400	47,348,800	47,691,900	48,068,100	719,300	47,712,200	(355,900)
A451 Emerg Measures Recov		25,000	25,000	25,000		25,000	
C801 Emergency Meas. Adm	228,600	229,500	232,100	238,400	8,900	238,400	
F120 Training	2,111,000	2,155,800	2,290,100	2,205,100	49,300	2,205,100	
F121 Career Development	105,000	75,000	72,800	75,000		75,000	
F130 Prevention	2,152,800	1,916,200	1,561,100	2,131,500	215,300	2,131,500	
F140 Administration	4,229,600	4,328,500	4,121,400	4,259,400	(69,100)	4,259,400	
F141 Community Relations	113,000	113,000	140,500	113,000		113,000	
F160 Buildings & Logistic	2,060,500	2,005,200	2,556,900	1,993,200	(12,000)	1,993,200	
F180 Safety & Strat. Init	120,000	120,000	82,700	120,000		120,000	
F190 Communications	300,800	300,700	284,600	300,300	(400)	300,300	
** Operations Support	11,421,300	11,268,900	11,367,200	11,460,900	192,000	11,460,900	
*** Total	58,922,700	58,617,700	59,059,100	59,529,000	911,300	59,173,100	(355,900)

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
F110 Operations	(257,900)	(257,900)	(181,600)	(397,900)	(140,000)	(397,900)	
F793 Rural Fire-Rural Op	(33,100)	(33,100)	(21,100)	(33,100)		(33,100)	
* Operations	(291,000)	(291,000)	(202,700)	(431,000)	(140,000)	(431,000)	
F120 Training	(3,000)	(3,000)		(3,000)		(3,000)	
F130 Prevention	(10,700)	(10,700)	(13,200)	(10,700)		(10,700)	
F140 Administration	(3,000)	(3,000)	(3,800)	(3,000)		(3,000)	
F141 Community Relation							
F160 Buildings & Logistic	(5,000)	(5,000)	(500)	(5,000)		(5,000)	
F180 Safety & Strat. Init	(30,000)		(30,000)				
F190 Communications			(5,000)				
* Operations Support	(51,700)	(21,700)	(52,500)	(21,700)		(21,700)	
** Total	(342,700)	(312,700)	(255,200)	(452,700)	(140,000)	(452,700)	

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	43,369,300	43,175,800	39,341,700	42,502,400	(673,400)	42,502,400	
6002 Salaries - Overtime	1,458,000	1,594,800	4,523,300	1,955,400	360,600	1,716,700	(238,700)
6003 Wages - Regular			400				
6005 PDP & Union Con Incr			(112,300)				
6054 Vacation payout			112,700				
6100 Benefits - Salaries	8,182,600	8,283,800	8,101,100	8,143,900	(139,900)	8,143,900	
6101 Benefits - Wages			200				
6110 Vacancy Management	(900,000)	(1,175,000)		(1,052,300)	122,700	(1,075,300)	(23,000)
6150 Honorariums	1,904,300	1,904,300	2,474,300	3,044,300	1,140,000	3,044,300	
6151 Vehicle Allowance			22,700				
6152 Retirement Incentives	343,600	350,700	349,700	382,100	31,400	382,100	
6154 Workers' Compensation	684,400	705,700	652,900	719,900	14,200	719,900	
6156 Clothing Allowance	88,200	89,600	88,400	93,600	4,000	96,000	2,400
6199 Comp & Ben InterDept			(56,600)				
9200 HR CATS Wage/Ben			(4,100)				
9210 HR CATS OT Wage/Ben			(0)				
* Compensation and Benefits	55,130,400	54,929,700	55,494,400	55,789,300	859,600	55,530,000	(259,300)
6201 Telephone	96,100	96,100	94,700	96,100		96,100	
6202 Courier/Postage	16,000	16,000	16,100	16,000		16,000	
6203 Office Furn/Equip	80,000	80,000	81,800	80,000		80,000	
6204 Computer S/W & Lic	15,000	15,000	30,100	15,000		15,000	
6205 Printing & Reprod	10,000	10,000	4,400	10,000		10,000	
6207 Office Supplies	55,000	35,000	26,600	35,000		35,000	
* Office	272,100	252,100	253,700	252,100		252,100	
6301 Professional Fees	120,000	120,000	97,500	120,000		120,000	
6302 Legal Fees	10,000	10,000	1,400	10,000		10,000	
6303 Consulting Fees			85,600				
6304 Janitorial Services			4,400				
6308 Snow Removal	100,000	100,000	101,900	100,000		100,000	
6311 Security	25,000	25,000	13,200	25,000		25,000	
6399 Contract Services	287,500	232,500	132,500	232,500		232,500	
* External Services	542,500	487,500	436,500	487,500		487,500	
6401 Uniforms & Clothing	332,000	332,000	576,600	332,000		332,000	
6402 Med & First Aid Supp			300				
6403 Patrol Equip Supplies							
6404 Rec Prog Supplies	120,000	150,000	120,000	150,000		150,000	
6405 Photo Supp & Equip	2,500	2,500	3,200	2,500		2,500	
6406 Bridge Tolls							
6407 Clean/Sani Supplies	102,000	102,000	133,500	102,000		102,000	
6409 Personal Protect Equ			2,700				
6499 Other Supplies	2,500	2,500	3,300	2,500		2,500	
* Supplies	559,000	589,000	839,600	589,000		589,000	
6504 Hardware			400				
6506 Lumber			600				
6599 Other Materials			600				
* Materials			1,600				
6602 Electrical			100				
6603 Grnds & Landscaping			700				
6607 Electricity	10,000	10,000	13,300	10,000		10,000	
6608 Water	11,500	11,500	21,800	11,500		11,500	
6610 Building - Exterior			300				
6613 Overhead Doors			2,200				
6616 Natural Gas-Buildings	8,000	8,000	6,900	8,000		8,000	
6617 Pest Management			100				
6699 Other Building Cost	142,100	142,100	343,500	142,100		142,100	
* Building Costs	171,600	171,600	388,900	171,600		171,600	
6701 Equipment Purchase	146,500	146,500	142,500	146,500		146,500	
6702 Small Tools	35,000	35,000	32,500	35,000		35,000	
6703 Computer Equip/Rent	25,000	25,000	2,600	25,000		25,000	
6704 Equipment Rental			100				
6705 Equip - R&M	126,800	126,800	219,000	126,800		126,800	
6711 Communication System	75,000	75,000	76,100	75,000		75,000	
* Equipment & Communications	408,300	408,300	472,800	408,300		408,300	
6802 Vehicle R&M			300				
6811 Shop Supplies			200				
* Vehicle Expense			500				

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6901 Membership Dues	12,500	12,500	9,100	12,500		12,500	
6903 Travel - Local	25,000	25,000	13,600	25,000		25,000	
6904 Travel - Out of Town	75,000	45,000	47,200	45,000		45,000	
6905 Training & Education	270,000	190,000	246,400	190,000		190,000	
6906 Licenses & Agreements	42,400	42,400	43,800	42,400		42,400	
6908 Medical Examinations	25,000	25,000	25,400	25,000		25,000	
6909 Cost of Sales			700				
6911 Facilities Rental	70,000	120,000	153,400	120,000		120,000	
6912 Advertising/Promotio	35,000	35,000	23,000	35,000		35,000	
6913 Awards	50,000	50,000	25,100	50,000		50,000	
6914 Recruiting	40,000	60,000	69,400	60,000		60,000	
6916 Public Education	65,000	65,000	60,300	65,000		65,000	
6917 Books and Periodicals	25,000	25,000	64,200	25,000		25,000	
6918 Meals	35,000	35,000	47,300	35,000		35,000	
6919 Special Projects				75,000	75,000		(75,000)
6928 Committee Expenses	2,000	2,000	2,000	2,000		2,000	
6933 Community Events	10,000	10,000	2,300	10,000		10,000	
6938 Rewarding Excellence	25,000	25,000	25,000	25,000		25,000	
6943 Health and Wellness	120,000	120,000	85,000	120,000		120,000	
6999 Other Goods/Services	18,000	18,000	42,600	18,000		18,000	
* Other Goods & Services	944,900	904,900	985,800	979,900	75,000	904,900	(75,000)
7009 Internal Trfr Other			(33,200)				
9911 PM Labour-Reg							
* Interdepartmental			(33,200)				
8011 Interest on Debentur	126,300	106,500	106,500	86,000	(20,500)	64,400	(21,600)
8012 Principal on Debentu	600,100	575,600	575,600	572,800	(2,800)	572,800	
* Debt Service	726,400	682,100	682,100	658,800	(23,300)	637,200	(21,600)
8003 Insurance Pol/Prem	19,000	19,000	18,500	19,000		19,000	
8004 Grants	148,500	148,500	148,500	148,500		148,500	
8008 Transf to/fr Reserve		25,000	(630,600)	25,000		25,000	
* Other Fiscal	167,500	192,500	(463,600)	192,500		192,500	
** Total	58,922,700	58,617,700	59,059,100	59,529,000	911,300	59,173,100	(355,900)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4909 False Alarm Recovery	(60,000)	(60,000)	(41,000)	(200,000)	(140,000)	(200,000)	
5102 Facilities Rentals	(21,100)	(21,100)	(21,100)	(21,100)		(21,100)	
* Fee Revenues	(81,100)	(81,100)	(62,100)	(221,100)	(140,000)	(221,100)	
5508 Recov External Parti	(253,900)	(223,900)	(185,400)	(223,900)		(223,900)	
5600 Miscellaneous Revenue	(7,700)	(7,700)	(7,700)	(7,700)		(7,700)	
* Other Revenue	(261,600)	(231,600)	(193,100)	(231,600)		(231,600)	
** Total	(342,700)	(312,700)	(255,200)	(452,700)	(140,000)	(452,700)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	58,580,000	58,305,000	58,803,900	59,076,300	771,300	58,720,400	(355,900)

Halifax Regional Police

17/18 – 18/19 Multi- Year Budget and Business Plan

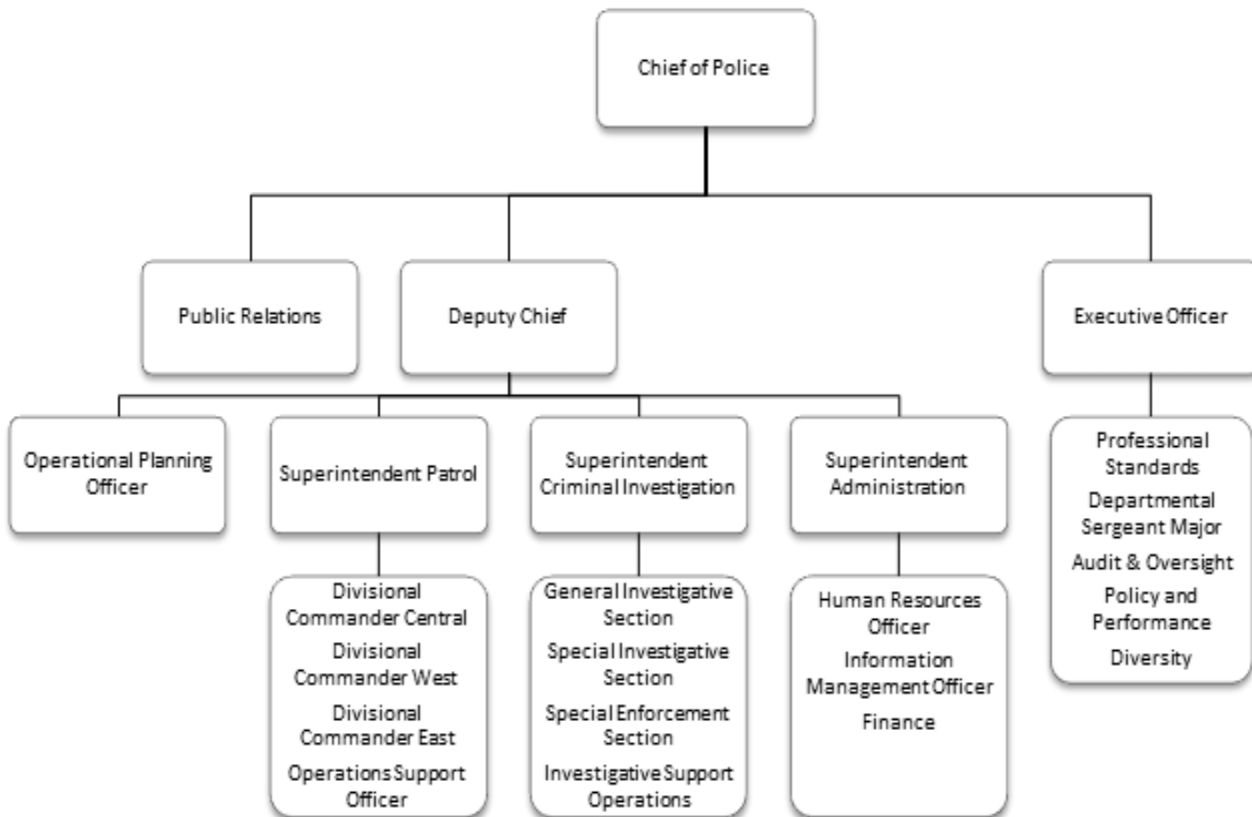
Mission: Working together to keep our communities safe.

HALIFAX REGIONAL POLICE OVERVIEW

Halifax Regional Police is committed to advancing Regional Council’s priority outcomes of:

- Healthy, Liveable Communities – Public Safety
- Social Development – Social Infrastructure;
- Transportation – Pedestrian Safety;
- Governance and Engagement – Public Engagement; and
- Economic Development – Rural Economic Development.

This is achieved through the delivery of an effective and efficient police service for all of HRM in partnership with the Halifax District Royal Canadian Mounted Police. Our mission is to make ongoing and meaningful contributions to the well-being and safety of our communities. HRP is committed to providing this service to build and maintain citizen confidence, trust and safety in partnership with the citizens of the Halifax Regional Municipality.



Halifax Regional Police Funded Full Time Equivalent (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	518 Sworn HRP 13 Sworn Non-Union 129.4 Civilian HRP 37.6 Civilian NSUPE 13 24.7 Civilian Non-Union	+ 4 Civilian HRP* + 1 Civilian NSUPE 13** + 2 Civilian Non-Union***	518 Sworn HRP 13 Sworn Non-Union 133.4 Civilian HRP 38.6 Civilian NSUPE 13 26.7 Civilian Non-Union	518 Sworn HRP 13 Sworn Non-Union 140.4 Civilian HRP**** 38.6 Civilian NSUPE 13 26.7 Civilian Non-Union
Seasonal	64.7 Civilian CUPE 4814 School Crossing Guards	None	64.7 Civilian CUPE 4814 School Crossing Guards	64.7 Civilian CUPE 4814 School Crossing Guards
Student	1 Human Resources (Reoccurring)	None	1 Human Resources (Reoccurring)	1 Human Resources (Reoccurring)
Total	788.4	+7	795.4	802.4

* 4 additional civilian HRP Communications Radio Technicians

** 1 additional civilian NSUPE 13 Supply Assistant II

*** 1 new civilian Security Coordinator Position (Requires classification, currently identified above as Non-Union)
1 new civilian Health/Wellness Coordinator (Requires classification, currently identified above as Non-Union)

**** 4 additional civilian HRP Communications Radio Technicians
1 new civilian HRP Digital Forensics Unit (Cyber) Technician
2 new civilian HRP Systems Administrators

Halifax Regional Police Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on HRM Police Services	16.4%	15.9%	16.1%
Average tax bill amount spent on HRM Police Services	\$300.40	\$298.40	\$306.60

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Halifax Regional Police Multi-Year Initiatives

Healthy, Liveable Communities – Public Safety

Effective and Efficient Crime Response

HRP will work to ensure that proper resources are in place to effectively and efficiently respond to crime. HRP will analyze our response metrics, identify gaps in alignment with other agencies, and align with other HRM business units so that we can effectively respond in times of crisis.

Significant Reduction in Crime and Significant Increase in Safety

HRP will work toward significantly reducing crime and significantly increasing safety in all HRM communities by implementing various crime prevention and reduction tactics including but not limited to a revised Crime Reduction strategy that targets specific criminal elements.

Reduction in Victimization

HRP will work to reduce victimization of HRM citizens by implementing our Victim Support Strategy and potentially expanding our Victim Services Mandate.

Governance and Engagement – Public Engagement

HRP Employee and Public Relations

HRP will assess its Public Relations functions to ensure that the necessary PR support is being provided to the organization. Given the community-based nature of police operations, effective communication internally and externally will aid in boosting public confidence in HRP and enhance effective and efficient collaboration of operational and partnership-based initiatives.

HRP Partnerships and Integrated Community Partnerships

HRP will work toward operating within a community partnership. HRP will properly identify community partners and analyze and update its practices to ensure intelligence, expertise, and protocols are the most up-to-date and are being delivered through robust community relationships.

Our People - Leadership

Good HRP Governance

HRP will work toward having their employees fully reflecting our new Core Values. HRP will also research and implement new and innovative ways to provide outstanding leadership throughout the organization and the community.

HRP Learning and Innovative Culture

HRP plans to develop a Human Resources Strategy that will focus on ensuring that personnel are being fully utilized based on their skills and expertise while also ensuring their well-being. Specific areas of emphasis for the strategy will be on recruitment, performance management, professional development, succession planning, and diversity.

Our People - Culture

HRP Organizational Culture and Response Philosophy

HRP will work towards establishing a new organizational culture that will be based on its new response philosophy and crime reduction strategy. Updated values and goals will help to legitimize new culture allowing it to permeate every process, procedure, and service that HRP undertakes or offers.

Service Excellence – Service Improvements

HRP Facilities and Infrastructure

HRP will work toward having the proper facilities and infrastructure in place so that HRP members can more effectively and efficiently perform their duties in the coming years.

HRP Operational Excellence

HRP will work toward identifying and implementing operational performance improvements and developing a Performance Measurement Strategy.

Halifax Regional Police Budget

Halifax Regional Police Operating Budget

Summary of Changes Included in Proposed Halifax Regional Police Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Compensation pressures excluding increases resulting from present collective bargaining with unions (including HRP, NSUPE 13 and CUPE 4814).	No impact on service delivery	\$88,300	\$196,200	\$284,500
Security Coordinator (New Position) Police Board Request over Fiscal Direction	This position will aid HRP in mitigating the challenges identified in the KPMG Security Review.	\$118,300	\$121,100	\$239,400
Civilian Communications Radio Technician (eight (8) additional positions over 2 years) (Additional Positions) Police Board Request over Fiscal Direction	These positions will aid HRP in mitigating overtime costs and reducing sick time.	\$278,500 -\$ 65,000 \$213,500	\$569,600 -\$130,000 \$439,600	\$848,100 -\$195,000 \$653,100
Digital Forensic Unit (Cyber) Technician (New Position) Police Board Request over Fiscal Direction	This position will aid HRP in mitigating the challenges identified and recommendations made in the Murray Segal Report	\$0	\$97,500	\$97,500
Conversion of Crime Analyst to a Digital Forensic Unit (Cyber) Technician (Position Conversion) Police Board Request over Fiscal Direction	This position will aid HRP in mitigating the challenges identified and recommendations made in the Murray Segal Report	\$20,600	\$25,700	\$46,300

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Health/Wellness Coordinator (New Position) Police Board Request over Fiscal Direction	This position will aid HRP in mitigating the challenges identified and recommendations made in the 2015/16 Health and Wellness Strategy.	\$91,600	\$93,700	\$185,300
Supply Assistant II (Additional Position) Police Board Request over Fiscal Direction	This position will aid HRP in mitigating the challenges identified and recommendations made in the 2015/16 HRP Drug Exhibit Audit.	\$51,500	\$52,200	\$103,700
System Administrators (Two (2) additional positions) Police Board Request over Fiscal Direction	This position will aid HRP in mitigating the challenges identified and recommendations made in the KPMG Security Review.	\$0	\$174,700	\$174,700
Decrease in budget credit for attrition and turnover	Pro-active measures have been implemented allowing for an increase in efficiency in filling positions that become vacant.	\$41,700	\$110,300	\$152,000
Further decrease in budget credit for attrition and turnover Police Board Request over Fiscal Direction	Same as above	\$58,300	\$89,700	\$148,000
Lake Patrol Contract Increase	No impact on service delivery	\$3,200	\$5,100	\$8,300
Decrease in Commissionaires of Nova Scotia contract costs.	No impact on service delivery	-\$203,000	-\$203,000	-\$406,000
Decrease in Provincial DNA Analysis Costs to HRM	No impact on service delivery	-\$140,600	-\$140,600	-\$281,200
Increase in facility lease / operating costs	Integrated Criminal Investigation Division will be more centralized and functional in space that allows enhancements to current service delivery.	\$262,400	\$253,800	\$516,200
Facility Cleaning/Janitorial Services Costs	Cleaning standards have increased to reflect a 24 hour operational facility.	\$89,500	\$87,700	\$177,200
Removal of contribution from reserve Q316 (DNA), which is now consolidated in Q416 (Operating Stabilization) reserve.	No impact on service delivery.	\$224,000	\$224,000	\$448,000
Removal of contribution from reserve Q325 (Provincially Funded Police Officers and Facility Lease Reserve), which is now consolidated in Q416 (Operating Stabilization) reserve.	No impact on service delivery	\$100,000	\$100,000	\$200,000
Removal of contribution from reserve Q322 (Police Emergency/Extraordinary Investigations), which is now consolidated in Q416 (Operating Stabilization) reserve.	No impact on service delivery	\$50,000	\$50,000	\$100,000

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Decrease in revenue due to City Watch contract with Halifax International Airport Authority discontinued	No impact on service delivery	\$5,000	\$5,000	\$10,000
Miscellaneous cost recovery increases due to inflation and compensation relative to secondments	No impact on service delivery	-\$153,500	-\$190,200	-\$343,700
Addition of contributions from reserve Q416 (Operating Stabilization), which was previously Q325 (Provincially Funded Police Officers & Facility Lease) reserve.	Net Contribution from reserve will assist in offsetting increase lease/operating costs of the new integrated Criminal Investigation Division facility	-\$258,400	-\$258,400	-\$516,800
Increase in RCMP Facility Cost Recovery for Integrated Criminal Investigation Unit	No impact on service delivery	-\$23,300	-\$24,600	-\$47,900
Souls Strong Crime Prevention Program Police Board Request over Fiscal Direction	Federal funding for this program will expire at the end of March 2018.	\$0	\$310,000	\$310,000
Total Impact of Changes		\$639,100	\$1,619,500	\$2,258,600

Halifax Regional Police Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	77,934,600	78,596,900	79,159,100	79,255,700	658,800	79,972,600	716,900
* Office	555,100	560,200	476,300	560,200		560,200	
* External Services	2,721,500	2,930,700	3,250,500	2,679,800	(250,900)	2,679,900	100
* Supplies	596,200	632,200	872,500	632,200		632,200	
* Building Costs	53,700	53,700	49,700	53,700		53,700	
* Equipment & Communications	1,799,700	1,689,500	1,488,300	1,689,500		1,689,500	
* Vehicle Expense	4,000	4,000	4,000	4,000		4,000	
* Other Goods & Services	1,667,800	1,810,300	1,755,600	2,072,700	262,400	2,374,100	301,400
* Interdepartmental	(216,200)	(216,200)	(216,200)	(216,200)		(216,200)	
* Other Fiscal	(639,800)	(319,900)	(440,000)	(179,300)	140,600	(179,300)	
** Total	84,476,600	85,741,400	86,399,800	86,552,300	810,900	87,570,700	1,018,400
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Transfers from other Gov'ts		(3,800,000)	(3,800,000)	(3,800,000)		(3,800,000)	
* Fee Revenues	(730,000)	(730,000)	(735,000)	(730,000)		(730,000)	
* Other Revenue	(6,663,800)	(4,246,700)	(4,500,500)	(4,418,500)	(171,800)	(4,456,500)	(38,000)
** Total	(7,393,800)	(8,776,700)	(9,035,500)	(8,948,500)	(171,800)	(8,986,500)	(38,000)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	77,082,800	76,964,700	77,364,300	77,603,800	639,100	78,584,200	980,400

Halifax Regional Police Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Police Chief's Office Summary of Expense & Revenue Types	3,673,800	3,647,300	4,077,300	3,744,200	96,900	3,744,900	700
Operations Division Summary of Expense & Revenue Types	73,409,000	73,317,400	73,287,000	73,859,600	542,200	74,839,300	979,700
	77,082,800	76,964,700	77,364,300	77,603,800	639,100	78,584,200	980,400

17/18 - 18/19 Halifax Regional Police Service Area Plans

Chief's Office

The Halifax Regional Police is committed to supporting Regional Council priorities through the delivery of an effective and efficient police service that provides safety, peace, and order in our communities to ensure that citizens and visitors to our community are safe. The Chief's Office is organized into service areas which emphasize service delivery to citizens and support of Halifax Regional Municipality's strategic outcomes through financial stewardship, oversight and risk management, policy, and public relations.

Services Delivered:

Governance and Engagement – Public Engagement

Public Relations - This service manages relationships with HRP's internal and external stakeholders through strategic communications.

Governance and Engagement – Municipal Governance

Executive Office – This service manages Finance, Oversight and Risk Management, Policy and Performance Measurement, Exhibits and Property Stores, Prisoner Care, and Professional Standards.

Service Delivery Measures

Chief's Office Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Number of police staff (sworn and civilian) per 100,000 population (Includes both HRP and RCMP Officers and civilian staff) **	243	244	240	239	218

Chief's Office Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Total gross cost of Police services per capita (Includes gross costs for both HRP and RCMP) **	\$261.34	\$265.94	\$262.93	\$262.24	N/A
Total net cost of Police services per capita (Includes net costs for HRP and RCMP) **	\$242.59	\$244.37	\$242.02	\$241.49	N/A

* Municipal Benchmarking Network Canada

** Population: 417,847, Households 165,035

Performance Analysis

Exhibits and Property Stores

HRP will hire an additional evidence custodian (supply assistant). This individual will aid Halifax Regional Police in mitigating the challenges identified and recommendations made in the 2015/16 HRP Drug Exhibit Audit. Policies and processes have also been updated to ensure seamless movement of exhibits and property. Going forward, exhibits and property, with the exception of firearms and biological exhibits, will no longer be sent to separate storage areas. All exhibits from a file will remain together to ensure proper continuity.

Professional Standards

HRP will develop a disciplinary matrix for the Professional Standards Section. This matrix will aid in decision-making processes as they relate to disciplinary procedures.

17/18 – 18/19 Chief's Office Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Our People - Talent
<p>Supply Assistant (Est. Compl: Q2 17/18) HRP will develop potential functions for an additional Supply Assistant within the Property and Exhibits Unit based on the challenges identified in the HRP Drug Exhibit Audit.</p>
Governance and Engagement – Fiscal Responsibility
<p>HRP Facilities Plan and Regional Council Report (Est. Compl: Q4 17/18) HRP will continue to work with Facilities, Design, and Construction to complete a business case and subsequent Regional Council report that will address current and future facilities that will focus on innovation, learning culture, operational excellence, customer service, and safety and security at HRP.</p>
Our People – Performance
<p>Communications Capacity Enhancement (Est. Compl: Q4 17/18) HRP will train a variety of officers from across the organization (e.g. multiple shifts, ranks and specialized teams) to be media and social media relations officers.</p>
<p>Public Relations development of Policies and Procedures (Est. Compl: Q4 18/19) HRP will develop and implement Public Relations Unit policies and procedures to ensure incoming Public Relations personnel have adequate resources to support in their transition.</p>

17/18 – 18/19 Deliverables with Estimated Completion

Service Excellence – Service Improvements

Review of the Office of Internal Oversight Services (Est. Compl: Q4 17/18)

HRP will review and, where applicable, develop policies and procedures pertaining to the scope of the Office of Internal Oversight. This review will focus on compliance, procedure, and risk management.

HRP Intranet Strategy (Est. Compl: Q4 18/19)

An in depth review of the HRP Intranet will be undertaken. This review will identify areas for improvement in areas such as design, governance, and approved content. The review will also ensure extensive consultation takes place so that proper usability factors are addressed.

Chief's Office Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	2,896,400	2,876,600	3,025,700	2,979,200	102,600	2,979,900	700
* Office	90,100	90,100	61,600	90,100		90,100	
* External Services	423,400	423,400	582,100	423,400		423,400	
* Supplies	250,400	278,400	501,800	278,400		278,400	
* Building Costs							
* Equipment & Communications	118,900	88,900	11,500	88,900		88,900	
* Vehicle Expense							
* Other Goods & Services	60,400	60,400	96,100	60,400		60,400	
* Interdepartmental							
* Other Fiscal	50,000	50,000	50,000	50,000		50,000	
** Total	3,889,600	3,867,800	4,328,800	3,970,400	102,600	3,971,100	700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue	(215,800)	(220,500)	(251,500)	(226,200)	(5,700)	(226,200)	
** Total	(215,800)	(220,500)	(251,500)	(226,200)	(5,700)	(226,200)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	3,673,800	3,647,300	4,077,300	3,744,200	96,900	3,744,900	700

Operations

HRP Operations is committed to supporting Regional Council priorities through the delivery of the front-line emergency response and follow-up service to citizens of HRM. It includes Patrol, Criminal Investigation Division, and Administration.

Services Delivered:

Healthy, Liveable Communities – Public Safety

Crime Prevention - This service provides a proactive policing approach to improve the quality of life and sense of safety for citizens, while working in partnership with citizens through community programs and Community Policing Centres.

Response - This service provides a visible policing presence on HRM streets, and responds to calls for assistance from the public.

Investigations - This service provides general and specialized investigative services

Emergency Preparedness - This service delivers a planned and coordinated response to major emergencies, while minimizing the impact on the city and to citizens.

Victim Services - This service provides enhanced service to victims of crime, utilizing a coordinated response in cooperation with community agencies, and through increased awareness and knowledge of victim issues and community-based services for victims of crime.

Crossing Guards - This service includes the administration of the crossing guard program and related training for crossing guards.

Integrated Emergency Services - This service provides integrated dispatching to Halifax Regional Police, Halifax District RCMP and Halifax Regional Fire and Emergency, as well as fielding non-emergency calls to Halifax Regional Police.

Service Excellence – Service Delivery

Administration – This group of services includes a variety of internal and public facing support, including information management, human resources, HRP fleet management, police records administration, and front counter reception and ticket processing.

Service Delivery Measures

Operations Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Total Criminal Code incidents per 100,000 population **	4,763	N/A	N/A	N/A	4,195
Number of Violent Criminal Code incidents per 100,000 population	1,194	N/A	N/A	N/A	861
Number of Criminal Code incidents per Police Officer	27	N/A	N/A	N/A	25
Crime Severity Index ***	62.8	N/A	N/A	N/A	69.7 (National Average)
Violent Crime Severity Index (CSI)	79	N/A	N/A	N/A	74.5 (National Average)
Clearance Rate	50%	N/A	N/A	N/A	No comparator ****

* Municipal Benchmarking Network Canada

** Population: 417,847, Households 165,035

***Source: <http://www.statcan.gc.ca/pub/85-002-x/2015001/article/14211/tbl/tbl03-eng.htm>

**** HRM Clearance Rate is combined but MBN only reports violent clearance rates.

Performance Analysis

New Criminal Investigative Facility

Following approval from the Minister of Service Nova Scotia and Municipal Relations, HRM has signed a lease for 50 Garland Avenue in Burnside. The construction on the new space is well underway and on schedule for a late

March move in date. HRM is striving to be innovative with the design of the space and has opted for a universal locker room format. This layout will be fully inclusive and empower employees to use the space with which they are the most comfortable.

In the 2017 fiscal year HRP will be seeking approval from Regional Council to obtain additional square footage within the 50 Garland footprint. This will allow relocation of specialized policing activities to 50 Garland and relocation of Technical Support to Police Headquarters, resulting in the collapse of a current lease. Other planned renovations within 1975 Gottingen Police Headquarters will improve HRP’s service delivery, while work continues towards a new facility.

Crime Reduction

HRP will continue to review calls for service, staff alignment, and investigation complexity to ensure it is effectively and efficiently responding to crime. HRP’s commitment to a new Capability Response Framework and revised Crime Reduction Strategy hinges on the development of its people. Therefore, HRP has committed to creating performance management and development tools that support improved succession planning. HRP also understands that some of its work can and should be done by highly specialized civilians that bring a unique perspective to the role of policing. This is why over the coming two years HRP will be paying specific attention to areas of the Business Unit that can benefit from civilianized expertise. HRP is committed to ensuring that it has the right people, doing the right thing, in the right way, for the right reason.

Drug Strategies

HRP will research and develop, in conjunction with its provincial and federal partners, drug response strategies that address not only the opioid emergency but also the change in legislation pertaining to the use of marijuana. The overuse of prescribed medication and the unregulated use of opiates are leading to high numbers of overdoses and in many cases death across Canada. HRP wants to ensure that HRM’s citizens are safe from these harms while also ensuring the safety of its emergency services personnel being dispatched to these scenes.

17/18 – 18/19 Operations Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Governance and Engagement – Public Engagement
<p>Community Survey (Est. Compl: Q3 17/18) HRP, through consultation with the Board of Police Commissioners, HRM, the province of NS, and other police agencies, will re-establish the community survey to ensure HRP has an understanding of community expectations and attitudes toward police and policing services.</p>
Healthy, Liveable Communities – Public Safety
<p>HRM-aligned Emergency Response Plan (Est. Compl: Q4 17/18) HRP, in collaboration with Halifax District RCMP, will continue to develop an all hazards-based and HRM-aligned Emergency Response approach with specific focus on business continuity.</p>
<p>Operational Assessment for a Mass Notification System (Est. Compl: Q4 17/18) HRP, in collaboration with Halifax District RCMP, and all other HRM business units, will implement the new mass notification system.</p>
<p>HRP Capability Response Framework (Est. Compl: Q4 18/19) HRP will continue to implement a Capability Response Framework based on the 15/16 Roadmap, the 15/16 Operational Assessment, and the Clairmont Report.</p>

17/18 – 18/19 Deliverables with Estimated Completion
<p>HRP Crime Reduction Strategy (Est. Compl: Q4 18/19) HRP will continue to research, review, and consult on the development of a new Crime Reduction Strategy combining the results of the Strategic Plan, Operational Priorities and Community Response Model. A report will be developed from this research that will outline HRP's recommended go forward position on crime reduction.</p>
<p>HRP Expanded Victim Support Plan (Est. Compl: Q4 18/19) HRP, in collaboration with Halifax District RCMP, will support victims of crime by beginning to implement and address the issues and recommendations from the 15/16 Victim Support Plan.</p>
<p>Opioid Misuse Strategy (Est. Compl: Q2 18/19) HRP, in partnership with Halifax District RCMP, HRM, and the Province of Nova Scotia, will research, review and consult on the development of an Opioid Misuse Strategy that will target at-risk populations and help to reduce harm.</p>
<p>Legalization of Marijuana Strategy (Est. Compl: Q2 18/19) HRP, in partnership with Halifax District RCMP, HRM and the Province of Nova Scotia, will research, review and consult on the development of a Legalization of Marijuana Strategy that will ensure HRM is aligned and prepared for the change in legislation.</p>
<p>Sexualized Violence Strategy (Est. Compl: Q2 18/19) HRP, in partnership with Halifax District RCMP and HRM, will research, review and consult on the development of a targeted approach to sexualized violence, paying specific attention to university students and youth.</p>
<p>Gun Safety Strategy (Est. Compl: Q4 17/18) HRP, in partnership with Halifax District RCMP and the Public Safety Office, will research, review and consult on gun crime in HRM. The information obtained will inform a go forward strategy to address gun violence in HRM.</p>
<p>Block Training (Est. Compl: Q2 17/16) HRP will review specific aspects of block training 2017 in order to develop transferable evidence for 'what works' in police training.</p>
<p>Living Lab Framework (Est. Compl: Q2 18/19) HRP will determine the basis for the establishment of a 'living lab' and complete an assessment of the technological and resource feasibility of establishing such a resource for the ongoing analysis of HRP's internal data.</p>
Service Excellence – Service Improvements
<p>HRP Technology Roadmap - Security Review (Est. Compl: Q4 18/19) HRP will begin to action the accepted recommendations provided by the Security Review in order to define HRP security requirements as they relate to data security, information management, and information storage.</p>
<p>HRP Technology Roadmap - EMVA Function (Est. Compl: Q4 17/18) HRP, in collaboration with Halifax District RCMP, will complete the roll-out of the new electronic Motor Vehicle Act (eMVA) function. This new technology will transform the paper based 58A form mandated by the Province of Nova Scotia (PNS) into an electronic version that is entered directly into Versadex. It can then be shared with PNS using XML data.</p>
<p>HRP Technology Roadmap - EMVA BI (Est. Compl: Q4 18/19) HRP, in collaboration with Halifax District RCMP, will implement the new eMVA business intelligence (BI) solution, which is an extension of the eMVA project. The eMVA BI will provide HRP with the ability to analyze the data we collect electronically and use it to review the number of accidents, locations of accidents, and other factors. This data may also be provided to other HRM Business Units to assist in evidence-based decision making regarding issues such as pedestrian and cross walk safety.</p>
<p>HRP Technology Roadmap - Data Management (Est. Compl: Q4 18/19) HRP, in collaboration with Halifax District RCMP, will develop a Data Management Framework which will define data standards and requirements for data storage.</p>
<p>HRP Technology Roadmap - Development of a Source Management Tool (Est. Compl: Q4 18/19) HRP, in collaboration with Halifax District RCMP, will develop and implement a new Source Management Tool, which will remove the paper based process of source information distribution and move HRP toward a 'standalone' database.</p>
<p>HRP Technology Roadmap - Implementation of a Source Management Tool (Est. Compl: Q4 18/19) HRP, in collaboration with Halifax District RCMP, will implement the new Source Management Tool. This solution will minimize the risk of security/information breaches and increase process efficiencies.</p>

17/18 – 18/19 Deliverables with Estimated Completion

HRP Technology Roadmap - Records Management System (Est. Compl: Q4 18/19)

HRP, in collaboration with Halifax District RCMP, will optimize its Records Management System (RMS) in order to maximize the use and benefit of the current system. Maximizing the functionality of the RMS will provide support to other projects such as digital storage and data management.

HRP Technology Roadmap - Digital Storage (Est. Compl: Q4 18/19)

HRP, in collaboration with Halifax District RCMP, will undertake a Digital Storage Opportunity Assessment in order to explore best practises for storing digital information such as photographs and videos. This operational assessment will support the development of the data management and RMS optimization deliverables.

HRP Technology Roadmap - Service Delivery Model (Est. Compl: Q4 18/19)

HRP, in collaboration with Halifax District RCMP, will develop and implement a new Service Delivery Agreement that will further define roles and expectation of HRP/ICT as it relates to technology support, services, and projects.

HRP Technology Roadmap - Physical Security Development (Est. Compl: Q4 18/19)

HRP, in collaboration with Halifax District RCMP, will ensure each entrance at all HRP facilities has dual-factor security for entry. Access will be associated with employee profiles and will change based on employee transfers.

HRP Technology Roadmap - Development of the Cyber Threat Protocol (Est. Compl: Q4 18/19)

HRP will develop a Cyber Threat Protocol and policy, which will detail how HRP combats and responds to external attacks on HRP's technological infrastructure. This will respond to a portion of the HRP security review recommendations.

HRP Technology Roadmap - Implementation of the Cyber Threat Protocol (Est. Compl: Q4 18/19)

HRP will implement the Cyber Threat Protocol and policy.

Improved Dispatch and Call Management Process (Est. Compl: Q4 18/19)

HRP, in collaboration with HRFE, will begin to implement the accepted recommendations from the Pomax study in order to improve the dispatch process and related governance issues.

Improved Dispatch and Call Management Process - Policy and Procedure review (Est. Compl: Q4 18/19)

HRP, in collaboration with HRFE, will continue a policy and procedure review which will document expectations of the dispatch process within IES and HRFE.

Improved Dispatch and Call Management Process - Fire Data Management Review (Est. Compl: Q4 18/19)

HRP, in collaboration with HRFE, will undertake a Fire Data Management Review which will explore the RMS for HRFE and what can be expounded and utilized.

Improved Dispatch and Call Management Process - Mobile Data Terminals Process (Est. Compl: Q4 18/19)

HRP, in collaboration with HRFE, will review the use of Mobile Data Terminals (MDTs) in fire apparatus in order to enable HRFE to receive information via MDT. This will allow staff to receive real time updates as IES receives them.

Improved Dispatch and Call Management Process - Mass Notification System (Est. Compl: Q4 18/19)

HRP, in collaboration with HRFE, will implement a new volunteer notification system for volunteers.

Improved Dispatch and Call Management Process - Station Alerting Assessment (Est. Compl: Q4 18/19)

HRP, in collaboration with HRFE, will undertake a Station Alerting Operational Assessment, which will support in the improvement of current protocols and how various stations are notified of a call for service.

Improved Dispatch and Call Management Process - Automatic Alarm Assessment (Est. Compl: Q4 18/19)

HRP, in collaboration with HRFE, will undertake an Automatic Alarm Assessment, which will review the programmed recommendations of a HRFE response to various calls for service considering apparatus available.

E-disclosure Pilot Project (Est. Compl: Q4 18/19)

HRP will explore the possibility of an e-disclosure pilot project with the Nova Scotia Province. This pilot project will support a long-term plan while allowing for the development of both short and long-term business processes.

Our People - Leadership

HRP Leadership Profile - Competency Profile (Est. Compl: Q4 18/19)

HRP will develop a competency profile for all ranks that is supported by a resource package that is tied to the skills and abilities required for the competencies. As part of the deliverable, appropriate opportunities and training will be generated and aligned to each competency.

HRP Leadership Profile - Integration of competency profile into promotional process (Est. Compl: Q4 18/19)

HRP will integrate the required competencies and skill sets from the competency profile into the promotional process with appropriate new testing put in place to confirm skill and ability.

17/18 – 18/19 Deliverables with Estimated Completion**HRP Leadership Profile - Performance Management and Development Tool** (Est. Compl: Q4 18/19)

HRP will develop and implement an overall performance management and development tool to support the goal of competency based performance measurement and promotion.

Succession Planning (Est. Compl: Q4 18/19)

HRP will research, review and consult on the development of a long-term succession plan for employees. HRP will not be evaluating people but rather the roles, responsibilities and skill sets required for specific positions and ranks.

Our People - Talent**Civilianization of specialized functions** (Est. Compl: Q4 17/18)

HRP, in collaboration with Halifax District RCMP, will conduct a review and cost comparison of targeted units to examine any opportunities for the civilianization of certain positions that require specially trained individuals.

Security Coordinator position (Est. Compl: Q4 17/18)

HRP will develop potential Security Coordinator functions based on the challenges identified in the security review.

Digital Forensics Technician (Est. Compl: Q4 17/18)

HRP will develop potential functions for an additional Digital Forensics Technician within the Digital Forensics Unit based on the recommendations made in the Murray Segal Report, the increased number of cyber investigations, and the breadth of requirements necessary in cyber investigations.

Our People - Performance**Evidence-based Policing** (Est. Compl: Q4 18/19)

HRP will develop an internal training course on evidence-based policing. This will ensure HRP personnel are trained in research literacy and evidence-based decision making.

Health and Safety – Safe Workplaces**Mental Readiness Program** (Est. Compl: Q4 17/18)

HRP will continue to implement a Road to Mental Readiness Program and develop roles and responsibilities for a potential Wellness Coordinator. These functions will be based on the challenges identified in the 15/16 Health and Wellness Strategy.

Operations Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	75,038,200	75,720,300	76,133,400	76,276,500	556,200	76,992,700	716,200
* Office	465,000	470,100	414,700	470,100		470,100	
* External Services	2,298,100	2,507,300	2,668,400	2,256,400	(250,900)	2,256,500	100
* Supplies	345,800	353,800	370,700	353,800		353,800	
* Building Costs	53,700	53,700	49,700	53,700		53,700	
* Equipment & Communications	1,680,800	1,600,600	1,476,800	1,600,600		1,600,600	
* Vehicle Expense	4,000	4,000	4,000	4,000		4,000	
* Other Goods & Services	1,607,400	1,749,900	1,659,500	2,012,300	262,400	2,313,700	301,400
* Interdepartmental	(216,200)	(216,200)	(216,200)	(216,200)		(216,200)	
* Other Fiscal	(689,800)	(369,900)	(490,000)	(229,300)	140,600	(229,300)	
** Total	80,587,000	81,873,600	82,071,000	82,581,900	708,300	83,599,600	1,017,700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Transfers from other Gov'ts		(3,800,000)	(3,800,000)	(3,800,000)		(3,800,000)	
* Fee Revenues	(730,000)	(730,000)	(735,000)	(730,000)		(730,000)	
* Other Revenue	(6,448,000)	(4,026,200)	(4,249,000)	(4,192,300)	(166,100)	(4,230,300)	(38,000)
** Total	(7,178,000)	(8,556,200)	(8,784,000)	(8,722,300)	(166,100)	(8,760,300)	(38,000)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	73,409,000	73,317,400	73,287,000	73,859,600	542,200	74,839,300	979,700

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
P110 Professional Stds	334,000	337,000	347,400	197,900	(139,100)	197,900	
P125 Audit & Policy	291,800	291,500	267,100	414,400	122,900	414,400	
P255 Exhibits & Property	534,300	532,200	669,600	590,400	58,200	591,100	700
P370 Booking	755,800	749,800	876,300	719,900	(29,900)	719,900	
**** Executive Office	1,915,900	1,910,500	2,160,400	1,922,600	12,100	1,923,300	700
P105 Chief's Office	1,162,000	1,140,600	1,357,500	1,190,600	50,000	1,190,600	
P115 Legal	60,400	60,400	129,800	60,400		60,400	
P120 Public Affairs	535,500	535,800	429,600	570,600	34,800	570,600	
**** Chief's Division	1,757,900	1,736,800	1,916,900	1,821,600	84,800	1,821,600	
***** Chief's Office	3,673,800	3,647,300	4,077,300	3,744,200	96,900	3,744,900	700
A551 City Watch	94,500	99,500	90,600	107,500	8,000	107,500	
P405 Deputy Operations	662,600	971,800	862,000	978,400	6,600	978,400	
P489 Ground Search/Rescue			6,000				
S120 FOIPOP Coordinator	61,000	62,400	57,600	63,400	1,000	63,400	
**** Deputy Operations	818,100	1,133,700	1,016,200	1,149,300	15,600	1,149,300	
P312 SES Technical Unit	666,500	599,900	597,900	628,900	29,000	628,900	
P313 VICLAS	112,400	130,600	154,000	129,500	(1,100)	129,500	
P314 Computer Forensics	238,800	239,000	224,100	335,700	96,700	438,300	102,600
P315 Inves. Call BackUnit	112,400	112,300	110,400	5,100	(107,200)	5,100	
P316 CID	(2,722,300)	(2,568,700)	(2,602,200)	(2,634,500)	(65,800)	(2,632,900)	1,600
P320 Polygraph	118,300	118,300	160,300	226,100	107,800	226,100	
P325 Identification	1,593,600	2,021,300	2,067,000	2,138,400	117,100	2,138,400	
P330 Fraud Unit	997,900	993,200	1,013,600	982,400	(10,800)	982,400	
P335 Special Enforcement	1,588,600	1,579,400	1,560,400	1,586,300	6,900	1,586,300	
P340 Criminal Intel Unit	1,125,200	1,094,000	1,064,200	985,300	(108,700)	980,000	(5,300)
P345 Vice	769,300	813,000	795,900	844,700	31,700	844,700	
P360 GIS	3,364,200	3,269,600	3,336,200	3,384,900	115,300	3,384,900	
P375 Major Crime	2,839,800	2,903,500	3,280,900	3,051,200	147,700	3,048,800	(2,400)
P380 Crime Analysis	1,151,800	1,186,700	1,248,200	1,096,500	(90,200)	1,096,500	
**** Criminal Investigations Div	11,956,500	12,492,100	13,010,900	12,760,500	268,400	12,857,000	96,500
A450 Integrated Emerg Srv	7,204,000	7,019,200	6,878,600	7,001,800	(17,400)	7,229,300	227,500
** Emergency 911 Communication	7,204,000	7,019,200	6,878,600	7,001,800	(17,400)	7,229,300	227,500
N711 Dispatch Centre	42,000	105,700	115,100	105,700		105,700	
* Dispatch	42,000	105,700	115,100	105,700		105,700	
N721 HRP	242,300	291,800	302,100	291,800		291,800	
* Police	242,300	291,800	302,100	291,800		291,800	
N731 Core Fire & EMO	53,000	3,000	3,000	3,000		3,000	
N732 Rural Fire	637,000	701,300	701,300	701,300		701,300	
* Fire	690,000	704,300	704,300	704,300		704,300	
** Integrated Dispatch Communi	974,300	1,101,800	1,121,500	1,101,800		1,101,800	
*** Integrated Emergency Servic	8,178,300	8,121,000	8,000,100	8,103,600	(17,400)	8,331,100	227,500
P235 Extra Duty	(12,100)	(12,100)	(12,100)	(12,100)		(12,100)	
P240 SOTS	419,600	420,800	390,300	435,100	14,300	435,100	
P245 Court Officers	1,351,200	1,349,000	1,311,100	1,410,100	61,100	1,410,100	
P265 Records	144,200	140,300	118,000	338,700	198,400	338,700	
P310 R.A.P.I.D.	5,900	5,900		5,900		5,900	
P311 Projects Unit	689,100	706,900	626,700	695,900	(11,000)	848,900	153,000
*** Information Services	2,597,900	2,610,800	2,434,000	2,873,600	262,800	3,026,600	153,000
P210 EAP	135,600	135,800	148,100	135,200	(600)	135,200	
P220 Human Resources	438,800	456,100	721,300	817,400	361,300	819,500	2,100
P225 Training	1,313,400	1,310,500	1,144,300	1,524,800	214,300	1,524,800	
*** Human Resources	1,887,800	1,902,400	2,013,700	2,477,400	575,000	2,479,500	2,100
P130 Facilities & Prop.	196,600	196,600	141,600	196,600		196,600	
P205 Superintendent's Off	652,200	538,900	702,500	672,400	133,500	675,200	2,800
P208 Back Check	(107,700)	(112,400)	(175,200)	(177,200)	(64,800)	(181,100)	(3,900)
P230 Finance	526,100	527,000	494,400	547,200	20,200	547,200	
P250 Fleet Maintenance	80,000	80,000	80,000	80,000		80,000	
P270 Commissionaires	1,187,200	1,243,600	1,188,400	1,065,700	(177,900)	1,065,700	
P445 Marine	73,000	74,500	74,500	77,700	3,200	79,600	1,900
*** Corporate Services	2,607,400	2,548,200	2,506,200	2,462,400	(85,800)	2,463,200	800
**** Administration	15,271,400	15,182,400	14,954,000	15,917,000	734,600	16,300,400	383,400
P415 Central	12,988,200	13,027,200	13,117,000	12,335,100	(692,100)	12,392,000	56,900
P475 QRU - Central Patrol	721,600	757,400	752,100	865,400	108,000	865,400	
*** Operations Central	13,709,800	13,784,600	13,869,100	13,200,500	(584,100)	13,257,400	56,900
P425 East	11,629,400	11,303,400	10,911,200	11,524,200	220,800	11,601,500	77,300
P490 QRU - East Patrol	825,600	781,700	789,000	818,400	36,700	818,400	
*** Operations East	12,455,000	12,085,100	11,700,200	12,342,600	257,500	12,419,900	77,300
P420 West	10,827,500	10,648,300	11,004,800	10,298,900	(349,400)	10,371,200	72,300
P495 QRU - West Patrol	826,100	824,200	802,000	818,400	(5,800)	818,400	
*** Operations West	11,653,600	11,472,500	11,806,800	11,117,300	(355,200)	11,189,600	72,300

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
E123 Comm. Response	345,800	348,000	219,500	30,100	(317,900)	30,100	
P365 Accidents	231,100	188,500	201,600	228,900	40,400	228,900	
P410 Shared Resources	1,375,100	1,538,200	1,600,400	1,777,900	239,700	2,087,900	310,000
P430 Victim Service	206,300	212,800	214,400	217,700	4,900	217,700	
P435 Canine	30,700	32,700	32,700	32,700		32,700	
P440 ERT	154,400	154,400	75,900	154,400		154,400	
P450 Public Safety Unit	36,700	36,700	36,700	36,700		36,700	
P455 Bike Patrol	16,000	16,000	29,700	16,000		16,000	
P460 Sch. Crossing Guard	1,734,900	1,787,200	1,697,200	1,644,800	(142,400)	1,644,800	
P465 Mounted	234,000	233,900	247,700	231,900	(2,000)	231,900	
P470 Port's Policing	70,100	120,700	117,300	110,100	(10,600)	103,100	(7,000)
P480 CR/CP	1,294,000	1,292,800	1,300,700	1,003,800	(289,000)	1,003,800	
P481 Youth Advocate Prg	528,700	538,100	509,200	521,900	(16,200)	521,900	
P485 Traffic	1,110,400	1,112,000	1,035,000	1,321,600	209,600	1,321,600	
P486 Mental Health Crisis	176,400	199,800	261,600	186,900	(12,900)	177,200	(9,700)
P488 Aviation Security		(644,800)	(649,800)	(143,000)	501,800	(143,000)	
*** Shared Services	7,544,600	7,167,000	6,929,800	7,372,400	205,400	7,665,700	293,300
**** Patrol Operations	45,363,000	44,509,200	44,305,900	44,032,800	(476,400)	44,532,600	499,800
***** Operations Division	73,409,000	73,317,400	73,287,000	73,859,600	542,200	74,839,300	979,700
**** Hurricane Juan							
***** Locked Police Services							
***** HRM Police	77,082,800	76,964,700	77,364,300	77,603,800	639,100	78,584,200	980,400
***** Total	77,082,800	76,964,700	77,364,300	77,603,800	639,100	78,584,200	980,400

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
P110 Professional Stds	334,000	337,000	347,400	197,900	(139,100)	197,900	
P125 Audit & Policy	291,800	291,500	267,100	414,400	122,900	414,400	
P222 LEOSH Conference 2015							
P255 Exhibits & Property	534,300	532,200	669,600	590,400	58,200	591,100	700
P370 Booking	881,900	884,500	1,016,700	860,300	(24,200)	860,300	
**** Executive Office	2,042,000	2,045,200	2,300,800	2,063,000	17,800	2,063,700	700
P105 Chief's Office	1,251,700	1,226,400	1,468,600	1,276,400	50,000	1,276,400	
P115 Legal	60,400	60,400	129,800	60,400		60,400	
P120 Public Affairs	535,500	535,800	429,600	570,600	34,800	570,600	
**** Chief's Division	1,847,600	1,822,600	2,028,000	1,907,400	84,800	1,907,400	
**** Chief's Office	3,889,600	3,867,800	4,328,800	3,970,400	102,600	3,971,100	700
A551 City Watch	104,500	104,500	93,100	107,500	3,000	107,500	
P405 Deputy Operations	790,700	971,800	915,600	978,400	6,600	978,400	
P489 Ground Search/Rescue			6,000				
S120 FOIPOP Coordinator	61,000	62,400	57,600	63,400	1,000	63,400	
**** Deputy Operations	956,200	1,138,700	1,072,300	1,149,300	10,600	1,149,300	
P312 SES Technical Unit	666,500	599,900	597,900	628,900	29,000	628,900	
P313 VICLAS	112,400	130,600	154,000	129,500	(1,100)	129,500	
P314 Computer Forensics	238,800	239,000	224,100	335,700	96,700	438,300	102,600
P315 Inves. Call BackUnit	112,400	112,300	110,400	5,100	(107,200)	5,100	
P316 CID	1,756,800	1,814,600	1,675,200	1,821,500	6,900	1,832,800	11,300
P317 CATS Clearing Account							
P320 Polygraph	118,300	118,300	160,300	226,100	107,800	226,100	
P325 Identification	1,593,600	2,021,300	2,077,000	2,138,400	117,100	2,138,400	
P330 Fraud Unit	997,900	993,200	1,013,600	982,400	(10,800)	982,400	
P335 Special Enforcement	1,588,600	1,579,400	1,560,400	1,586,300	6,900	1,586,300	
P340 Criminal Intel Unit	1,361,600	1,331,400	1,407,500	1,253,700	(77,700)	1,253,700	
P345 Vice	769,300	813,000	795,900	844,700	31,700	844,700	
P355 Crime Stoppers							
P360 GIS	3,364,200	3,269,600	3,337,700	3,384,900	115,300	3,384,900	
P375 Major Crime	3,077,300	3,012,900	3,402,000	3,175,600	162,700	3,175,600	
P380 Crime Analysis	1,151,800	1,186,700	1,248,200	1,096,500	(90,200)	1,096,500	
**** Criminal Investigations Div	16,909,500	17,222,200	17,764,200	17,609,300	387,100	17,723,200	113,900
A450 Integrated Emerg Srv	7,204,000	7,019,200	6,901,200	7,001,800	(17,400)	7,229,300	227,500
A452 Eric Spicer-Operatio							
** Emergency 911 Communication	7,204,000	7,019,200	6,901,200	7,001,800	(17,400)	7,229,300	227,500
N711 Dispatch Centre	42,000	105,700	115,100	105,700		105,700	
* Dispatch	42,000	105,700	115,100	105,700		105,700	
N721 HRP	242,300	291,800	302,100	291,800		291,800	
* Police	242,300	291,800	302,100	291,800		291,800	
N731 Core Fire & EMO	53,000	3,000	3,000	3,000		3,000	
N732 Rural Fire	637,000	701,300	701,300	701,300		701,300	
* Fire	690,000	704,300	704,300	704,300		704,300	
** Integrated Dispatch Communi	974,300	1,101,800	1,121,500	1,101,800		1,101,800	
*** Integrated Emergency Servic	8,178,300	8,121,000	8,022,700	8,103,600	(17,400)	8,331,100	227,500
P235 Extra Duty	400,300	400,300	400,300	400,300		400,300	
P240 SOTS	544,600	545,800	540,300	560,100	14,300	560,100	
P245 Court Officers	1,351,200	1,349,000	1,313,800	1,410,100	61,100	1,410,100	
P265 Records	644,200	640,300	618,000	838,700	198,400	838,700	
P310 R.A.P.I.D.	5,900	5,900		5,900		5,900	
P311 Projects Unit	689,100	706,900	626,700	695,900	(11,000)	848,900	153,000
*** Information Services	3,635,300	3,648,200	3,499,100	3,911,000	262,800	4,064,000	153,000
P210 EAP	135,600	135,800	148,100	135,200	(600)	135,200	
P220 Human Resources	438,800	456,100	729,300	817,400	361,300	819,500	2,100
P225 Training	1,313,400	1,310,500	1,154,300	1,524,800	214,300	1,524,800	
*** Human Resources	1,887,800	1,902,400	2,031,700	2,477,400	575,000	2,479,500	2,100
P130 Facilities & Prop.	196,600	196,600	141,600	196,600		196,600	
P205 Superintendent's Off	775,500	662,200	805,800	795,700	133,500	798,500	2,800
P208 Back Check	216,500	224,800	224,800	200,500	(24,300)	200,500	
P230 Finance	526,100	527,000	494,400	547,200	20,200	547,200	
P250 Fleet Maintenance	80,000	80,000	80,000	80,000		80,000	
P270 Commissionaires	1,219,300	1,280,300	1,230,300	1,101,600	(178,700)	1,101,600	
P445 Marine	73,000	74,500	74,500	77,700	3,200	79,600	1,900
*** Corporate Services	3,087,000	3,045,400	3,051,400	2,999,300	(46,100)	3,004,000	4,700
**** Administration	16,788,400	16,717,000	16,604,900	17,491,300	774,300	17,878,600	387,300
P415 Central	13,097,600	13,027,200	13,138,900	12,335,100	(692,100)	12,392,000	56,900
P475 QRU - Central Patrol	721,600	757,400	752,100	865,400	108,000	865,400	
*** Operations Central	13,819,200	13,784,600	13,891,000	13,200,500	(584,100)	13,257,400	56,900
P425 East	11,629,400	11,303,400	10,911,200	11,524,200	220,800	11,601,500	77,300
P490 QRU - East Patrol	825,600	781,700	789,000	818,400	36,700	818,400	
*** Operations East	12,455,000	12,085,100	11,700,200	12,342,600	257,500	12,419,900	77,300
P420 West	10,827,500	10,648,300	11,010,800	10,298,900	(349,400)	10,371,200	72,300
P495 QRU - West Patrol	826,100	824,200	802,000	818,400	(5,800)	818,400	
*** Operations West	11,653,600	11,472,500	11,812,800	11,117,300	(355,200)	11,189,600	72,300

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
E123 Comm. Response	345,800	348,000	221,900	30,100	(317,900)	30,100	
P365 Accidents	231,100	188,500	201,600	228,900	40,400	228,900	
P410 Shared Resources	1,375,100	1,538,200	1,600,400	1,777,900	239,700	2,087,900	310,000
P430 Victim Service	251,300	257,800	259,400	262,700	4,900	262,700	
P435 Canine	30,700	32,700	32,700	32,700		32,700	
P440 ERT	154,400	154,400	75,900	154,400		154,400	
P450 Public Safety Unit	36,700	36,700	36,700	36,700		36,700	
P455 Bike Patrol	16,000	16,000	29,700	16,000		16,000	
P460 Sch. Crossing Guard	1,735,100	1,787,400	1,697,400	1,645,000	(142,400)	1,645,000	
P465 Mounted	234,000	233,900	247,700	231,900	(2,000)	231,900	
P470 Port's Policing	269,400	349,500	346,100	345,800	(3,700)	345,800	
P480 CR/CP	1,294,000	1,292,800	1,300,700	1,003,800	(289,000)	1,003,800	
P481 Youth Advocate Prg	528,700	538,100	509,200	521,900	(16,200)	521,900	
P485 Traffic	1,110,400	1,112,000	1,041,900	1,321,600	209,600	1,321,600	
P486 Mental Health Crisis	392,400	433,400	495,200	429,800	(3,600)	429,800	
P488 Aviation Security		1,134,100	1,129,100	1,632,400	498,300	1,632,400	
*** Shared Services	8,005,100	9,453,500	9,225,600	9,671,600	218,100	9,981,600	310,000
**** Patrol Operations	45,932,900	46,795,700	46,629,600	46,332,000	(463,700)	46,848,500	516,500
***** Operations Division	80,587,000	81,873,600	82,071,000	82,581,900	708,300	83,599,600	1,017,700
**** Hurricane Juan							
***** Locked Police Services							
***** HRM Police	84,476,600	85,741,400	86,399,800	86,552,300	810,900	87,570,700	1,018,400
***** Total	84,476,600	85,741,400	86,399,800	86,552,300	810,900	87,570,700	1,018,400

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
P370 Booking	(126,100)	(134,700)	(140,400)	(140,400)	(5,700)	(140,400)	
*** Executive Office	(126,100)	(134,700)	(140,400)	(140,400)	(5,700)	(140,400)	
P105 Chief's Office	(89,700)	(85,800)	(111,100)	(85,800)		(85,800)	
P115 Legal							
P120 Public Affairs							
*** Chief's Division	(89,700)	(85,800)	(111,100)	(85,800)		(85,800)	
**** Chief's Office	(215,800)	(220,500)	(251,500)	(226,200)	(5,700)	(226,200)	
A551 City Watch	(10,000)	(5,000)	(2,500)		5,000		
P405 Deputy Operations	(128,100)		(53,600)				
*** Deputy Operations	(138,100)	(5,000)	(56,100)		5,000		
P316 CID	(4,479,100)	(4,383,300)	(4,277,400)	(4,456,000)	(72,700)	(4,465,700)	(9,700)
P325 Identification			(10,000)				
P340 Criminal Intel Unit	(236,400)	(237,400)	(343,300)	(268,400)	(31,000)	(273,700)	(5,300)
P345 Vice							
P360 GIS			(1,500)				
P375 Major Crime	(237,500)	(109,400)	(121,100)	(124,400)	(15,000)	(126,800)	(2,400)
*** Criminal Investigations Divi	(4,953,000)	(4,730,100)	(4,753,300)	(4,848,800)	(118,700)	(4,866,200)	(17,400)
A450 Integrated Emerg Srv			(22,600)				
* Emergency 911 Communications			(22,600)				
** Integrated Emergency Service			(22,600)				
P235 Extra Duty	(412,400)	(412,400)	(412,400)	(412,400)		(412,400)	
P240 SOTS	(125,000)	(125,000)	(150,000)	(125,000)		(125,000)	
P245 Court Officers			(2,700)				
P265 Records	(500,000)	(500,000)	(500,000)	(500,000)		(500,000)	
** Information Services	(1,037,400)	(1,037,400)	(1,065,100)	(1,037,400)		(1,037,400)	
P220 Human Resources			(8,000)				
P225 Training			(10,000)				
** Human Resources			(18,000)				
P205 Superintendent's Off	(123,300)	(123,300)	(103,300)	(123,300)		(123,300)	
P208 Back Check	(324,200)	(337,200)	(400,000)	(377,700)	(40,500)	(381,600)	(3,900)
P270 Commissionaires	(32,100)	(36,700)	(41,900)	(35,900)	800	(35,900)	
** Corporate Services	(479,600)	(497,200)	(545,200)	(536,900)	(39,700)	(540,800)	(3,900)
*** Administration	(1,517,000)	(1,534,600)	(1,650,900)	(1,574,300)	(39,700)	(1,578,200)	(3,900)
P415 Central	(109,400)		(21,900)				
P475 QRU - Central Patrol							
** Operations Central	(109,400)		(21,900)				
P425 East							
** Operations East							
P420 West			(6,000)				
** Operations West			(6,000)				
E123 Comm. Response			(2,400)				
P430 Victim Service	(45,000)	(45,000)	(45,000)	(45,000)		(45,000)	
P435 Canine							
P460 Sch. Crossing Guard	(200)	(200)	(200)	(200)		(200)	
P470 Port's Policing	(199,300)	(228,800)	(228,800)	(235,700)	(6,900)	(242,700)	(7,000)
P480 CR/CP							
P481 Youth Advocate Program							
P485 Traffic			(6,900)				
P486 Mental Health Crisis	(216,000)	(233,600)	(233,600)	(242,900)	(9,300)	(252,600)	(9,700)
P488 Aviation Security		(1,778,900)	(1,778,900)	(1,775,400)	3,500	(1,775,400)	
** Shared Services	(460,500)	(2,286,500)	(2,295,800)	(2,299,200)	(12,700)	(2,315,900)	(16,700)
*** Patrol Operations	(569,900)	(2,286,500)	(2,323,700)	(2,299,200)	(12,700)	(2,315,900)	(16,700)
**** Operations Division	(7,178,000)	(8,556,200)	(8,784,000)	(8,722,300)	(166,100)	(8,760,300)	(38,000)
***** HRM Police	(7,393,800)	(8,776,700)	(9,035,500)	(8,948,500)	(171,800)	(8,986,500)	(38,000)
***** Total	(7,393,800)	(8,776,700)	(9,035,500)	(8,948,500)	(171,800)	(8,986,500)	(38,000)

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	60,111,900	60,230,200	59,475,600	60,919,800	689,600	61,382,100	462,300
6002 Salaries - Overtime	2,618,000	2,715,300	3,931,700	2,650,300	(65,000)	2,660,300	10,000
6003 Wages - Regular		244,300		132,400	(111,900)	132,400	
6005 PDP & Union Con Incr			(200,000)				
6050 Court Time	1,187,500	1,187,500	1,087,200	1,187,500		1,220,400	32,900
6051 Shift Agreements			82,100				
6052 Shift Differentials	403,700	403,700	285,000	403,700		403,700	
6053 Extra Duty	612,400	612,400	612,400	612,400		612,400	
6054 Vacation payout			27,000				
6099 Other Allowances	17,000	17,000	200	17,000		17,000	
6100 Benefits - Salaries	11,721,200	11,992,900	11,846,400	12,001,600	8,700	12,099,800	98,200
6110 Vacancy Management	(800,000)	(800,000)		(700,000)	100,000	(600,000)	100,000
6152 Retirement Incentives	576,000	601,700	604,000	649,900	48,200	655,100	5,200
6153 Severence			106,800				
6154 Workers' Compensation	476,100	508,200	274,800	269,200	(239,000)	277,500	8,300
6156 Clothing Allowance	418,100	418,100	418,100	418,100		418,100	
6164 On the Job injuries			171,100	244,400	244,400	244,400	
6199 Comp & Ben InterDept	592,700	465,600	436,700	449,400	(16,200)	449,400	
* Compensation and Benefits	77,934,600	78,596,900	79,159,100	79,255,700	658,800	79,972,600	716,900
6201 Telephone	168,500	173,600	165,600	173,600		173,600	
6202 Courier/Postage	29,100	29,100	29,000	29,100		29,100	
6203 Office Furn/Equip	101,700	101,700	64,900	101,700		101,700	
6204 Computer S/W & Lic	118,000	118,000	74,600	118,000		118,000	
6205 Printing & Reprod	3,600	3,600	1,600	3,600		3,600	
6207 Office Supplies	134,200	134,200	140,600	134,200		134,200	
* Office	555,100	560,200	476,300	560,200		560,200	
6302 Legal Fees	60,400	60,400	129,800	60,400		60,400	
6303 Consulting Fees	37,900	37,900	240,000	37,900		37,900	
6304 Janitorial Services	52,000	52,000	113,000	141,500	89,500	139,700	(1,800)
6311 Security	115,000	115,000	60,000	115,000		115,000	
6312 Refuse Collection	15,000	15,000	15,000	15,000		15,000	
6315 Outside Policing	337,000	337,000	447,300	337,000		337,000	
6399 Contract Services	2,104,200	2,313,400	2,245,400	1,973,000	(340,400)	1,974,900	1,900
* External Services	2,721,500	2,930,700	3,250,500	2,679,800	(250,900)	2,679,900	100
6401 Uniforms & Clothing	189,200	203,200	426,100	203,200		203,200	
6403 Patrol Equip Supplies	376,400	398,400	418,700	398,400		398,400	
6405 Photo Supp & Equip	20,000	20,000	20,000	20,000		20,000	
6407 Clean/Sani Supplies	5,700	5,700	5,700	5,700		5,700	
6499 Other Supplies	4,900	4,900	2,000	4,900		4,900	
* Supplies	596,200	632,200	872,500	632,200		632,200	
6607 Electricity	6,400	6,400	6,400	6,400		6,400	
6699 Other Building Cost	47,300	47,300	43,300	47,300		47,300	
* Building Costs	53,700	53,700	49,700	53,700		53,700	
6701 Equipment Purchase	461,500	385,900	183,700	385,900		385,900	
6703 Computer Equip/Rent	9,500	10,000	2,000	10,000		10,000	
6704 Equipment Rental	1,800	1,800	3,100	1,800		1,800	
6705 Equip - R&M	193,500	135,200	142,900	135,200		135,200	
6706 Computer R&M	8,700	8,700	8,700	8,700		8,700	
6708 Mechanical Equipment	4,100	4,100	4,100	4,100		4,100	
6711 Communication System	370,400	885,100	885,100	885,100		885,100	
6731 Airtime	750,200	258,700	258,700	258,700		258,700	
* Equipment & Communications	1,799,700	1,689,500	1,488,300	1,689,500		1,689,500	

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6803 Vehicle Fuel - Diesel	3,000	3,000	3,000	3,000		3,000	
6804 Vehicle Fuel - Gas	1,000	1,000	1,000	1,000		1,000	
* Vehicle Expense	4,000	4,000	4,000	4,000		4,000	
6901 Membership Dues	27,200	27,200	35,100	27,200		27,200	
6902 Conferences/Workshop	19,200	19,200	27,900	19,200		19,200	
6903 Travel - Local	25,900	25,900	24,400	25,900		25,900	
6904 Travel - Out of Town	322,700	329,700	357,900	329,700		329,700	
6905 Training & Education	275,700	282,700	239,600	282,700		282,700	
6906 Licenses & Agreements	14,000	84,800	84,800	84,800		84,800	
6911 Facilities Rental	880,600	938,300	872,000	1,200,700	262,400	1,192,100	(8,600)
6912 Advertising/Promotio	20,500	20,500	41,800	20,500		20,500	
6915 Research Data Acquis	11,500	11,500	11,500	11,500		11,500	
6917 Books and Periodicals	10,400	10,400	23,200	10,400		10,400	
6918 Meals	27,300	27,300	17,700	27,300		27,300	
6919 Special Projects	23,300	23,300	12,700	23,300		333,300	310,000
6928 Committee Expenses	500	500		500		500	
6938 Rewarding Excellence	9,000	9,000	7,000	9,000		9,000	
* Other Goods & Services	1,667,800	1,810,300	1,755,600	2,072,700	262,400	2,374,100	301,400
7009 Internal Trfr Other	(500)	(500)	4,800	(500)		(500)	
7011 Int Trf Record Check	(3,300)	(3,300)	(8,600)	(3,300)		(3,300)	
7013 Int Trf Extra Duty	(212,400)	(212,400)	(212,400)	(212,400)		(212,400)	
* Interdepartmental	(216,200)	(216,200)	(216,200)	(216,200)		(216,200)	
8003 Insurance Pol/Prem	54,100	54,100	56,100	54,100		54,100	
8008 Transf to/fr Reserve	(693,900)	(374,000)	(496,100)	(233,400)	140,600	(233,400)	
* Other Fiscal	(639,800)	(319,900)	(440,000)	(179,300)	140,600	(179,300)	
** Total	84,476,600	85,741,400	86,399,800	86,552,300	810,900	87,570,700	1,018,400
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4703 Cond.Grant NS(Other)		(3,800,000)	(3,800,000)	(3,800,000)		(3,800,000)	
* Transfers from other Gov'ts		(3,800,000)	(3,800,000)	(3,800,000)		(3,800,000)	
4909 False Alarm Recovery	(105,000)	(105,000)	(85,000)	(105,000)		(105,000)	
5250 Sales of Svcs-Other	(545,000)	(545,000)	(555,000)	(545,000)		(545,000)	
5256 SOT Revenue	(80,000)	(80,000)	(95,000)	(80,000)		(80,000)	
* Fee Revenues	(730,000)	(730,000)	(735,000)	(730,000)		(730,000)	
5508 Recov External Parti	(6,049,800)	(3,603,200)	(3,854,300)	(3,768,100)	(164,900)	(3,799,100)	(31,000)
5600 Miscellaneous Revenue	(614,000)	(643,500)	(646,200)	(650,400)	(6,900)	(657,400)	(7,000)
* Other Revenue	(6,663,800)	(4,246,700)	(4,500,500)	(4,418,500)	(171,800)	(4,456,500)	(38,000)
** Total	(7,393,800)	(8,776,700)	(9,035,500)	(8,948,500)	(171,800)	(8,986,500)	(38,000)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	77,082,800	76,964,700	77,364,300	77,603,800	639,100	78,584,200	980,400

Additional Budget Detail RCMP

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* External Services	23,750,000	24,183,000	25,028,500	25,979,600	1,796,600	25,979,600	
* Interdepartmental			(605,000)				
** Total	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
P710 RCMP	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	
* RCMP	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	
** Total	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
P710 RCMP	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	
* RCMP	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	
** Total	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6315 Outside Policing	23,750,000	24,183,000	25,028,500	25,979,600	1,796,600	25,979,600	
* External Services	23,750,000	24,183,000	25,028,500	25,979,600	1,796,600	25,979,600	
7009 Internal Trfr Othe			(605,000)				
* Interdepartmental			(605,000)				
** Total	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	23,750,000	24,183,000	24,423,500	25,979,600	1,796,600	25,979,600	

Halifax Transit

17/18 – 18/19 Multi-Year Budget and Business Plan

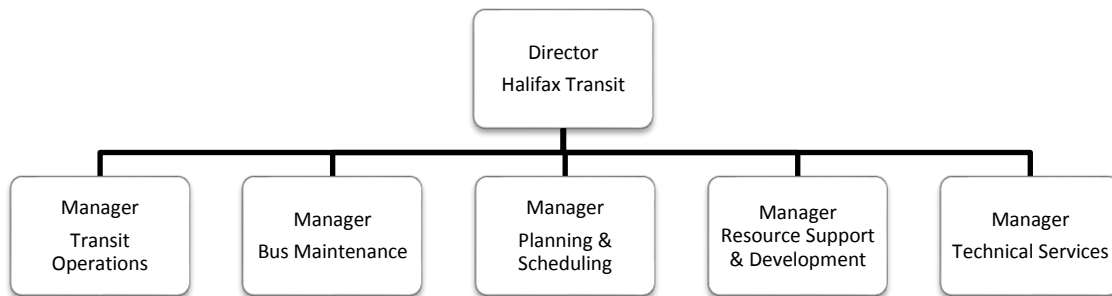
Mission: Working together to provide a safe, reliable and sustainable transit system for all

HALIFAX TRANSIT OVERVIEW

Halifax Transit is committed to advancing Regional Council’s transportation priority outcomes of:

- Interconnected and Strategic Growth
- A Well-maintained Transportation Network
- A Safe and Accessible Transportation Network

This is achieved through public transit services that support approximately 19 million revenue rides, 25.4 million transit rides annually. Halifax Transit operates 279 conventional vehicles, 5 ferries, 39 Access-A-Bus vehicles, 20 premium branded MetroLink vehicles, and 25 MetroX vehicles. Halifax Transit employs a workforce of 925 employees and services two transit facilities, three ferry terminals, 11 bus terminals, and 16 Park & Ride lots.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	925	28	953	978
Term	3		3	0
Student	2		2	2

Halifax Transit Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Halifax Transit	16.8%	16.5%	16.6%
Average tax bill amount spent on Halifax Transit	\$307.40	\$310.10	\$315.30

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Halifax Transit Multi-Year Initiatives

Transportation – A Well-maintained Transportation Network

Transit Asset & Infrastructure Renewal

Halifax Transit will continue to promote transit as a key component of an integrated transportation system – as a competitor to the single occupant vehicle. To create an enhanced and more accessible experience for its customers, Halifax Transit will continue investment in the renewal of on-street infrastructure including construction of stop locations as well as replacement of Conventional, MetroX and Access-A-Bus vehicles and ferries.

Transportation – A Safe and Accessible Transportation Network

Transit Accessibility

Halifax Transit is committed to improving the accessibility of transit services in HRM. This includes improvements to the conventional service to make it an inclusive, viable option for more persons with reduced mobility, as well as improvements to the Access-A-Bus system to ensure it is meeting the needs of people who rely on that service. This includes physical infrastructure, policy and process improvements, engagement with the community, staff training and vehicle improvements.

Transit Technology

Through the implementation of improved transit technology including Computer Aided Dispatch/Automated Vehicle Location (CAD/AVL), Electronic Fare Management Systems, and Bus Stop Announcement, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.

Transportation – Interconnected and Strategic Growth

Transit Service Plan

Halifax Transit intends to offer its residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.

Halifax Transit Budget

Halifax Transit Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	17/18 -18/19 Capital Cost	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact
Transportation					
Interconnected and Strategic Growth	Bus Expansion (Conventional and AAB)	\$11,273,500 (gross) \$8,400,500 (net)	\$1,561,700	\$2,489,800	\$4,051,500
A Safe and Accessible Transportation Network	Transit Technology	\$9,180,000	\$150,000	\$400,000	\$550,000
	Transit Security	\$3,900,000 (gross) \$1,950,000 (net)	\$50,000	\$0	\$50,000
	Bus Stop Accessibility	\$705,000 (gross) \$352,500 (net)	\$16,000	\$0	\$16,000
	Bus Replacement (Conventional and AAB)	\$10,561,400 (gross) \$5,945,700 (net)	\$0	\$0	\$0
A Well-maintained Transportation Network	Ferry Replacement	\$10,600,000 (gross) \$2,900,000 (net)	\$0	\$0	\$0

Halifax Transit Operating Budget

Summary of Changes Included in Proposed Halifax Transit Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Operating Cost of Capital Service	Interconnected and Strategic Growth A Safe and Accessible Transportation Network	\$1,561,700	\$2,489,800	\$4,051,500
Reduction of Administrative Expenses	No impact on service delivery	-\$372,500	-\$745,000	-\$1,117,500
Fiscal Services Cost Reduction	No impact on service delivery	-\$684,900	-\$4,129,900	-\$4,814,800
Compensation Increase	No impact on service delivery	\$520,000	\$2,740,000	\$3,260,000
Facilities Cost Increase	No impact on service delivery	\$48,000	\$96,000	\$144,000
Operation Cost Increase *	No impact on service delivery	\$522,400	\$269,700	\$792,100
Fare Revenue Reduction **	No impact on service delivery	\$763,000	\$863,000	\$1,626,000
Other	No impact on service delivery	-\$324,700	-\$28,200	-\$352,900
Total for Proposed Changes		\$2,033,000	\$1,555,400	\$3,588,400

* Includes Alderney Ferry Extension for 17/18

** Includes Low Income Pass Program for 17/18 and 18/19

Halifax Transit Summary of Expense & Revenue Types

Summary of Expense & Revenue Types

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	70,932,000	72,843,200	72,008,369	75,036,500	2,193,300	78,761,800	3,725,300
* Office	1,003,300	1,073,000	920,400	955,800	(117,200)	1,359,700	403,900
* External Services	1,897,400	3,231,900	2,049,720	1,851,800	(1,380,100)	1,851,800	
* Supplies	1,076,600	1,056,500	1,050,400	960,500	(96,000)	1,034,500	74,000
* Materials	40,900	225,500	123,300	144,800	(80,700)	144,800	
* Building Costs	2,111,700	2,605,400	2,756,700	2,657,100	51,700	2,749,000	91,900
* Equipment & Communications	797,600	848,700	720,250	681,800	(166,900)	682,800	1,000
* Vehicle Expense	18,508,600	17,171,900	18,609,400	19,218,700	2,046,800	20,087,700	869,000
* Other Goods & Services	1,904,000	1,874,700	1,150,600	1,502,000	(372,700)	1,526,200	24,200
* Interdepartmental	(86,000)	(100,000)	(128,800)	(100,000)		(100,000)	
* Debt Service	4,385,100	3,902,100	3,938,200	3,261,800	(640,300)	3,131,200	(130,600)
* Other Fiscal	9,934,500	9,552,100	9,573,461	9,275,500	(276,600)	4,640,000	(4,635,500)
** Total	112,505,700	114,285,000	112,772,000	115,446,300	1,161,300	115,869,500	423,200
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Tax Revenue	(33,748,500)	(34,491,000)	(34,491,000)	(35,452,000)	(961,000)	(35,471,000)	(19,000)
* Area Rate Revenue	(43,304,800)	(44,257,500)	(44,257,500)	(45,176,000)	(918,500)	(45,333,000)	(157,000)
* Fee Revenues	(34,568,500)	(34,599,000)	(33,086,000)	(33,891,500)	707,500	(34,126,700)	(235,200)
* Other Revenue	(883,900)	(937,500)	(937,500)	(926,800)	10,700	(938,800)	(12,000)
** Total	(112,505,700)	(114,285,000)	(112,772,000)	(115,446,300)	(1,161,300)	(115,869,500)	(423,200)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit			0				

Halifax Transit Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Transit Facilities Summary of Expense & Revenue Types	3,343,300	4,401,400	4,273,900	3,858,000	(543,400)	3,950,900	92,900
Access-A-Bus Summary of Expense & Revenue Types	6,033,500	6,139,800	5,450,300	6,298,000	158,200	6,520,800	222,800
Fiscal Service Summary of Expense & Revenue Types	(62,363,700)	(64,411,400)	(64,737,239)	(66,256,600)	(1,845,200)	(68,913,600)	(2,657,000)
Conventional Service Summary of Expense & Revenue Types	50,519,800	51,721,100	53,083,339	54,016,600	2,295,500	56,336,000	2,319,400
Ferry Service Summary of Expense & Revenue Types	2,467,100	2,149,100	1,929,700	2,084,000	(65,100)	2,105,900	21,900
Total			-				

Fiscal Transit Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	449,500	700,000	751,700	1,834,100	1,134,100	4,119,200	2,285,100
* Office	35,100						
* External Services	45,000	390,000			(390,000)		
* Supplies	8,300						
* Vehicle Expense	34,600						
* Other Goods & Services	50,100	45,000			(45,000)		
* Interdepartmental	14,000						
* Debt Service	4,385,100	3,902,100	3,938,200	3,261,800	(640,300)	3,131,200	(130,600)
* Other Fiscal	9,682,400	9,300,000	9,321,361	9,275,500	(24,500)	4,640,000	(4,635,500)
** Total	14,704,100	14,337,100	14,011,261	14,371,400	34,300	11,890,400	(2,481,000)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Tax Revenue	(33,748,500)	(34,491,000)	(34,491,000)	(35,452,000)	(961,000)	(35,471,000)	(19,000)
* Area Rate Revenue	(43,304,800)	(44,257,500)	(44,257,500)	(45,176,000)	(918,500)	(45,333,000)	(157,000)
* Fee Revenues	(14,500)						
** Total	(77,067,800)	(78,748,500)	(78,748,500)	(80,628,000)	(1,879,500)	(80,804,000)	(176,000)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	(62,363,700)	(64,411,400)	(64,737,239)	(66,256,600)	(1,845,200)	(68,913,600)	(2,657,000)

Halifax Transit Facilities Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits		298,000	157,000	157,000	(141,000)	157,000	
* External Services	909,900	1,097,400	1,076,600	978,300	(119,100)	978,300	
* Supplies	13,500	12,200	10,500	13,000	800	13,000	
* Materials	40,900	81,500	5,800	22,300	(59,200)	22,300	
* Building Costs	1,919,200	2,394,400	2,605,200	2,520,100	125,700	2,612,000	91,900
* Equipment & Communications	191,100	229,500	166,700	167,300	(62,200)	168,300	1,000
* Vehicle Expense	2,500	2,800			(2,800)		
* Other Goods & Services	14,100	33,500			(33,500)		
* Interdepartmental							
* Other Fiscal	252,100	252,100	252,100		(252,100)		
** Total	3,343,300	4,401,400	4,273,900	3,858,000	(543,400)	3,950,900	92,900
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	3,343,300	4,401,400	4,273,900	3,858,000	(543,400)	3,950,900	92,900

17/18 - 18/19 HALIFAX TRANSIT SERVICE AREA PLANS

Access-A-Bus Service

Access-A-Bus Service is committed to supporting Regional Council priorities through the provision of a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities, and declared eligible through a registration process. The Access-A-Bus service supplements the Halifax Transit fixed route system. The service area coverage includes

locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 39 vehicles, traveling 1,900,000 kilometers annually to provide more than 157,000 passenger trips each year.

Services Delivered:

Transportation - A Safe and Accessible Transportation Network

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

Service Delivery Measures

Access-a-Bus Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Ridership	157,876	157,464	160,972	159,122	N/A
Financial (cost recovery)	4.7%	4.4%	4.1%	3.9%	N/A
Customer Service (requests addressed within standard)	88%	95%			N/A

* Municipal Benchmarking Network Canada

Performance Analysis

The Access-A-Bus service demand has seen a continuous increase over the past fiscal year. The addition of two expansion buses for this period and inserting extra buses in peak times has resulted in small increases to ridership and decreases to the number of passengers whose trips are placed on a wait list. To achieve the goal of system equity, Access-A-Bus Transit Service will continue to monitor the service for opportunity to decrease the Late Cancellations and No Shows, and increase the on-time performance and overall system's productivity. Halifax Transit is embarking on the Accessible Transit Strategy Initiative to streamline internal systems and processes and to highlight innovative ways to deliver effective paratransit service to HRM citizens, increasing ridership, and decreasing waitlists to acceptable levels. It is anticipated that once the prospective solutions are implemented, the effectiveness of the service will grow steadily and the client's transit experience be enhanced.

17/18 – 18/19 Access-A-Bus Service Key Deliverables

17/18 – 18/19 Deliverables
<p align="center">Transportation - A Safe and Accessible Transportation Network</p> <p>Access-A-Bus Review Implementation Demand for the Halifax Transit Access-A-Bus service has increased significantly in recent years. In an effort to leverage the potential of existing resources and processes before increasing fleet size or staff, Halifax Transit will implement the findings of the 2016/17 comprehensive review of all facets of the service, including, redesign of internal processes, scheduling software, eligibility criteria and associated application administration, service coverage, customer interfaces, staff and client training, and other available sources of support.</p>

Access-A-Bus Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	5,118,700	5,239,500	4,610,800	5,428,800	189,300	5,595,500	166,700
* Supplies	60,600	72,600	63,500	73,000	400	85,000	12,000
* Vehicle Expense	389,000	333,100	278,100	1,083,100	750,000	1,159,100	76,000
* Other Goods & Services	34,500	34,600	27,900	10,100	(24,500)	13,500	3,400
* Interdepartmental	700,700	775,000	775,000		(775,000)		
** Total	6,303,500	6,454,800	5,755,300	6,595,000	140,200	6,853,100	258,100
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(270,000)	(315,000)	(305,000)	(297,000)	18,000	(332,300)	(35,300)
** Total	(270,000)	(315,000)	(305,000)	(297,000)	18,000	(332,300)	(35,300)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	6,033,500	6,139,800	5,450,300	6,298,000	158,200	6,520,800	222,800

Conventional Transit Service

The Conventional Transit Service is committed to supporting Regional Council priorities through the provision of a network of routes that operate throughout the defined service area. This service ensures the mobility of over 25 million passenger trips annually and travels more than 19,200,000 kilometres.

Services Delivered:

Transportation - Interconnected and Strategic Growth

Operating Conventional Transit Routes – consisting of 60 fixed-route services, 2 MetroLink limited stop bus rapid routes, 3 MetroX express routes to outlying rural areas.

Transit Planning and Scheduling - planning short, medium, and long term service changes and improvements in route scheduling including operator duties and rosters.

Sustainable Transportation Programs - developing, delivering, and managing a variety of programs to encourage use of sustainable forms of transportation.

Transportation - A Well-maintained Transportation Network

Bus Fleet Planning, Acquisition, and Disposal - strategic and tactical bus fleet planning, related analysis and reporting, supporting bus procurement, readying buses for service once they arrive, and preparing buses for disposal when they are no longer suitable for use by HRM.

Bus Cleaning, Servicing, Repair and Maintenance - servicing and cleaning of transit buses and providing maintenance and repair to keep buses in good running order, compliant with legislation, and fit for use.

Bus Stop Improvements - monitoring and maintaining the condition of existing bus stops and identifying the need for new bus stops, and bus stop amenities such as benches and shelters.

Capital Projects - strategic and capital planning for Halifax Transit as well as for acquiring and/or construction of new assets including vehicles, buildings, and land. This service is also responsible for implementation of new transit service.

Service Delivery Measures

Conventional Transit Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Ridership	17,715,204	17,188,510	17,571,406	17,795,400	N/A
Service Utilization (passengers per capita within service area)	56.0	54.0	54.8	55.2	45.5
Service Utilization (passengers per service hour)	20.4	19.7	19.7	19.4	N/A
Amount of Service (service hours per capita within service area)	2.8	2.7	2.8	2.8	1.57
Cost to operate a conventional transit bus for each in-service hour **	\$96.94	\$99.29	\$98.36	\$99.07	\$123.66
Cost Effectiveness (operating expense per passenger)	\$4.76	\$5.05	\$5.01	\$5.11	N/A
Average Fare (passenger revenue per passenger)	\$1.69	\$1.73	\$1.73	\$1.73	N/A
Financial (cost recovery)	35%	34%	35%	34%	45%
Customer Service (requests addressed within standard)	98%	99%			N/A

* Municipal Benchmarking Network Canada

** Excludes Amortization

Please note: MBNCanada measures are based on data provided from other transit agencies and include multiple service types, including street cars, subways, and rail, in addition to conventional service.

Performance Analysis

Service modifications and increases are proposed in both 17/18 and 18/19 as part of the Moving Forward Together Plan implementation. It is anticipated that these route network changes will result in ridership increases. It is anticipated that ridership will grow slowly, as passengers adjust to the changes, with some gains not being realized until more than a year after the adjustments take place. Other measures, such as relative operating costs and cost recovery are expected to remain stable as operating costs grow proportional to service increases.

17/18 – 18/19 Conventional Transit Service Key Deliverables

17/18 – 18/19 Deliverables
Transportation - A Safe and Accessible Transportation Network
<p>Accessible-transit Vehicle Procurement Service Plan/Procurement To improve reliability, reduce maintenance costs and provide expanded service, Halifax Transit will develop a new specification and tender document for procurement of accessible transit vehicles. The procurement of vehicles will be based on a revised AAB Service Plan to be brought to Regional Council in 17/18; procurement will follow in 18/19.</p>
<p>Bus Surveillance System Upgrade The general objective of the Bus Surveillance System Upgrade Project is to procure, implement and establish support of a hybrid CCTV surveillance system that will improve the surveillance capabilities for each bus in the Halifax Transit fleet with high definition digital cameras while leveraging the capabilities of the currently fitted analog camera suite. The project will also introduce WiFi uploading for greater efficiency and improve analysis capabilities.</p>
<p>Bus Stop Accessibility & Improvement To improve accessibility, as well as the customer experience, Halifax Transit will be installing accessible landing pads at a number of bus stops, replacing older bus shelters, installing benches at bus stops, and conducting a pilot project to evaluate the success of a heated shelter.</p>
Transportation - Interconnected and Strategic Growth
<p>Moving Forward Together Plan Year 2 Implementation To improve the efficiency and effectiveness of the transit network, Halifax Transit will proceed with network design changes, including removal of service, introduction of new service, and changes to existing routes, as part of the implementation of the Moving Forward Together Plan.</p>
<p>Transit Facility Implementation Plan To provide predictability and transparency, a master planning exercise will take place to provide guidance as to where future investment in transit facilities, including terminals and Park & Rides, is required.</p>
<p>Mumford Terminal Site Study The existing Mumford Terminal is overcapacity and in need of replacement to improve the operation of the facility, the customer experience, and to allow for future service expansion. A study will be undertaken to determine the best location for a new terminal</p>
<p>Wrights Cove Terminal To enable implementation of the Moving Forward Together Plan and improve the connectivity of the Halifax Transit network, Halifax Transit will continue preparations for the Wright's Cove Terminal in cooperation with Operations Support</p>
<p>Bus Rapid Transit Study To build upon the outcomes of the Integrated Mobility Plan, and improve the reliability and attractiveness of transit service, a study will be conducted to analyze the opportunities and feasibility of implementing bus rapid transit</p>
<p>Transit Priority Measures Corridor Study The Moving Forward Together Plan identified the need for transit priority measures on both Gottingen Street and Bayers Road to have an immediate and positive impact on the reliability of the transit network. A study will be conducted to analyze and design appropriate measures for these two corridors.</p>
<p>Transit Priority Measures Implementation To improve the reliability of the transit network, and reduce the impact of traffic congestion on transit service, Halifax Transit will implement approximately eight to ten transit priority measures, in conjunction with Road Operations & Construction and Traffic Management.</p>

17/18 – 18/19 Deliverables
Service Delivery – To our People
<p>Transit Computer Aided Dispatch/Automated Vehicle Locator System - Finalize Implementation Finalize the implementation of the Computer Aided Dispatch/Automated Vehicle Locator system to provide improved service reliability and real time information to the travelling public. Additional functionality will be applied to the base CAD/AVL system to add value. Customers will be able to confirm the location of a bus using real-time data supplied to various 3rd-party web and mobile application providers. Automated stop announcements and headsign integration will improve the quality of the service provided.</p>
Governance and Engagement - Fiscal Responsibility
<p>Recommendation Report - Alternative Fuel Conventional Fleet To reduce operating cost and carbon footprint; Halifax Transit will produce a report recommending the most appropriate mix of fuels to be used in Halifax Transit's fleet. This recommendation will guide Halifax Transit's procurement and replacement strategy for the next twenty-five years.</p>
<p>Halifax Transit Technology Program – Transition As the project deliverables associated with the Halifax Transit Technology Program are completed, ongoing support and maintenance will be transitioned from the project team to the Halifax Transit Technical Services team.</p>
<p>Fare Management Solution - Begin Implementation To increase revenues, increase operator safety, and provide timely data for management decisions, Halifax Transit will begin implementation of a fare management solution. Features may include easy, electronic fare payment, automated transfers, smart fare technology, electronic web purchasing, fare vending machines and re-loadable smart cards.</p>
Service Excellence - Service Improvements
<p>Fixed Route Planning, Scheduling and Operations - Begin Implementation The primary objective of the Fixed Route Planning, Scheduling and Operations project is to implement a Planning, Scheduling and Operations software solution that enables Halifax Transit to operate more efficiently. The existing software, HASTUS v2009, is not capable of supporting the streamlined existing or new business processes required by Halifax Transit.</p>

Conventional Transit Service Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	62,110,800	63,372,100	62,887,169	64,307,100	935,000	65,615,600	1,308,500
* Office	967,200	1,072,000	919,400	955,800	(116,200)	1,359,700	403,900
* External Services	452,500	1,254,500	493,120	353,500	(901,000)	353,500	
* Supplies	950,200	927,700	931,900	835,500	(92,200)	897,500	62,000
* Materials		144,000	117,500	122,500	(21,500)	122,500	
* Building Costs	137,500	156,000	121,500	87,000	(69,000)	87,000	
* Equipment & Communications	604,500	617,200	551,550	512,500	(104,700)	512,500	
* Vehicle Expense	17,181,500	16,000,000	17,437,300	17,134,600	1,134,600	17,978,700	844,100
* Other Goods & Services	1,680,800	1,667,100	1,062,200	1,422,400	(244,700)	1,435,200	12,800
* Interdepartmental	(800,700)	(875,000)	(903,800)	(100,000)	775,000	(100,000)	
** Total	83,284,300	84,335,600	83,617,839	85,630,900	1,295,300	88,262,200	2,631,300
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(31,884,000)	(31,684,000)	(29,604,000)	(30,694,500)	989,500	(30,994,400)	(299,900)
* Other Revenue	(880,500)	(930,500)	(930,500)	(919,800)	10,700	(931,800)	(12,000)
** Total	(32,764,500)	(32,614,500)	(30,534,500)	(31,614,300)	1,000,200	(31,926,200)	(311,900)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	50,519,800	51,721,100	53,083,339	54,016,600	2,295,500	56,336,000	2,319,400

Ferry Service

Halifax Transit's Ferry Services supports Regional Council priorities through the operation of a network of two fixed ferry routes providing public transit services to the residents of HRM within Halifax Harbour. The Ferry Service serves 1,800,000 riders each year with passenger terminals located in Dartmouth, Halifax, and Woodside. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

Services Delivered:

Transportation - Interconnected and Strategic Growth

- Ferry Service - Responsible for a network of fixed routes providing public transit services to the residents of HRM within Halifax Harbour. There are currently 2 fixed routes.

Transportation - A Well-maintained Transportation Network

- Ferry Service Maintenance - Responsible for maintaining and repairing ferry boats and dock pontoons to keep them in good order, compliant with legislation, and fit for use

Service Delivery Measures

Ferry Service Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Ridership	1,618,742	1,802,139	1,842,283	1,762,114	N/A
Service Utilization (passengers per capita within service area)	5.1	5.7	5.7	5.5	N/A
Service Utilization (passengers per service hour)	109.4	121.8	124.5	139.1	N/A
Amount of Service (service hours per capita within service area)	0.05	0.05	0.05	0.04	N/A
Cost to operate a ferry for each in-service hour	\$380.33	\$366.62	\$378.94	\$396.35	N/A
Cost Effectiveness (operating expense per passenger)	\$3.48	\$3.01	\$3.04	\$2.85	N/A
Average Fare (passenger revenue per passenger)	\$2.07	\$1.85	\$1.85	\$1.85	N/A
Financial (cost recovery)	60%	61%	61%	65%	N/A
Customer Service (requests addressed within standard)	99%	100%			N/A

* Municipal Benchmarking Network Canada

Performance Analysis

Additional ferry service was implemented to mitigate the impact of The Big Lift project, and has resulted in significant ridership gains. The 18/19 performance measures assume the removal of this additional service, and therefore a reduction in costs and service hours. It is anticipated that a portion of the recent ridership gains will remain once the service hours revert back to the previous levels. The ridership levels estimated above assume that some of the ridership gained during the Big Lift is retained, with some being dispersed to other modes including conventional transit, however, there is a large degree of uncertainty with these projections.

17/18 – 18/19 Ferry Service Key Deliverables

17/18 – 18/19 Deliverables
Transportation - A Well-maintained Transportation Network
<p>Replace Alderney Ferry Terminal Pontoon The Alderney Ferry Terminal Pontoon is nearing the end of its useful life. The steel hull pontoon is costly to maintain and deckhouses on these pontoons are restricted in the space available to accommodate overhead doors suitable for an industrial setting in sometimes harsh environmental conditions. Using Public Transit Infrastructure Fund funding, the Alderney pontoon will be replaced with a unit that incorporates materials and a deckhouse structure that is more suitable for the operating environment and will result in a significant reduction in operating costs.</p>
<p>Ferry Replacement - Construct / Fit-out / Certify To support sustainable ferry operations into the future by implementing the Ferry Replacement project with the construction, fit out and certification of two replacement ferries, with a funding contribution from the federal government's Public Transit Infrastructure Fund.</p>
<p>Halifax Ferry Terminal Renovation To improve the customer experience at the Halifax Ferry Terminal, the recapitalization work will continue, and will include elements such as the security kiosk and washroom renovations.</p>
<p>Woodside Ferry Terminal Renovation The Woodside Ferry Terminal requires significant rehabilitation to all aspects of the building, including envelope, mechanical and electrical systems, and customer waiting areas. In addition, with the expansion of the Halifax Transit ferry fleet, additional berthing space is required. In 17/18, with assistance from Operations Support, will complete the detailed design work required to move forward with these improvements.</p>
<p>Ferry Terminal Generators To ensure the reliability and consistency of service provision, generators will be installed at all three existing ferry terminals as a source of back-up power</p>

Ferry Service Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	3,253,000	3,233,600	3,601,700	3,309,500	75,900	3,274,500	(35,000)
* Office	1,000	1,000	1,000		(1,000)		
* External Services	490,000	490,000	480,000	520,000	30,000	520,000	
* Supplies	44,000	44,000	44,500	39,000	(5,000)	39,000	
* Materials							
* Building Costs	55,000	55,000	30,000	50,000	(5,000)	50,000	
* Equipment & Communications	2,000	2,000	2,000	2,000		2,000	
* Vehicle Expense	901,000	836,000	894,000	1,001,000	165,000	949,900	(51,100)
* Other Goods & Services	124,500	94,500	60,500	69,500	(25,000)	77,500	8,000
* Interdepartmental							
** Total	4,870,500	4,756,100	5,113,700	4,991,000	234,900	4,912,900	(78,100)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(2,400,000)	(2,600,000)	(3,177,000)	(2,900,000)	(300,000)	(2,800,000)	100,000
* Other Revenue	(3,400)	(7,000)	(7,000)	(7,000)		(7,000)	
** Total	(2,403,400)	(2,607,000)	(3,184,000)	(2,907,000)	(300,000)	(2,807,000)	100,000
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	2,467,100	2,149,100	1,929,700	2,084,000	(65,100)	2,105,900	21,900

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
R680 Facilities - Ragged Lake	1,046,700	1,507,800	1,490,300	1,242,900	(264,900)	1,260,600	17,700
R681 Facilities - Burnside	1,130,900	1,569,000	1,418,300	1,328,500	(240,500)	1,344,200	15,700
R682 Facil-Ferry Terminal	654,700	628,500	615,700	655,400	26,900	662,000	6,600
R683 Facil-Other Property	511,000	696,100	749,600	631,200	(64,900)	684,100	52,900
*** Transit Facilities	3,343,300	4,401,400	4,273,900	3,858,000	(543,400)	3,950,900	92,900
R652 Access-A-Bus Operations	6,033,500	6,139,800	5,450,300	6,298,000	158,200	6,520,800	222,800
*** Access-A-Bus Service	6,033,500	6,139,800	5,450,300	6,298,000	158,200	6,520,800	222,800
*** Community Transit Service							
R624 HT Director's Office	1,736,300	2,111,900	1,597,025	1,953,800	(158,100)	1,953,800	
R631 Revenue	(32,534,000)	(32,434,500)	(30,349,600)	(31,379,300)	1,055,200	(31,679,200)	(299,900)
R637 Service Development	1,239,100	1,389,300	1,328,875	1,342,300	(47,000)	1,343,300	1,000
R952 LKD Smart Trip Prgrm	(50,500)						
** Halifax Transit Administratio	(29,609,100)	(28,933,300)	(27,423,700)	(28,083,200)	850,100	(28,382,100)	(298,900)
R640 Technical Services	1,695,000	2,500,200	1,661,888	1,738,200	(762,000)	2,143,400	405,200
** Halifax Transit - Technical Se	1,695,000	2,500,200	1,661,888	1,738,200	(762,000)	2,143,400	405,200
R932 BTC Facility Maintenance	588,400	589,900	449,200	420,000	(169,900)	420,000	
R935 Bus Rebuild Program	8,300	469,100	114,500		(469,100)		
R938 BTC Bus Maintenance	11,857,500	11,940,600	12,689,675	12,547,600	607,000	12,418,200	(129,400)
R962 RLTC Facility Maint	116,500	116,500	116,100	110,500	(6,000)	110,500	
R963 RLTC Bus Maint	8,234,800	8,691,300	9,284,741	9,546,900	855,600	10,479,900	933,000
** Halifax Transit - Bus Maintena	20,805,500	21,807,400	22,654,216	22,625,000	817,600	23,428,600	803,600
R656 Safety and Training	816,900	786,700	799,551	789,400	2,700	789,400	
R658 Resource Sup & Dev	1,180,800	1,058,500	1,054,142	1,199,100	140,600	1,217,300	18,200
** Halifax Transit - Resource Sup	1,997,700	1,845,200	1,853,693	1,988,500	143,300	2,006,700	18,200
R635 BTC Operators	24,840,400	25,198,400	25,478,800	24,807,700	(390,700)	24,647,700	(160,000)
R636 Service Supervisors	3,347,600	3,306,700	3,049,045	3,249,000	(57,700)	3,248,700	(300)
R638 BTC & RLTC Bus Ops	10,074,200	8,715,500	8,321,997	9,176,900	461,400	9,530,300	353,400
R657 Security	813,100	731,300	724,900	615,500	(115,800)	613,500	(2,000)
R670 RLTC Operators	16,555,400	16,549,700	16,762,500	17,899,000	1,349,300	19,099,200	1,200,200
** Halifax Transit - Bus Operatio	55,630,700	54,501,600	54,337,242	55,748,100	1,246,500	57,139,400	1,391,300
*** Conventional Service	50,519,800	51,721,100	53,083,339	54,016,600	2,295,500	56,336,000	2,319,400
R661 Ferry Operations	2,467,100	2,149,100	1,929,700	2,084,000	(65,100)	2,105,900	21,900
*** Ferry Service	2,467,100	2,149,100	1,929,700	2,084,000	(65,100)	2,105,900	21,900
M701 Fiscal Transit	(66,748,800)	(68,313,500)	(68,675,439)	(69,518,400)	(1,204,900)	(72,044,800)	(2,526,400)
R671 Halifax Tr. Debt Chg	4,385,100	3,902,100	3,938,200	3,261,800	(640,300)	3,131,200	(130,600)
*** Fiscal Transit	(62,363,700)	(64,411,400)	(64,737,239)	(66,256,600)	(1,845,200)	(68,913,600)	(2,657,000)
**** Total			0				

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
R680 Facilities - Ragged Lake	1,046,700	1,507,800	1,490,300	1,242,900	(264,900)	1,260,600	17,700
R681 Facilities - Burnside	1,130,900	1,569,000	1,418,300	1,328,500	(240,500)	1,344,200	15,700
R682 Facil-Ferry Terminal	654,700	628,500	615,700	655,400	26,900	662,000	6,600
R683 Facil-Other Property	511,000	696,100	749,600	631,200	(64,900)	684,100	52,900
*** Transit Facilities	3,343,300	4,401,400	4,273,900	3,858,000	(543,400)	3,950,900	92,900
R652 Access-A - Bus Operations	6,303,500	6,454,800	5,755,300	6,595,000	140,200	6,853,100	258,100
*** Access-A-Bus Service	6,303,500	6,454,800	5,755,300	6,595,000	140,200	6,853,100	258,100
*** Community Transit Service							
R624 HT Director's Office	1,736,300	2,111,900	1,597,025	1,953,800	(158,100)	1,953,800	
R631 Revenue			(32,600)				
R637 Service Development	1,239,100	1,389,300	1,328,875	1,342,300	(47,000)	1,343,300	1,000
R952 LKD Smart Trip Prgrm							
** Halifax Transit Administratio	2,975,400	3,501,200	2,893,300	3,296,100	(205,100)	3,297,100	1,000
R640 Technical Services	1,695,000	2,500,200	1,661,888	1,738,200	(762,000)	2,143,400	405,200
** Halifax Transit - Technical Se	1,695,000	2,500,200	1,661,888	1,738,200	(762,000)	2,143,400	405,200
R932 BTC Facility Maintenance	588,400	589,900	449,200	420,000	(169,900)	420,000	
R935 Bus Rebuild Program	8,300	469,100	114,500		(469,100)		
R938 BTC Bus Maintenance	11,929,500	12,012,600	12,761,675	12,652,600	640,000	12,525,200	(127,400)
R962 RLTC Facility Maint	116,500	116,500	116,100	110,500	(6,000)	110,500	
R963 RLTC Bus Maint	8,282,800	8,739,300	9,332,741	9,616,900	877,600	10,559,900	943,000
** Halifax Transit - Bus Maintena	20,925,500	21,927,400	22,774,216	22,800,000	872,600	23,615,600	815,600
R656 Safety and Training	816,900	786,700	799,551	789,400	2,700	789,400	
R658 Resource Sup & Dev	1,180,800	1,058,500	1,054,142	1,199,100	140,600	1,217,300	18,200
** Halifax Transit - Resource Sup	1,997,700	1,845,200	1,853,693	1,988,500	143,300	2,006,700	18,200
R635 BTC Operators	24,900,400	25,258,400	25,568,800	24,867,700	(390,700)	24,707,700	(160,000)
R636 Service Supervisors	3,347,600	3,306,700	3,049,045	3,249,000	(57,700)	3,248,700	(300)
R638 BTC & RLTC Bus Ops	10,074,200	8,715,500	8,321,997	9,176,900	461,400	9,530,300	353,400
R657 Security	813,100	731,300	724,900	615,500	(115,800)	613,500	(2,000)
R670 RLTC Operators	16,555,400	16,549,700	16,770,000	17,899,000	1,349,300	19,099,200	1,200,200
** Halifax Transit - Bus Operatio	55,690,700	54,561,600	54,434,742	55,808,100	1,246,500	57,199,400	1,391,300
*** Conventional Service	83,284,300	84,335,600	83,617,839	85,630,900	1,295,300	88,262,200	2,631,300
R661 Ferry Operations	4,870,500	4,756,100	5,113,700	4,991,000	234,900	4,912,900	(78,100)
*** Ferry Service	4,870,500	4,756,100	5,113,700	4,991,000	234,900	4,912,900	(78,100)
M701 Fiscal Transit	10,319,000	10,435,000	10,073,061	11,109,600	674,600	8,759,200	(2,350,400)
R671 Halifax Tr. Debt Chg	4,385,100	3,902,100	3,938,200	3,261,800	(640,300)	3,131,200	(130,600)
*** Fiscal Transit	14,704,100	14,337,100	14,011,261	14,371,400	34,300	11,890,400	(2,481,000)
**** Total	112,505,700	114,285,000	112,772,000	115,446,300	1,161,300	115,869,500	423,200

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
R652 Access-A-Bus Operations	(270,000)	(315,000)	(305,000)	(297,000)	18,000	(332,300)	(35,300)
*** Access-A-Bus Service	(270,000)	(315,000)	(305,000)	(297,000)	18,000	(332,300)	(35,300)
R624 HT Director's Office							
R631 Revenue	(32,534,000)	(32,434,500)	(30,317,000)	(31,379,300)	1,055,200	(31,679,200)	(299,900)
R952 LKD Smart Trip Prgrm	(50,500)						
** Halifax Transit Administratio	(32,584,500)	(32,434,500)	(30,317,000)	(31,379,300)	1,055,200	(31,679,200)	(299,900)
R938 BTC Bus Maintenance	(72,000)	(72,000)	(72,000)	(105,000)	(33,000)	(107,000)	(2,000)
R963 RLTC Bus Maint	(48,000)	(48,000)	(48,000)	(70,000)	(22,000)	(80,000)	(10,000)
** Halifax Transit - Bus Maintena	(120,000)	(120,000)	(120,000)	(175,000)	(55,000)	(187,000)	(12,000)
R635 BTC Operators	(60,000)	(60,000)	(90,000)	(60,000)		(60,000)	
R638 BTC & RLTC Bus Ops							
R670 RLTC Operators			(7,500)				
** Halifax Transit - Bus Operatio	(60,000)	(60,000)	(97,500)	(60,000)		(60,000)	
*** Conventional Service	(32,764,500)	(32,614,500)	(30,534,500)	(31,614,300)	1,000,200	(31,926,200)	(311,900)
R661 Ferry Operations	(2,403,400)	(2,607,000)	(3,184,000)	(2,907,000)	(300,000)	(2,807,000)	100,000
*** Ferry Service	(2,403,400)	(2,607,000)	(3,184,000)	(2,907,000)	(300,000)	(2,807,000)	100,000
M701 Fiscal Transit	(77,067,800)	(78,748,500)	(78,748,500)	(80,628,000)	(1,879,500)	(80,804,000)	(176,000)
*** Fiscal Transit	(77,067,800)	(78,748,500)	(78,748,500)	(80,628,000)	(1,879,500)	(80,804,000)	(176,000)
**** Total	(112,505,700)	(114,285,000)	(112,772,000)	(115,446,300)	(1,161,300)	(115,869,500)	(423,200)

Summary Details

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	50,394,300	51,137,600	49,341,000	51,637,400	499,800	51,637,400	
6002 Salaries - Overtime	5,887,800	5,387,200	6,410,694	5,790,600	403,400	5,715,600	(75,000)
6005 PDP & Union Con Incr	308,000		100				
6051 Shift Agreements	35,000	50,000	65,800	64,000	14,000	59,000	(5,000)
6052 Shift Differentials	13,000	13,000	13,000	13,900	900	13,900	
6054 Vacation payout			140,200				
6099 Other Allowances	3,000	3,000	43,000	3,000		4,000	1,000
6100 Benefits - Salaries	11,065,200	11,456,200	11,718,475	11,434,300	(21,900)	11,434,300	
6110 Vacancy Management	(800,000)	(1,000,000)		(1,400,000)	(400,000)	(1,280,000)	120,000
6120 Comp OCC Budget Yr 1		1,158,800		2,092,900	934,100	3,709,500	1,616,600
6152 Retirement Incentives	413,700	440,400	464,000	482,100	41,700	482,100	
6154 Workers' Compensation	2,673,600	2,719,500	2,737,900	2,692,500	(27,000)	2,692,500	
6155 Overtime Meals	13,900	13,900	11,700	12,300	(1,600)	12,900	600
6156 Clothing Allowance	126,600	126,600	126,500	130,700	4,100	140,400	9,700
6158 WCB Recov Earnings	(18,300)	(18,300)	(20,300)	(18,300)		(18,300)	
6199 Comp & Ben InterDept	816,200	1,217,300	797,300	2,101,100	883,800	4,158,500	2,057,400
9200 HR CATS Wage/Ben		106,000	116,300		(106,000)		
9210 HR CATS OT Wage/Ben		32,000	42,700		(32,000)		
* Compensation and Benefits	70,932,000	72,843,200	72,008,369	75,036,500	2,193,300	78,761,800	3,725,300
6201 Telephone	156,000	156,000	126,000	137,500	(18,500)	137,500	
6202 Courier/Postage	38,000	18,000	22,300	19,000	1,000	20,000	1,000
6203 Office Furn/Equip	30,000	45,000	36,000	45,000		45,000	
6204 Computer S/W & Lic	380,000	380,000	431,900	413,000	33,000	413,000	
6205 Printing & Reprod	330,000	318,000	255,000	290,000	(28,000)	290,000	
6207 Office Supplies	34,200	46,000	49,200	42,000	(4,000)	40,200	(1,800)
6290 Office Transfer	35,100	110,000		9,300	(100,700)	414,000	404,700
* Office	1,003,300	1,073,000	920,400	955,800	(117,200)	1,359,700	403,900
6301 Professional Fees	1,500	3,500	2,300	3,500		3,500	
6302 Legal Fees	1,000	1,000	30,000	10,000	9,000	10,000	
6304 Janitorial Services	536,300	594,200	678,700	595,600	1,400	595,600	
6308 Snow Removal	216,600	285,000	285,000	285,000		285,000	
6310 Outside Personnel	400,000	400,000	425,000	450,000	50,000	450,000	
6311 Security	511,000	529,500	504,800	362,000	(167,500)	362,000	
6312 Refuse Collection	55,500	68,400	107,400	95,700	27,300	95,700	
6390 Ext Svc Transfer	45,000			50,000	50,000	50,000	
6399 Contract Services	130,500	1,350,300	16,520		(1,350,300)		
* External Services	1,897,400	3,231,900	2,049,720	1,851,800	(1,380,100)	1,851,800	
6401 Uniforms & Clothing	616,700	566,700	552,200	409,000	(157,700)	409,000	
6402 Med & First Aid Supp	6,000	6,000	9,500	8,500	2,500	8,500	
6403 Patrol Equip Supplies	5,000	5,000	9,000	5,000		5,000	
6406 Bridge Tolls	424,600	424,600	418,700	425,500	900	425,500	
6407 Clean/Sani Supplies	17,500	27,200	41,000	46,000	18,800	46,000	
6409 Personal Protect Equ		15,000	20,000	20,000	5,000	20,000	
6490 Supplies Transfer	6,800	12,000		46,500	34,500	120,500	74,000
* Supplies	1,076,600	1,056,500	1,050,400	960,500	(96,000)	1,034,500	74,000
6501 Asphalt		60,600	5,800	22,300	(38,300)	22,300	
6502 Chemicals		200			(200)		
6504 Hardware	9,800	5,600			(5,600)		
6505 Lubricants		144,000	116,000	121,000	(23,000)	121,000	
6507 Propane	8,500	8,700			(8,700)		
6515 Stone and Gravel		4,500			(4,500)		
6517 Paint	22,600	1,900			(1,900)		
6519 Welding Supplies			1,500	1,500	1,500	1,500	
* Materials	40,900	225,500	123,300	144,800	(80,700)	144,800	

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6602 Electrical	41,600	48,000			(48,000)		
6603 Grnds & Landscaping	33,700	33,800	36,700	42,700	8,900	42,700	
6604 Bus Gates/Shltr-R&M	73,600	125,500	90,000	45,000	(80,500)	45,000	
6605 Municipal Taxes	5,000	5,000	5,400	5,500	500	5,500	
6606 Heating Fuel	244,700	21,000	26,600	25,000	4,000	25,500	500
6607 Electricity	961,700	981,700	1,021,700	1,091,000	109,300	1,113,000	22,000
6608 Water	89,700	108,700	164,700	129,200	20,500	131,800	2,600
6609 Elevator & Escalator	19,200	27,500	23,400	23,800	(3,700)	23,800	
6610 Building - Exterior	133,400	46,000	99,600	113,000	67,000	113,000	
6611 Building - Interior	11,000	42,000	196,600	165,000	123,000	165,000	
6612 Safety Systems	114,000	114,000	101,500	114,500	500	114,500	
6613 Overhead Doors	17,000	65,000	90,600	80,000	15,000	80,000	
6614 Envir Assess/Cleanup	26,200	26,200			(26,200)		
6615 Vandalism Clean-up			9,200	9,200	9,200	9,200	
6616 Natural Gas-Buildings	248,500	692,500	807,500	738,000	45,500	753,800	15,800
6617 Pest Management	16,400	13,300	28,700	29,200	15,900	30,200	1,000
6690 Building Exp Transfe				16,000	16,000	66,000	50,000
6699 Other Building Cost	76,000	255,200	54,500	30,000	(225,200)	30,000	
* Building Costs	2,111,700	2,605,400	2,756,700	2,657,100	51,700	2,749,000	91,900
6701 Equipment Purchase		1,400			(1,400)		
6702 Small Tools	53,000	53,000	67,000	46,000	(7,000)	46,000	
6703 Computer Equip/Rent	3,000	3,000	9,050	5,000	2,000	5,000	
6704 Equipment Rental	6,300	10,300	7,400	9,300	(1,000)	10,300	1,000
6705 Equip - R&M	255,500	270,500	297,800	266,500	(4,000)	266,500	
6707 Plumbing & Heating	53,800	61,800			(61,800)		
6708 Mechanical Equipment	128,000	153,000	145,000	155,000	2,000	155,000	
6711 Communication System	10,000	46,400	88,000	90,000	43,600	90,000	
6731 Airtime	100,000	63,600			(63,600)		
6732 Mobile Data	190,000	185,700	106,000	110,000	(75,700)	110,000	
6790 Equipment Transfer	(2,000)						
* Equipment & Communications	797,600	848,700	720,250	681,800	(166,900)	682,800	1,000
6802 Vehicle R&M	8,636,000	8,169,500	8,201,500	7,608,000	(561,500)	7,746,300	138,300
6803 Vehicle Fuel - Diesel	9,276,500	8,192,800	7,854,000	9,035,000	842,200	9,288,900	253,900
6804 Vehicle Fuel - Gas	22,000	22,000	6,000	4,500	(17,500)	4,500	
6805 Tires and Tubes	730,000	771,000	796,000	750,000	(21,000)	775,000	25,000
6806 Vehicle Rentals	9,500	9,500	12,800	1,000	(8,500)	2,000	1,000
6810 Comm Vehicle R&M			1,890,000	2,200,000	2,200,000	2,300,000	100,000
6811 Shop Supplies			42,000	30,000	30,000	30,000	
6890 Vehicle Transfer	(165,400)	7,100	(192,900)	169,200	162,100	386,000	216,800
6899 Other Vehicle Expense				(579,000)	(579,000)	(445,000)	134,000
* Vehicle Expense	18,508,600	17,171,900	18,609,400	19,218,700	2,046,800	20,087,700	869,000
6901 Membership Dues	53,200	53,200	27,200	24,200	(29,000)	26,200	2,000
6902 Conferences/Workshop	30,000	60,000	52,400	20,000	(40,000)	23,500	3,500
6903 Travel - Local	36,500	36,500	29,600	29,000	(7,500)	28,000	(1,000)
6904 Travel - Out of Town	62,000	62,000	20,300	21,500	(40,500)	23,500	2,000
6905 Training & Education	306,000	271,000	209,500	188,700	(82,300)	189,000	300
6906 Licenses & Agreements	104,100	73,400	76,400	86,000	12,600	88,000	2,000
6907 Commission Fees	360,000	400,000	387,000	400,000		400,000	
6908 Medical Examinations	91,500	74,500	35,100	52,000	(22,500)	53,000	1,000
6910 Signage	6,100	700			(700)		
6911 Facilities Rental	115,000	85,000	80,000	163,400	78,400	163,400	
6912 Advertising/Promotio	500,000	500,000	80,000	400,000	(100,000)	400,000	
6913 Awards	20,000	20,000	20,000	18,000	(2,000)	18,000	
6914 Recruiting	71,000	56,000	44,000	49,500	(6,500)	49,500	
6918 Meals	14,500	14,500	8,000	7,000	(7,500)	7,000	
6919 Special Projects	25,000	25,000	60,000	22,000	(3,000)	22,000	
6920 Land Purchase		14,000			(14,000)	14,000	14,000
6936 Staff Relations	50,000	50,000	20,000	20,000	(30,000)	20,000	
6940 Fencing		2,500			(2,500)		
6990 Gds & Svcs Trsf	50,100	45,100	100	700	(44,400)	1,100	400
6999 Other Goods/Services	9,000	31,300	1,000		(31,300)		
* Other Goods & Services	1,904,000	1,874,700	1,150,600	1,502,000	(372,700)	1,526,200	24,200
7009 Internal Trfr Other			(29,300)				
7010 IntTrfr Insur Funds	(100,000)	(100,000)	(100,000)	(100,000)		(100,000)	
8011 Interest on Debentur	606,700	513,900	543,200	427,000	(86,900)	340,000	(87,000)
8012 Principal on Debentu	3,778,400	3,388,200	3,395,000	2,834,800	(553,400)	2,791,200	(43,600)
* Debt Service	4,385,100	3,902,100	3,938,200	3,261,800	(640,300)	3,131,200	(130,600)
8008 Transf to/fr Reserve	3,152,100	552,100	344,900		(552,100)		
8014 Capital from Operati	6,782,400	9,000,000	9,000,000	9,275,500	275,500	4,640,000	(4,635,500)
9001 Current Yr. Sur/Def			228,561				
** Total	112,505,700	114,285,000	112,772,000	115,446,300	1,161,300	115,869,500	423,200

Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4002 Comm. Property Taxes	(33,748,500)	(34,491,000)	(34,491,000)	(35,452,000)	(961,000)	(35,471,000)	(19,000)
* Tax Revenue	(33,748,500)	(34,491,000)	(34,491,000)	(35,452,000)	(961,000)	(35,471,000)	(19,000)
4204 Area Rate Loc Transi	(26,717,500)	(27,305,300)	(27,305,300)	(27,873,000)	(567,700)	(27,968,000)	(95,000)
4205 Area Rate Reg Transp	(16,587,300)	(16,952,200)	(16,952,200)	(17,303,000)	(350,800)	(17,365,000)	(62,000)
* Area Rate Revenue	(43,304,800)	(44,257,500)	(44,257,500)	(45,176,000)	(918,500)	(45,333,000)	(157,000)
5102 Facilities Rentals	(84,000)	(84,000)	(54,000)	(54,500)	29,500	(54,400)	100
5450 Other Sales Revenue	(14,500)	(15,000)	(15,000)	(17,000)	(2,000)	(352,300)	(335,300)
* Fee Revenues	(34,568,500)	(34,599,000)	(33,086,000)	(33,891,500)	707,500	(34,126,700)	(235,200)
5503 Advertising Revenue	(650,000)	(700,000)	(688,000)	(664,800)	35,200	(664,800)	
5508 Recov External Parti	(217,000)	(217,000)	(239,500)	(252,000)	(35,000)	(264,000)	(12,000)
5600 Miscellaneous Revenue	(16,900)	(20,500)	(10,000)	(10,000)	10,500	(10,000)	
* Other Revenue	(883,900)	(937,500)	(937,500)	(926,800)	10,700	(938,800)	(12,000)
** Total	(112,505,700)	(114,285,000)	(112,772,000)	(115,446,300)	(1,161,300)	(115,869,500)	(423,200)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit			0				

Halifax Public Libraries

17/18 – 18/19 Multi-Year Budget and Business Plan

Vision: Reflecting our community, we are a resource for everyone and a launch point for growth.

HALIFAX PUBLIC LIBRARIES OVERVIEW

Halifax Public Libraries is committed to advancing Regional Council’s priority outcomes of:

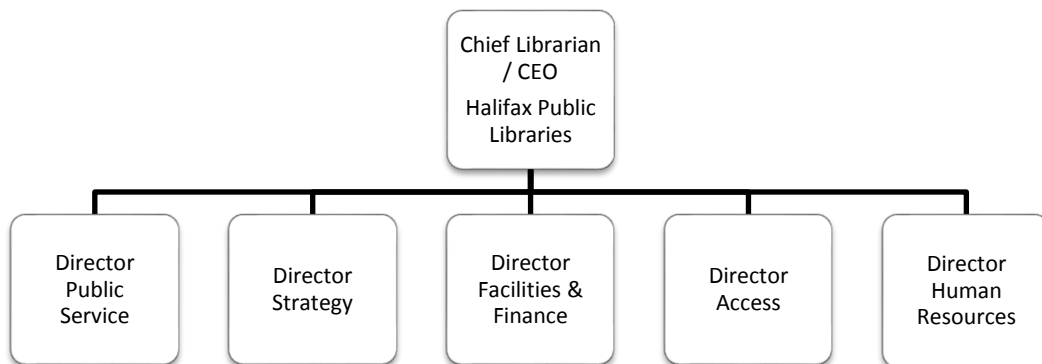
- Healthy, Liveable Communities – Recreation and Leisure;
- Healthy, Liveable Communities – Community Health;
- Social Development – Accessible Community;
- Social Development – Social Infrastructure;
- Social Development – Equity and Inclusion;
- Economic Development – Focus on the Regional Centre;
- Economic Development – Arts, Culture, and Heritage;
- Governance and Engagement - Communications
- Governance and Engagement - Public Engagement; and
- Governance and Engagement – Fiscal Responsibility.

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

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

Library spaces are designed to support reading, studying, access to technology (computer use, wireless access and gaming), meetings, socializing, connecting with people and the world. The website (halifaxpubliclibraires.ca) brings the Library to residents wherever they are, 24/7.

Halifax Public Libraries Organizational Chart



Funded Full Time Equivalents (FTEs)

Funded FTE Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE	2018/19 Planned Total FTE
Full Time	198	1	199	199
Part Time	135.6	3.4	139	139

Halifax Public Libraries Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Halifax Public Libraries	4.1%	4.3%	4.3%
Average tax bill amount spent on Halifax Public Libraries	\$75.90	\$80.00	\$81.30

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Halifax Public Libraries Multi-Year Initiatives

Healthy, Liveable Communities – Recreation and Leisure

Social and Economic Impact

The Library will implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.

Facilities Renewal

The Library will begin the implementation of Phase I of the Library Facilities Master Plan.

Governance and Engagement – Public Engagement

Library Governance & Decision Making

To ensure service that is responsive to community needs, Halifax Public Libraries will create a framework that supports excellence in governance and decision-making and will create a culture that values public and staff input in priority-setting.

Bedford Library

The Library will begin consultations for the expansion/relocation of Bedford Public Library.

Our People - Leadership

Strategic Workforce Planning

HPL will develop the Library's workforce to meet the current and future needs of the organization and the community.

Service Excellence – Service Improvements

Website Renewal

The Library will launch a new website that will enhance ability for the public to access online resources, and engage with the Library.

Halifax Public Libraries Budget

Halifax Public Libraries Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	17/18 -18/19 Capital Cost	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact
Healthy, Liveable Communities					
Recreation & Leisure	Phase 1 – Facilities Master Plan Implementation	\$500,000	\$0	\$0	\$0
	Library Facilities Upgrades	\$750,000	\$0	\$0	\$0

Halifax Public Libraries Operating Budget

Summary of Changes Included in Proposed Halifax Public Libraries Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Reduction in revenues	No impact on service delivery	\$128,000	\$128,000	\$256,000
Compensation increases	No impact on service delivery	\$470,300	\$534,800	\$1,005,100
Building cost increases	No impact on service delivery	\$138,900	\$155,900	\$294,800
Library materials and other goods and services increases	An increase in library materials will allow the community greater access to a broader range of resources.	\$106,600	\$110,600	\$217,200
Budget efficiencies	No impact on service delivery.	-\$43,800	-\$89,700	-\$133,500
Upgrades to the Library collection	Additional funds will be used to purchase more electronic and physical materials to better meet national standards.	\$250,000	\$250,000	\$500,000
Public technology upgrades	This investment will fund an evergreen program that will replace	\$300,000	\$300,000	\$600,000

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
	1/3 of the public use computers each year, thereby ensuring reliable and free access to up-to-date public use computers for all residents of HRM.			
Total Impact of Changes		\$1,350,000	\$1,389,600	\$2,739,600

Halifax Public Libraries Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	18,131,000	19,259,500	18,911,297	19,729,900	470,400	19,794,300	64,400
* Office	364,500	434,060	463,447	421,300	(12,760)	425,100	3,800
* External Services	1,014,500	1,071,100	892,040	1,035,100	(36,000)	991,300	(43,800)
* Supplies	123,400	124,700	115,200	123,900	(800)	123,700	(200)
* Materials	1,000						
* Building Costs	1,315,100	1,283,000	1,351,319	1,421,900	138,900	1,438,900	17,000
* Equipment & Communications	433,500	368,140	399,990	648,800	280,660	643,200	(5,600)
* Vehicle Expense							
* Other Goods & Services	3,141,400	3,136,600	3,255,746	3,493,200	356,600	3,497,200	4,000
* Interdepartmental	5,000	5,000	15,000	30,000	25,000	30,000	
* Other Fiscal	591,600	(800)	(800)	(800)		(800)	
** Total	25,121,000	25,681,300	25,403,239	26,903,300	1,222,000	26,942,900	39,600
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Transfers from other Gov'ts	(4,916,000)	(4,916,000)	(4,916,000)	(4,916,000)		(4,916,000)	
* Fee Revenues	(515,200)	(1,040,300)	(901,000)	(977,300)	63,000	(977,300)	
* Other Revenue	(841,300)	(285,000)	(146,239)	(220,000)	65,000	(220,000)	
** Total	(6,272,500)	(6,241,300)	(5,963,239)	(6,113,300)	128,000	(6,113,300)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	18,848,500	19,440,000	19,440,000	20,790,000	1,350,000	20,829,600	39,600

Halifax Public Libraries Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Administrative Services Summary of Expense & Revenue Types	(3,621,800)	(3,825,400)	(3,023,041)	(3,828,000)	(2,600)	(3,879,700)	(51,700)
Information Technology/Collection Manage Summary of Expense & Revenue Types	4,334,600	4,954,700	4,997,422	5,655,500	700,800	5,716,200	60,700
Branches/Public Services Summary of Expense & Revenue Types	18,135,700	18,310,700	17,465,619	18,947,300	636,600	18,977,900	30,600
Learning/Literacy Summary of Expense & Revenue Types				15,200	15,200	15,200	
	18,848,500	19,440,000	19,440,000	20,790,000	1,350,000	20,829,600	39,600

17/18 - 18/19 HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS

Administrative Service

Administrative Services is committed to supporting administrative priorities through the provision of centralized Strategy, Finance & Facilities, and Human Resources functions that support the delivery of library service across the region.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Strategy - This service provides administrative support services to the Library Board, Chief Librarian/CEO, Senior Management Team and all managers across the Library system. Responsible for record and document development and management, maintenance of the staff Intranet site, maintenance of fund development and donor database. It also encompasses the Research and Development division providing management services, facilitating processes and planning including business plan coordination, project planning, demographic and performance analysis and data research.

Facilities and Finance – This service ensures strong stewardship of financial resources. It also ensures that facility maintenance is adequate to support the various services and initiatives provided by the Library system and that all related public service needs are being met. Key functional areas include managing financial planning, analysis and management of the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receipting, asset management and all aspects of facility management.

Fund Development and Strategic Partnerships - Building strong relationships with private donors and foundations to seek additional resources for library activities and development.

Our People - Talent

Human Resources – This service provides direction for Payroll and HR programs and services in all Library branches and departments. Key functional areas include: labour and employee relations, occupational health and safety, training and development, recruitment and selection, organizational development, compensation and benefits and volunteer oversight.

Governance and Engagement – Communications

Marketing and Communications – This service is responsible for developing marketing and communications strategies, building website content and promotional materials to communicate Library programs and activities to the public.

Service Delivery Measures

Administrative Services Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	CULC Median* 2015
Job postings	153	214	256**	214	
Internal hire rate	70%	70%	80%	70%	
External hire rate	30%	30%	20%	30%	
Turnover rate	8.82%	9.03%	10%	10%	
Website visits	2,076,577	2,091,678	2,133,511	3,346,862***	
Website visits per capita	5.32	5.35	5.46	8.04	7.88
Facebook total reach	560,008	1,428,132	1,428,132	1,428,132	
Twitter Impressions	3,719,833	3,600,559	3,600,559	3,600,559	

* Canadian Urban Libraries Council

** Anticipated increase in postings related to Strategic Workforce Planning

*** Anticipated 10% increase due to new website.

Performance Analysis

Strategic Workforce Plan

With the adoption of the 2017-2021 Strategic Plan, Ideas to Action, the Library has committed to five key priorities and nineteen goals. In order to achieve this ambitious plan, the Library will undertake a Strategic Workforce Plan beginning in 2017 with the aim of ensuring the right service and staffing models are in place to respond to our community's needs.

While the Library has a stable staff, there is relatively high proportion of part-time positions and considerable movement between positions within the system. The Library will work to identify ways to create stable, meaningful positions that reduces the amount of movement within the organization.

Facilities Master Plan

The way community members use library space is shifting, the demands on space have increased as the library transitions its service. Increasingly, the Library requires flexible, adaptable, and technology-enabled spaces. The Library will begin the execution of the first phase of the Library Facilities Master Plan.

17/18 – 18/19 Administrative Services Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Our People – Talent
Recruitment & Retention (Est. Compl: Q1 18/19) The Library will develop staff capabilities through skill development, and create strong recruitment and succession plans.
Our People – Performance
Staffing Model (Est. Compl: Q3 17/18) The Library will develop a sustainable and financially viable staffing model that responds to current needs.
Our People – Leadership

17/18 – 18/19 Deliverables with Estimated Completion**Leadership** (Est. Compl: Q2 18/19)

The Library will enhance leadership within the organization through staff development and strategic recruitment for management positions.

Governance & Engagement - Communications**Website** (Est. Compl: Q1 18/19)

The Library will launch a new website to enhance the public's access to online resources and information.

Governance & Engagement – Municipal Governance**Strengthen Governance**(Est. Compl: Q3 17/18)

The Library will undertake a review of the Halifax Regional Library Board by-laws, governance policies and board composition, structure and size.

Administrative Services Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	965,900	973,600	1,514,041	577,300	(396,300)	641,700	64,400
* Office	105,700	98,300	102,000	102,000	3,700	102,000	
* External Services	70,000	125,000	146,883	191,700	66,700	75,600	(116,100)
* Supplies	1,500	1,500	1,500	1,500		1,500	
* Building Costs	5,000		170				
* Equipment & Communications	5,000	5,000	5,000	5,000		5,000	
* Vehicle Expense							
* Other Goods & Services	168,200	172,200	258,604	245,500	73,300	245,500	
** Total	1,321,300	1,375,600	2,028,198	1,123,000	(252,600)	1,071,300	(51,700)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Transfers from other Gov'ts	(4,916,000)	(4,916,000)	(4,916,000)	(4,916,000)		(4,916,000)	
* Fee Revenues	(4,000)		(5,000)	(5,000)	(5,000)	(5,000)	
* Other Revenue	(23,100)	(285,000)	(130,239)	(30,000)	255,000	(30,000)	
** Total	(4,943,100)	(5,201,000)	(5,051,239)	(4,951,000)	250,000	(4,951,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	(3,621,800)	(3,825,400)	(3,023,041)	(3,828,000)	(2,600)	(3,879,700)	(51,700)

Public Service

Public Service is committed to supporting Regional Council priorities through the provision of public library service to residents of the Municipality via fourteen (14) branches, Borrow by Mail and Home Delivery Services and a website supporting a range of electronic services and resources.

Services Delivered:**Healthy, Liveable Communities – Recreation and Leisure**

Community Engagement - This service provides outreach library services for the Municipality's communities from individual Library branches, Borrow by Mail and Home Delivery service. Working with community members and partners, staff develop community-led library services that are delivered throughout HRM, facilitating accessibility to service and ensuring respect for diversity. The Library also participates in the province-wide program Borrow Anywhere Return Anywhere.

Branch Services – This service is responsible for managing service development and delivery for 14 library branches, including Central Library, as well as the development of system-wide programming and services for all ages, and the circulation of a wide variety of print and electronic library material. Library staff assists the public with information and leisure reading needs, provides access to local history and genealogy information, and assists people with accessing the latest electronic materials and devices in collaborative and social spaces. Library services include lending services, programs for all ages, literacy upgrading, services to immigrants, and meeting room rentals.

Service Delivery Measures

Public Service Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	CULC Median* 2015
Registrants as % of population	49.2%	51.2%	53.2%	53.2%	42.9%
Circulation (Total) ¹	5,078,716	5,010,884	5,010,884	5,010,884	
Circulation per capita	13.01	13.01	13.01	13.01	11.05
Physical collection circulation ²	4,407,067	4,325,518	4,315,884	4,315,884	
Digital Media Checkouts ³	671,649 **	685,366	695,000	695,000	
Home Delivery / Borrow by Mail Checkouts ⁴	57,205	56,916	56,916	56,916	
In-Person visits	3,595,902	3,637,816	3,674,194	3,710,935	
Library visits per capita	9.17	9.17	9.17	9.17	6.24
Public CPU hours of use	336,904	355,516	366,181	377,166	
Program Attendance (Total)	219,434	213,968	213,968	213,968	
Program Attendance per capita	0.54	0.53	0.53	0.53	0.33
Information Questions Asked	330,861	297,472	297,472	297,472	
Meeting Room Bookings	10,100	10,000	10,000	10,000	
Volunteer Hours	26,406	24,406	24,406	24,406	
Hours of Library service	38,371	38,891	39,307	39,307	

* Canadian Urban Libraries Council

1 Circulation (Total) includes all print books, magazines, CDs, DVD, e-books and e-magazines.

2 Physical collection circulation includes all print books, magazines, CDs and DVDs.

3 Digital Media Checkouts includes e-books and e-magazines.

4 Home Delivery/Borrow by Mail Checkouts are a subset of the physical collection circulation that are delivered or mailed to community members.

Performance Analysis

Service Changes - How the community uses library services is changing. Community members increasingly rely on the Library's electronic resources (ex: e-books, public use computers, WiFi connections) or use library branches as a community hub where they connect with others. Daily users of the library rarely check out a book. It is anticipated that this trend will continue and overall circulation numbers will remain flat in spite of ever greater

engagement of the community with the library. The Library will respond by continuing to re-evaluate our service approach and the needs of individual users.

Inclusion - As a resource for everyone, the Library will continue the work of inclusion by working with communities to ensure services meet the needs of newcomers, marginalized groups, and others, and ensure that these services are offered to the community where they are most needed.

17/18 – 18/19 Public Service Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion	
Healthy Liveable Communities – Community Health	
Food Strategy (Est. Compl: Q4 17/18)	The Library will undertake programming related to food culture and literacy focusing on local bounty and traditions.
Social Development – Equity & Inclusion	
Newcomer Support (Est. Compl: Q2 18/19)	The Library will develop and implement a Family Literacy model for newcomer families.
Marginalized Communities (Est. Compl: Q4 18/19)	The Library will identify and implement services priorities for underserved and marginalized communities.
Truth & Reconciliation (Est. Compl: Q3 18/19)	The Library will develop an organizational response to the Calls to Action of the Truth and Reconciliation Commission.
Social Development – Social Infrastructure	
Outreach (Est. Compl: Q3 17/18)	The Library will offer services in our communities where they are most needed. Using the new outreach van, the Library will ensure access to library services to more individuals in our communities.

Branches/Public Services Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	15,289,900	15,879,000	14,952,472	16,420,100	541,100	16,420,100	
* Office	133,700	149,300	141,080	150,300	1,000	151,300	1,000
* External Services	758,300	693,600	637,574	651,000	(42,600)	659,800	8,800
* Supplies	5,000	1,200	1,200	400	(800)	200	(200)
* Materials	1,000						
* Building Costs	1,310,100	1,283,000	1,351,149	1,421,900	138,900	1,438,900	17,000
* Equipment & Communications	97,800	76,800	130,500	74,500	(2,300)	74,500	
* Other Goods & Services	1,272,700	1,263,900	1,149,444	1,172,200	(91,700)	1,176,200	4,000
* Interdepartmental	5,000	5,000	15,000	30,000	25,000	30,000	
* Other Fiscal	21,600	(800)	(800)	(800)		(800)	
** Total	18,895,100	19,351,000	18,377,619	19,919,600	568,600	19,950,200	30,600
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(511,200)	(1,040,300)	(896,000)	(972,300)	68,000	(972,300)	
* Other Revenue	(248,200)		(16,000)				
** Total	(759,400)	(1,040,300)	(912,000)	(972,300)	68,000	(972,300)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	18,135,700	18,310,700	17,465,619	18,947,300	636,600	18,977,900	30,600

Access Services

Access Services is committed to supporting the Library's strategic priorities through the provision of infrastructure to support the delivery of library service throughout the region. This includes management of a specialized integrated library system including a searchable database of all library materials, and the accompanying functions to support the circulation of those materials.

Services Delivered:

Financial Responsibility – Responsibility for Resources

Collection Management

This department is responsible for the selection and acquisition of quality materials for the library collection in both physical and digital formats, and for providing easy access to that collection via the catalogue. This department is also responsible for movement of the collection among all branches, ensuring that the collection is accessible in a timely fashion for all residents of the municipality.

Information Technology

This service is responsible for implementing and supporting system-wide public use and staff computer hardware and software, managing the information technology infrastructure including the integrated library system, and the provision of WiFi in each of the library's locations.

Service Delivery Measures

Access Services Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	CULC Median* 2015
Public Use Computer Bookings	336,904	473,013	496,663	521,496	
Catalogue Logins	1,288,539	1,251,480	1,251,480	1,376,628**	
Collection Size	948,166	900,000***	900,000	900,000	
Collection per capita	2.42	2.30	2.30	2.30	2.20
Titles added to the collection	34,840	30,000	33,000	33,000	
Items added to the collection	117,133	86,018	94,619	94,619	
Materials expenditures per capita	\$4.57	\$4.57	\$4.69	\$4.69	\$5.26

* Canadian Urban Libraries Council

**Planned increase of 10% due to launch of new integrated website.

***Significant number of damages and/or old non-circulating titles removed from collection.

Performance Analysis

Collection Management

While use of the traditional collection remains constant, use of e-books and digital resources continues to rise significantly. Improving the digital collection will increase the availability of these popular resources and will reduce wait times. This will be of particular importance when the Library's new website is launched and the library collection will have increased exposure. Additionally, the Library will seek to expand its reach by building

collections of technological, cultural, practical, and otherwise non-traditional items, and enhancing its existing collections of cultural and language-based (African Nova Scotian, Indigenous, multilingual) materials.

Information Technology

Free access to public computers has become an increasingly vital service offered in the library branches as many community members do not have access to computers and the Internet at home. Individuals rely on computers available through the library for learning support, technology training, social connections, job and housing searches, access to government services and to the library's digital collection. The library plays a critical role in bridging the digital divide in our community and the provision of reliable, up-to-date technology is essential.

17/18 – 18/19 Access Services Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Livable Communities – Recreation & Leisure
<p>Unique Collections (Est. Compl: Q4 17/18) The Library will continue to seek out partnerships and opportunities to build unique and practical collections. These may include, but are not limited to: electronic devices, musical instruments, athletic/fitness equipment, seeds, museum & sport/recreation facility passes, and other items that meet community needs.</p>
<p>Alternative Locations (Est. Compl: Q2 18/19) The Library will work with community partners to explore opportunities to provide access to the physical collection in alternative locations. This would improve convenience for the public and provide increased access to the Library collection.</p>
<p>Electronic Collections (Est Compl: Q4 18/19) In order to meet public expectations, the Library will expand its current collection of digital resources to include more e-book and magazine content, and other online services.</p>
Social Development – Equity & Inclusion
<p>Multilingual Collections (Est. Compl: Q4 17/18) The Library will build & enhance its collections in languages other than English. The Library will seek out opportunities to gather input from key staff, community members, and vendors to ensure its multilingual collections are expansive and of high quality.</p>
<p>Community Collections (Est. Compl: Q3 18/19) The Library will consult members of the African Nova Scotian and Indigenous communities to ensure the Library's collections adequately represent those communities. It will take advice from community members in building criteria for the selection and promotion of titles.</p>
Service Excellence – Service Improvements
<p>Public Use Computers (Est. Compl: Q4 18/19) The Library will initiate an evergreen program that will replace one third of the public computers annually. This will ensure reliable free access to up-to-date public use computers for all residents of the municipality.</p>

Information Technology Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	1,875,200	2,406,900	2,444,784	2,527,300	120,400	2,527,300	
* Office	125,100	186,460	220,367	169,000	(17,460)	171,800	2,800
* External Services	186,200	252,500	107,583	192,400	(60,100)	255,900	63,500
* Supplies	116,900	122,000	112,500	122,000		122,000	
* Equipment & Communications	330,700	286,340	264,490	569,300	282,960	563,700	(5,600)
* Other Goods & Services	1,700,500	1,700,500	1,847,698	2,075,500	375,000	2,075,500	
** Total	4,334,600	4,954,700	4,997,422	5,655,500	700,800	5,716,200	60,700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue							
** Total							
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	4,334,600	4,954,700	4,997,422	5,655,500	700,800	5,716,200	60,700

Learning and Literacy Services Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits				205,200	205,200	205,200	
** Total				205,200	205,200	205,200	
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue				(190,000)	(190,000)	(190,000)	
** Total				(190,000)	(190,000)	(190,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit				15,200	15,200	15,200	

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division								
Cost Centers/Groups	2015 Budget	2015 Actual	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
B011 Administrative Services	(3,621,800)	(3,323,993)	(3,825,400)	(3,023,041)	(3,828,000)	(2,600)	(3,879,700)	(51,700)
* Administrative Services	(3,621,800)	(3,323,993)	(3,825,400)	(3,023,041)	(3,828,000)	(2,600)	(3,879,700)	(51,700)
B012 IT & Collection Mgmt	4,334,600	5,015,461	4,954,700	4,997,422	5,655,500	700,800	5,716,200	60,700
* Information Technology/Collecti	4,334,600	5,015,461	4,954,700	4,997,422	5,655,500	700,800	5,716,200	60,700
B013 Communications & Mkt	551,800	420,481	566,400	401,849	648,200	81,800	648,200	
B014 Information Services								
B021 Alderney Gate Library	1,314,900	1,261,469	1,387,200	1,309,748	1,440,300	53,100	1,440,300	
B034 Central Library	5,961,400	4,884,870	5,439,500	4,886,534	5,351,700	(87,800)	5,358,500	6,800
B035 Central, Parkg/Plaza		161						
B041 Branch Library Services	931,000	988,972	998,900	1,114,847	1,108,600	109,700	1,108,600	
B042 Cole Harbour Library	863,000	832,286	903,800	872,584	949,000	45,200	949,000	
B043 Dartmouth North Library	380,300	374,098	397,400	396,706	417,700	20,300	417,700	
B044 Sackville Library	826,300	815,203	875,900	867,150	925,400	49,500	925,400	
B045 Woodlawn Library	1,865,100	1,800,763	1,915,000	1,863,280	1,989,800	74,800	1,993,000	3,200
B046 Bedford Library	739,700	722,950	796,400	782,459	828,700	32,300	833,900	5,200
B047 Cpt Wil.Spry Library	653,800	654,451	728,600	678,764	746,300	17,700	746,300	
B048 Halifax North Library	737,000	844,347	813,500	812,671	850,800	37,300	855,400	4,600
B049 Keshen Goodman Library	1,744,000	1,703,680	1,831,500	1,781,357	1,920,800	89,300	1,928,100	7,300
B050 Locked Outreach Services								
B051 Musq. Harb. Library	213,600	220,049	230,100	259,120	266,800	36,700	266,800	
B052 Shatford Memorial Library	173,500	192,351	193,700	196,588	200,400	6,700	200,700	300
B053 Sheet Harbour Library	204,100	213,193	223,200	237,805	259,300	36,100	259,300	
B054 Tantallon Library	976,200	995,802	1,009,600	1,004,157	1,043,500	33,900	1,046,700	3,200
* Branches/Public Services	18,135,700	16,925,125	18,310,700	17,465,619	18,947,300	636,600	18,977,900	30,600
B074 ELL Ops					10,200	10,200	10,200	
B075 Literacy Operations					5,000	5,000	5,000	
* Eng. Lang. Learning/Literacy					15,200	15,200	15,200	
** Library General Rate	18,848,500	18,616,593	19,440,000	19,440,000	20,790,000	1,350,000	20,829,600	39,600
B061 Special Projects		(1,332)						
* Restricted Funds		(1,332)						
** Library Restricted Funds		(1,332)						
B071 Capital Transactions		(86,022)						
** Capital Transactions		(86,022)						
*** Total	18,848,500	18,529,239	19,440,000	19,440,000	20,790,000	1,350,000	20,829,600	39,600

Summary of Gross Expenditures

Summary of Gross Expenditures								
Cost Centers/Groups	2015 Budget	2015 Actual	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
B011 Administrative Services	1,321,300	1,645,034	1,375,600	2,028,198	1,123,000	(252,600)	1,071,300	(51,700)
* Administrative Services	1,321,300	1,645,034	1,375,600	2,028,198	1,123,000	(252,600)	1,071,300	(51,700)
B012 IT & Collection Mgmt	4,334,600	5,019,861	4,954,700	4,997,422	5,655,500	700,800	5,716,200	60,700
* Information Technology/Collecti	4,334,600	5,019,861	4,954,700	4,997,422	5,655,500	700,800	5,716,200	60,700
B013 Communications & Mkt	551,800	420,481	566,400	401,849	648,200	81,800	648,200	
B014 Information Services								
B021 Alderney Gate Library	1,374,500	1,324,236	1,452,200	1,370,648	1,504,200	52,000	1,504,200	
B034 Central Library	6,373,000	5,342,612	6,156,500	5,474,534	6,001,500	(155,000)	6,008,300	6,800
B035 Central, Parkg/Plaza		161						
B041 Branch Library Services	931,000	988,972	998,900	1,114,847	1,108,600	109,700	1,108,600	
B042 Cole Harbour Library	887,500	852,173	921,800	890,784	967,600	45,800	967,600	
B043 Dartmouth North Library	387,300	380,952	404,400	405,006	426,000	21,600	426,000	
B044 Sackville Library	858,500	849,553	908,100	894,650	952,900	44,800	952,900	
B045 Woodlawn Library	1,916,500	1,846,840	1,959,800	1,909,080	2,035,600	75,800	2,038,800	3,200
B046 Bedford Library	762,300	741,905	814,000	798,659	844,900	30,900	850,100	5,200
B047 Cpt Wil.Spry Library	673,800	673,442	746,600	704,264	766,800	20,200	766,800	
B048 Halifax North Library	751,500	855,193	825,500	821,971	860,100	34,600	864,700	4,600
B049 Keshen Goodman Library	1,822,000	1,775,446	1,905,000	1,856,357	1,995,800	90,800	2,003,100	7,300
B050 Locked Outreach Services								
B051 Musq. Harb. Library	219,800	226,764	236,300	266,120	273,800	37,500	273,800	
B052 Shatford Memorial Library	177,800	196,262	198,000	200,888	204,700	6,700	205,000	300
B053 Sheet Harbour Library	206,900	216,054	226,200	240,805	262,300	36,100	262,300	
B054 Tantallon Library	1,000,900	1,018,837	1,031,300	1,027,157	1,066,600	35,300	1,069,800	3,200
* Branches/Public Services	18,895,100	17,709,883	19,351,000	18,377,619	19,919,600	568,600	19,950,200	30,600
B074 ELL Ops					140,200	140,200	140,200	
B075 Literacy Operations					65,000	65,000	65,000	
* Eng. Lang. Learning/Literacy					205,200	205,200	205,200	
** Library General Rate	24,551,000	24,374,778	25,681,300	25,403,239	26,903,300	1,222,000	26,942,900	39,600
B061 Special Projects		75,013						
B063 Res Capital Campaign	570,000	491,559						
B064 ESL		127,110						
B065 Literacy		56,401						
B067 Justice		4,255						
* Restricted Funds	570,000	754,338						
** Library Restricted Funds	570,000	754,338						
B071 Capital Transactions		(86,022)						
** Capital Transactions		(86,022)						
*** Total	25,121,000	25,043,094	25,681,300	25,403,239	26,903,300	1,222,000	26,942,900	39,600

Summary of Gross Revenue

Summary of Gross Revenue								
Cost Centers/Groups	2015 Budget	2015 Actual	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
B011 Administrative Services	(4,943,100)	(4,969,027)	(5,201,000)	(5,051,239)	(4,951,000)	250,000	(4,951,000)	
* Administrative Services	(4,943,100)	(4,969,027)	(5,201,000)	(5,051,239)	(4,951,000)	250,000	(4,951,000)	
B012 IT & Collection Mgmt		(4,400)						
* Information Technology/Collecti		(4,400)						
B021 Alderney Gate Library	(59,600)	(62,767)	(65,000)	(60,900)	(63,900)	1,100	(63,900)	
B032 LKDSpr. Gard Library								
B034 Central Library	(411,600)	(457,742)	(717,000)	(588,000)	(649,800)	67,200	(649,800)	
B042 Cole Harbour Library	(24,500)	(19,887)	(18,000)	(18,200)	(18,600)	(600)	(18,600)	
B043 Dartmouth North Library	(7,000)	(6,854)	(7,000)	(8,300)	(8,300)	(1,300)	(8,300)	
B044 Sackville Library	(32,200)	(34,350)	(32,200)	(27,500)	(27,500)	4,700	(27,500)	
B045 Woodlawn Library	(51,400)	(46,077)	(44,800)	(45,800)	(45,800)	(1,000)	(45,800)	
B046 Bedford Library	(22,600)	(18,954)	(17,600)	(16,200)	(16,200)	1,400	(16,200)	
B047 Cpt Wil. Spry Library	(20,000)	(18,991)	(18,000)	(25,500)	(20,500)	(2,500)	(20,500)	
B048 Halifax North Library	(14,500)	(10,846)	(12,000)	(9,300)	(9,300)	2,700	(9,300)	
B049 Keshen Goodman Library	(78,000)	(71,766)	(73,500)	(75,000)	(75,000)	(1,500)	(75,000)	
B051 Musq. Harb. Library	(6,200)	(6,715)	(6,200)	(7,000)	(7,000)	(800)	(7,000)	
B052 Shatford Memorial Library	(4,300)	(3,911)	(4,300)	(4,300)	(4,300)		(4,300)	
B053 Sheet Harbour Library	(2,800)	(2,862)	(3,000)	(3,000)	(3,000)		(3,000)	
B054 Tantallon Library	(24,700)	(23,034)	(21,700)	(23,000)	(23,100)	(1,400)	(23,100)	
* Branches/Public Services	(759,400)	(784,758)	(1,040,300)	(912,000)	(972,300)	68,000	(972,300)	
B074 ELL Ops					(130,000)	(130,000)	(130,000)	
B075 Literacy Operations					(60,000)	(60,000)	(60,000)	
* Eng. Lang. Learning/Literacy					(190,000)	(190,000)	(190,000)	
** Library General Rate	(5,702,500)	(5,758,185)	(6,241,300)	(5,963,239)	(6,113,300)	128,000	(6,113,300)	
B061 Special Projects		(76,344)						
B062 Restricted Colpitts								
B063 Res Capital Campaign	(570,000)	(491,559)						
B064 ESL		(127,110)						
B065 Literacy		(56,401)						
B067 Justice		(4,255)						
* Restricted Funds	(570,000)	(755,670)						
** Library Restricted Funds	(570,000)	(755,670)						
*** Total	(6,272,500)	(6,513,855)	(6,241,300)	(5,963,239)	(6,113,300)	128,000	(6,113,300)	

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	15,268,500	16,291,600	15,703,495	17,136,800	845,200	17,136,800	
6100 Benefits - Salaries	2,992,500	3,233,500	2,985,071	3,401,500	168,000	3,401,500	
6110 Vacancy Management	(350,000)	(500,000)		(1,086,200)	(586,200)	(1,021,800)	64,400
6152 Retirement Incentives	123,700	131,800	131,800	138,900	7,100	138,900	
6154 Workers' Compensation	96,300	102,600	90,931	138,900	36,300	138,900	
* Compensation and Benefits	18,131,000	19,259,500	18,911,297	19,729,900	470,400	19,794,300	64,400
6201 Telephone	97,000	98,000	98,000	103,000	5,000	104,000	1,000
6202 Courier/Postage	17,000	21,000	21,000	21,000		21,000	
6203 Office Furn/Equip	41,900	44,600	46,480	41,700	(2,900)	41,700	
6204 Computer S/W & Lic	50,000	65,060	127,967	77,600	12,540	78,600	1,000
6205 Printing & Reprod	25,000	25,000	15,000	30,000	5,000	30,000	
6207 Office Supplies	72,600	68,400	77,000	75,000	6,600	75,000	
6208 Binding	15,000	13,000	13,000	13,000		13,000	
6299 Other Office Expenses	46,000	99,000	65,000	60,000	(39,000)	61,800	1,800
* Office	364,500	434,060	463,447	421,300	(12,760)	425,100	3,800
6301 Professional Fees	50,000	50,000	71,883	131,700	81,700	15,600	(116,100)
6302 Legal Fees	10,000	10,000	10,000	10,000		10,000	
6304 Janitorial Services	446,800	449,900	467,900	456,700	6,800	465,500	8,800
6308 Snow Removal	58,800	64,300	64,300	64,300		64,300	
6311 Security	67,100	67,100	40,000	50,000	(17,100)	50,000	
6312 Refuse Collection	18,600	27,300	29,074	28,000	700	28,000	
6399 Contract Services	363,200	402,500	208,883	294,400	(108,100)	357,900	63,500
* External Services	1,014,500	1,071,100	892,040	1,035,100	(36,000)	991,300	(43,800)
6401 Uniforms & Clothing		700	1,200	900	200	700	(200)
6402 Med & First Aid Supp							
6406 Bridge Tolls	500	3,000	3,000	2,000	(1,000)	2,000	
6407 Clean/Sani Supplies							
6499 Other Supplies	122,900	121,000	111,000	121,000		121,000	
* Supplies	123,400	124,700	115,200	123,900	(800)	123,700	(200)
6507 Propane	1,000						
* Materials	1,000						
6603 Grnds & Landscaping	4,000	4,000	4,000	4,000		4,000	
6605 Municipal Taxes	223,800	198,900	259,012	281,000	82,100	282,500	1,500
6607 Electricity	557,100	559,400	514,000	548,400	(11,000)	556,000	7,600
6608 Water	47,400	42,000	51,425	44,600	2,600	44,600	
6609 Elevator & Escalator	22,700	21,500	26,500	21,500		21,500	
6610 Building - Exterior							
6612 Safety Systems	1,600	1,600	1,600	1,600		1,600	
6616 Natural Gas-Buildings	246,800	214,800	170,812	180,000	(34,800)	187,900	7,900
6617 Pest Management							
6699 Other Building Cost	211,700	240,800	323,970	340,800	100,000	340,800	
* Building Costs	1,315,100	1,283,000	1,351,319	1,421,900	138,900	1,438,900	17,000
6701 Equipment Purchase	243,800	191,740	181,740	485,000	293,260	485,000	
6705 Equip - R&M	1,500	1,500	20,000	3,000	1,500	3,000	
6706 Computer R&M	151,900	159,600	162,750	149,300	(10,300)	143,700	(5,600)
6707 Plumbing & Heating							
6708 Mechanical Equipment	36,300	15,300	35,500	11,500	(3,800)	11,500	
* Equipment & Communications	433,500	368,140	399,990	648,800	280,660	643,200	(5,600)
6804 Vehicle Fuel - Gas							
* Vehicle Expense							
6901 Membership Dues	16,600	16,600	16,600	18,000	1,400	18,000	
6903 Travel - Local	40,000	40,000	40,000	40,000		40,000	
6904 Travel - Out of Town	30,000	30,000	44,776	71,900	41,900	71,900	
6905 Training & Education	70,000	70,000	141,628	100,000	30,000	100,000	
6911 Facilities Rental	1,051,700	1,042,800	1,048,094	1,051,100	8,300	1,055,100	4,000
6912 Advertising/Promotio	20,000	20,400	20,400	40,400	20,000	40,400	
6917 Books and Periodicals	1,825,500	1,825,500	1,847,698	2,075,500	250,000	2,075,500	
6918 Meals							
6928 Committee Expenses	4,000	8,000	8,000	8,000		8,000	
6946 Branch Programming	39,900	41,700	47,410	54,700	13,000	54,700	
6947 Literacy/Heritage Pr	10,500	9,500	9,500	9,500		9,500	
6948 Arts/Perform.Program	12,000	10,900			(10,900)		
6950 Region.Serv.Program	20,000	20,000	30,440	22,900	2,900	22,900	
6999 Other Goods/Services	1,200	1,200	1,200	1,200		1,200	
* Other Goods & Services	3,141,400	3,136,600	3,255,746	3,493,200	356,600	3,497,200	4,000

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
7009 Internal Trfr Other							
7012 Int Trf Print/Reprod	5,000	5,000	15,000	30,000	25,000	30,000	
9911 PM Labour-Reg							
* Interdepartmental	5,000	5,000	15,000	30,000	25,000	30,000	
8008 Transf to/fr Reserve	(2,507,600)						
8022 Transf to/fr Trust	(800)	(800)	(800)	(800)		(800)	
8024 Transf to/fr Capital	3,100,000						
8045 Amortization Expense							
* Other Fiscal	591,600	(800)	(800)	(800)		(800)	
** Total	25,121,000	25,681,300	25,403,239	26,903,300	1,222,000	26,942,900	39,600
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4703 Cond.Grant NS(Other)	(4,916,000)	(4,916,000)	(4,916,000)	(4,916,000)		(4,916,000)	
* Transfers from other Gov'ts	(4,916,000)	(4,916,000)	(4,916,000)	(4,916,000)		(4,916,000)	
4902 Fines Fees	(475,600)	(569,200)	(367,400)	(375,500)	193,700	(375,500)	
5101 Parking Rentals		(204,000)	(143,000)	(204,000)		(204,000)	
5102 Facilities Rentals	(39,600)	(147,100)	(161,800)	(171,800)	(24,700)	(171,800)	
5151 Lease Revenue		(120,000)	(120,000)	(120,000)		(120,000)	
5204 Administration Fees			(12,000)	(8,800)	(8,800)	(8,800)	
5227 Photocopier Revenue			(96,800)	(97,200)	(97,200)	(97,200)	
* Fee Revenues	(515,200)	(1,040,300)	(901,000)	(977,300)	63,000	(977,300)	
5508 Recov External Parti							
5520 Donations	(581,100)	(270,000)	(120,039)	(15,000)	255,000	(15,000)	
5600 Miscellaneous Revenue	(260,200)	(15,000)	(26,200)	(205,000)	(190,000)	(205,000)	
* Other Revenue	(841,300)	(285,000)	(146,239)	(220,000)	65,000	(220,000)	
** Total	(6,272,500)	(6,241,300)	(5,963,239)	(6,113,300)	128,000	(6,113,300)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	18,848,500	19,440,000	19,440,000	20,790,000	1,350,000	20,829,600	39,600

Operations Support

17/18 – 18/19 Multi-Year Budget and Business Plan

Mission: Promoting service excellence, by providing operations support to HRM Business Units

OPERATIONS SUPPORT OVERVIEW

Operations Support is committed to advancing Regional Council’s priority outcomes of:

- Economic Development – Focus on the Regional Centre
- Economic Development – Supply of Industrial, Commercial, and Institutional Lands;
- Economic Development – Promote and Maximize Growth;
- Service Excellence – service to people; and,
- Healthy, Liveable Communities – Recreation and Leisure.

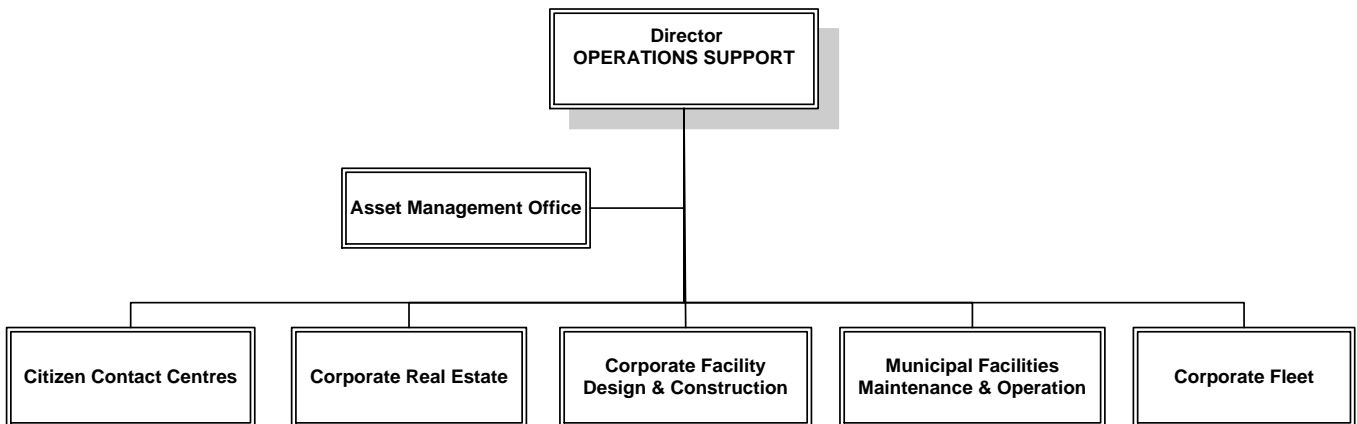
Operations Support is committed to advancing Administrative priority outcomes of:

- Service Excellence – Service Improvements;
- Service Excellence – Service Delivery; and
- Health & Safety – Safe Workplaces.

The Operations Support Business Unit facilitates the efficient operations of other Business Units by offering high-quality and cost-effective services that focus on reliability, flexibility, and service excellence. Services offered include:

- Land transactions, leasing, industrial parks, corporate accommodations;
- Building design and construction;
- Building operations, maintenance and corporate security;
- Corporate fleet;
- Citizen contact centres;
- Enterprise asset management

Operations Support Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	227	-1	226	226

Operations Support Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Operations Support	8.4%	8.3%	8.3%
Average tax bill amount spent on Operations Support	\$154.00	\$155.10	\$158.30

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Operations Support Multi-Year Initiatives

Economic Development – Focus on the Regional Centre

Cogswell Redevelopment Program

The Cogswell Redevelopment Program is a significant undertaking to demolish the old interchange and rebuild the surrounding area helping to further grow the Regional Centre, with benefits that will ripple through the entire region. Should Regional Council approve the Redevelopment following extensive public consultation, the demolition and reconstruction of the Cogswell lands is estimated to be a multi-year construction (2018-2020) project starting in late 2017, with the development of the lands, including land use by-law planning and real estate marketing occurring over an additional four to five years.

Economic Development – Supply of Industrial, Commercial, and Institutional Lands

Supply of Industrial Lands

HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land; limiting retail and office development within them, by implementing the following:

1. Adjust capital plans to finance the acquisition and preparation of land for industrial development;
2. Amend zoning in the Burnside expansion area;
3. Plan for future expansion of the municipally owned lands at Burnside North, Aerotech and Ragged Lake Park; and
4. Update industrial parks policy and Site Development Guidelines and Design Manual.

Financial Responsibility – Responsibility for Resources

Corporate Fuel Management

The Corporate Fuel Management Project will ensure HRM meets and exceeds legislative and environmental compliance requirements and create efficiencies in the fuel management process; recommend inventory

management equipment and systems; enable tracking of consumption rates per vehicle; eliminate fuel inventory shrinkage; assist in preventative maintenance scheduling; and integrate fuel management, fleet management, AVL and financial systems. In 2017, the project will include a governance structure, facility assessment and rationalization exercise, and equipment implementation planning.

Service Excellence – Service Improvements

Enterprise Asset Management Program

Enterprise Asset Management (EAM) improves the way that municipal assets, and the services they support, are managed within HRM. This multi-year program will result in the implementation of an asset management operating model across the municipality to enable improved asset data management, establish appropriate asset management accountabilities, and enable improved asset lifecycle management in support of service delivery. This will be achieved through a wide range of business process improvements and the deployment of enabling technology capabilities. In 17/18, the Program will focus on adopting a formalized asset management approach, including the implementation of the Cityworks work order management system for fixed assets, and the transition from the Program to a continuous improvement model with oversight from the Asset Management Office.

Operations Support Budget

Operations Support Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	17/18 -18/19 Capital Costs	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact
Healthy, Liveable Communities					
Recreation & Leisure	Shubenacadie Green Way Building	\$400,000	\$10,000	\$10,000	\$20,000
	Emera Oval Building	0	Funded	\$45,600	\$45,600
	Dartmouth North Community Centre Renovations	\$1.6M	\$0	\$10,000	\$10,000
	Power House Recapitalization	\$330,000	\$0	\$25,000	\$25,000

Operations Support Operating Budget

Summary of Changes Included in Proposed Operations Support Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Compensation Increases	General compensation, increased on call O/T for Emergency Fleet, and 311 overtime and reduced Vacancy Mgmt.	\$510,500	\$510,700	\$1,021,200

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Facility Closures & Disposals of Surplus Properties	Decreased maintenance costs associated with decommissioning and/or disposal of surplus properties via AO50 and anticipated decommissioning of surplus ice sheets	-\$800,000	-\$900,000	-\$1,700,000
Building Related Increases	Inflation, building operating pressures and operating support to community operated facilities	\$731,500	\$732,800	\$1,464,300
Vehicle Expenses	Inflationary increases – parts, maintenance and fuel	\$180,000	\$385,000	\$565,000
External Services	Increase in building contract services, and contract staff at 311 during peak times	\$210,000	\$206,000	\$416,000
Real Estate Lease Revenues	Leases adjustments	-\$13,000	\$109,000	\$96,000
Misc. Expenses	Changes in administration, materials, equipment and communications	-\$47,900	\$2,400	-\$45,500
Operating Cost of Capital	EAM (3 FTE's) and building maintenance	183,500	183,500	327,000
Shift optimization for Citizen Contact Centre - 311	Decrease in hours of service per day	-70,000	-122,000	-192,000
Total Impact of Changes		\$884,600	\$1,107,400	\$1,992,000

Operations Support Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	16,638,700	16,893,900	14,556,964	17,507,900	614,000	17,456,100	(51,800)
* Office	318,200	114,200	141,894	118,200	4,000	118,700	500
* External Services	5,221,000	5,422,300	6,071,550	5,365,300	(57,000)	5,371,300	6,000
* Supplies	264,700	267,500	241,101	247,100	(20,400)	247,200	100
* Materials	461,300	319,900	359,895	312,500	(7,400)	312,500	
* Building Costs	8,507,300	8,691,000	8,679,402	8,512,900	(178,100)	8,469,400	(43,500)
* Equipment & Communications	1,350,400	1,146,000	1,394,350	1,200,700	54,700	1,170,600	(30,100)
* Vehicle Expense	4,694,100	4,491,800	5,252,884	4,916,500	424,700	5,163,600	247,100
* Other Goods & Services	3,786,900	3,891,200	3,934,184	3,946,500	55,300	3,938,300	(8,200)
* Interdepartmental	(9,000)	(9,000)	(26,186)	(9,000)		(8,400)	600
* Debt Service		10,400	10,400	10,400		10,400	
* Other Fiscal	807,300	761,900	763,400	769,900	8,000	763,300	(6,600)
** Total	42,040,900	42,001,100	41,379,838	42,898,900	897,800	43,013,000	114,100
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(1,835,000)	(2,164,000)	(2,249,000)	(2,177,200)	(13,200)	(2,068,500)	108,700
* Other Revenue	(279,000)	(385,600)	(448,550)	(385,600)		(385,600)	
** Total	(2,114,000)	(2,549,600)	(2,697,550)	(2,562,800)	(13,200)	(2,454,100)	108,700
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	39,926,900	39,451,500	38,682,288	40,336,100	884,600	40,558,900	222,800

Operations Support Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Director's Office	752,700	716,100	552,123	795,000	78,900	795,500	500
Citizen Contact Centres	2,778,000	2,743,800	2,755,700	2,937,300	193,500	2,876,900	(60,400)
Facility Design & Construction Summary of Expense & Revenue Types	1,039,200	1,038,800	955,106	1,054,600	15,800	1,055,400	800
Corporate Fleet	10,298,600	10,143,000	10,082,781	10,597,400	454,400	10,852,300	254,900
Corporate Real Estate	4,435,300	4,437,300	4,044,503	4,383,800	(53,500)	4,501,000	117,200
Municipal Facilities Maintenance & Operations	20,623,100	20,372,500	20,292,075	20,568,000	195,500	20,477,800	(90,200)
	39,926,900	39,451,500	38,682,288	40,336,100	884,600	40,558,900	222,800

17/18 - 18/19 OPERATIONS SUPPORT SERVICE AREA PLANS

Director's Office

- Lead the Enterprise Asset Management project - to ensure the Municipality has sustainable, reliable infrastructure that provides optimal service delivery in support of community health, safety and economic prosperity and quality of life
- Oversight of the Cogswell Redevelopment Project – Should Regional Council approve the Redevelopment following extensive public consultation, the demolition and reconstruction of the Cogswell Lands is estimated to be a multi-year project that will include the design, procurement, and construction. The development of the lands, including land use by-law planning and real estate marketing, will occur over an additional four to five years.

17/18 – 18/19 Director's Office Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
<p>Economic Development – Focus on the Regional Centre</p> <p>Cogswell Redevelopment Program (Est. Completion: Q3 17/18) In support of the Cogswell Redevelopment Program, staff may:</p> <ol style="list-style-type: none"> 1. Retain remaining consulting services 2. Complete planning and design development work 3. Tender the construction services contract in the fall of 2017, should Regional Council approve the project.
<p>Economic Development – Promote and Maximize Growth</p>

17/18 – 18/19 Deliverables with Estimated Completion
<p>Convention Centre Construction (Est. Completion: Q2 17/18) The MOU between the Province of Nova Scotia (PNS) and HRM lays out the process for the disposal of the existing facility. Staff will continue to participate on the joint PNS/HRM negotiating team to monitor the construction of the new Convention Centre.</p>
Financial Responsibility – Responsibility for Resources
<p>Corporate Fuel Management Project (Est. Completion: Q4 18/19) In 2017, the project will include developing a governance structure, conducting a facility assessment and rationalization exercise, and equipment implementation planning.</p>
Service Excellence – Service Improvements
<p>Enterprise Asset Management (Est. Completion: Q4 18/19) In 17/18, the Program will focus on adopting a formalized asset management approach, including the implementation of the Cityworks work order management system for fixed assets, and transitioning from the Program to a continuous improvement model with oversight from the Asset Management Office.</p>
<p>Operations Support Service Improvement Initiative (Est. Completion: Q2 18/19) Implementation of service delivery improvements to align with corporate priorities and to meet growing service demands by redeploying existing staff positions to:</p> <ol style="list-style-type: none"> 1. Move Facility Maintenance and Operations to a client service structure by hiring 2 Building Service Coordinators to liaise with BU client groups, and a Contract & Business Service Coordinator to improve service delivery, policies, and processes 2. Centralize and redeploy construction project management staff to Facility Design & Construction 3. Hire an Accommodations Program Coordinator to ensure the delivery of projects in line with the Accommodations Study 4. Hire additional Real Estate staff to address skill gaps and improve project delivery and processing times
Service Excellence – Service Delivery
<p>Service Level Agreements (Est. Completion: Q2 18/19) Operations Support will draft service level agreements with their internal clients to define the types of services provided and the process to request and deliver those services; identify those responsible within the service request/delivery exchange; develop standards to address service expectations; improve efficiency; and improve communications with client business groups.</p>

Director's Office Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	636,100	663,900	532,288	750,300	86,400	750,300	
* Office	3,600	3,000	1,825	4,300	1,300	4,300	
* External Services	85,000	20,000	5,000	10,000	(10,000)	10,000	
* Other Goods & Services	28,000	29,200	11,450	30,400	1,200	30,900	500
* Interdepartmental			1,560				
** Total	752,700	716,100	552,123	795,000	78,900	795,500	500
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	752,700	716,100	552,123	795,000	78,900	795,500	500

Citizen Contact Centres

Citizen Contact Centres is committed to supporting Regional Council priorities through the provision of easy access to municipal services by phone, in-person, or on-line. Citizens can call 311 toll-free from anywhere in the Municipality, and access a wide variety of municipal information and services in over 150 languages. HRM also maintains five walk-in Customer Service Centres throughout the Municipality.

Services Delivered:

Service Delivery – Service to our Residents

Information/Service Request Intake and Routing for Response – 311 Call Centre serves as the initial intake point for citizen service requests; providing responses to general inquiries (Tier 1), as well as intake and referral for request that require business unit level expertise.

Licences, Permits, Products, or Services Payment - This in-person service consists of accepting and processing payment for various licences, permits, products or services.

Service Excellence – Service Delivery

After Hours Alarm Monitoring and Responder Dispatch – 311 Call Centre receives urgent after hours call, monitors various alarm systems such as elevators, pumping stations, etc., and dispatches appropriate service responders.

Service Delivery Measures

Citizen Contact Centres Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Grade of Service (GOS)	49% / 25 seconds	78% / 25 seconds	75% / 25 seconds	75% / 25 seconds	N/A
Abandon Rate	14%	6%	8%	8%	N/A
Call Volume	408,613	415,000	415,000	400,000	N/A
Quality Call	75%	80%	85%	85%	N/A
# of Counter Service Transactions	91,792	93,000	93,000	90,000	N/A
Customer Service Centre Revenue	\$137,678,392	\$149,000,000	\$149,000,000	\$145,000,000	N/A

* Municipal Benchmarking Network Canada

Performance Analysis

New call routing technology was launched November 30, 2016. In early 2017, release 2 will be implemented, which includes a work force management tool, a new chat service, and a custom reporting which will assist management decision-making. With the recent Regional Council approval to shorten hours of operation at the Call Centre, a decline is anticipated in call volume as some customers will migrate to an online channel to source information and process transactions via HRM's new and improved website. Call volume may also decline as a

result of the new interactive voice response (IVR) system that supports enhanced messaging and communication to customers and provides them with what they need without speaking to an Agent.

Customer service centre transaction volumes are trending with previous years and are projected at the same levels for the 2017/18 fiscal. A reduction is anticipated in in-person transactions in the 2018/19 fiscal as a result of enhancements made to our web channel through self-serve.

17/18 – 18/19 Citizen Contact Centres Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion	
Service Excellence - Service Delivery	
Customer Service Strategy – Year 1 (Est. Completion: Q4 17/18)	
In support of the Corporate Customer Service Strategy, implement Year 1 action items identified in the strategy and its accompanying employee plan.	
Customer Service Centre Rationalization of Services (Est. Completion: Q4 18/19)	
In an effort to enhance operational efficiencies, and to ensure a citizen centred approach to the delivery of services, Operations Support will implement the recommendations from the 2016/17 Customer Service Centres Review.	

Citizen Contact Centres Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	2,636,400	2,634,200	2,621,280	2,777,000	142,800	2,725,200	(51,800)
* Office	22,500	17,000	17,000	19,300	2,300	19,800	500
* External Services	80,200	55,000	79,820	87,400	32,400	77,500	(9,900)
* Supplies	400	400	400	400		400	
* Equipment & Communications	800	1,800	1,800	1,800		2,000	200
* Other Goods & Services	17,700	15,400	15,400	31,400	16,000	31,400	
* Interdepartmental	20,000	20,000	20,000	20,000		20,600	600
** Total	2,778,000	2,743,800	2,755,700	2,937,300	193,500	2,876,900	(60,400)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues							
* Other Revenue							
** Total							
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	2,778,000	2,743,800	2,755,700	2,937,300	193,500	2,876,900	(60,400)

Corporate Facility Design and Construction

Corporate Facility Design and Construction is committed to supporting Business Units, through the provision of professional and technical services, which include the design, construction, inspection, condition assessments, and records management for Municipal buildings.

Services Delivered:**Financial Responsibility – Responsibility for Resources**

Service Improvement (Capital Delivery) – Buildings and Facilities - This service is responsible for planning, designing, implementing, and delivering (project management) construction and improvement projects for municipally owned and operated facilities and buildings.

Recapitalization (State of Good Repair) – Buildings and Facilities - This service is responsible for the delivery of capital improvements and repair/replacement work for municipally owned and operated facilities and buildings.

Service Delivery Measures

Corporate Facility Design and Construction Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Service Improvement delivered	\$3,400,000	\$14,681,000	\$14,137,000	\$19,325,000	N/A
State of Good Repair delivered	\$18,325,000	\$28,242,000	\$22,000,000	\$4,500,000	N/A
80% of Capital Budget is committed within the fiscal year	92%	84%			N/A

* Municipal Benchmarking Network Canada

Performance Analysis

Several major projects (Dartmouth Multi-Pad and Dartmouth Sportsplex) are either in process or are ready to commence. Recent project management training initiatives are supplementing project delivery. Selective outsourcing of project management will be strategically utilized to react to peak periods and to supplement expertise.

17/18 – 18/19 Corporate Facility Design and Construction Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Liveable Communities – Recreation and Leisure
Implementation of the Long Term Arena Strategy (Est. Completion: Q3 17/18) Finalize the construction of the Dartmouth 4 pad, while providing ongoing project management services. Provide support and oversight of the future operational requirements during the construction phase. Final decommissioning of the surplus arenas and consideration of the same through AO50.

Corporate Facility Design and Construction Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	991,700	1,014,500	930,806	1,025,200	10,700	1,025,200	
* Office	5,000	2,300	2,150	2,400	100	2,400	
* External Services	49,600						
* Supplies	300	500	700	500		600	100
* Equipment & Communications			150				
* Other Goods & Services	42,200	21,500	21,300	26,500	5,000	27,200	700
* Other Fiscal	(49,600)						
** Total	1,039,200	1,038,800	955,106	1,054,600	15,800	1,055,400	800
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	1,039,200	1,038,800	955,106	1,054,600	15,800	1,055,400	800

Corporate Fleet

Corporate Fleet is committed to supporting administrative priorities through the purchase, maintenance, repair and disposal of all fleet and equipment assets for Police, Fire, Halifax Transit service vehicles (excluding buses and ferries) and Municipal fleet. Corporate Fleet is the asset manager for over 1530 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Services Delivered:

Financial Responsibility – Responsibility for Resources

Fleet Asset Acquisition and Disposal - This service is responsible for the procurement of Fleet assets and repair equipment and the disposal of assets when they are no longer suitable for use by HRM.

Fleet Planning & Maximization - This service is responsible for fleet lifecycle planning, analysis and reporting.

Legislative Compliance Monitoring – This Service provides risk management through ensuring Corporate Fleet operates its garages and maintains the fleet assets within the necessary legislative requirements.

Service Excellence – Service Delivery

Vehicle Repair and Maintenance - This service provides maintenance and repair to keep HRM vehicles (excluding Halifax Transit buses) in good running order, compliant with legislation, and fit for specific business unit use.

Service Delivery Measures

Corporate Fleet Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Maintenance Requests (Preventative maintenance (PM) work)	7,876	13,500	8,034	8,275	N/A
Maintenance Requests (demand maintenance work)	18,585	11,500	18,213	17,849	N/A
Service Request Rate (Percent of non-PM Work Order Hours)	73%	71%	69%	66%	64%
Operating Cost per Vehicle KM	\$0.66	\$0.70	\$0.66	\$0.69	\$0.69

* Municipal Benchmarking Network Canada

Performance Analysis

In addition to demand work, Corporate Fleet has 45 preventative maintenance plans to execute. Corporate Fleet will be reviewing and refining the preventative maintenance plans and processes to improve the proactive response to maintenance. Through these initial efforts, Corporate Fleet seeks to increase PM work by 2% in 2017/18 and 3% in 2018/19.

17/18 – 18/19 Corporate Fleet Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
<p align="center">Service Excellence – Service Improvements</p> <p>Fleet Process Review (Est. Completion: Q2 18/19) Conduct a garage workflow process review and draft recommendations on garage optimization to drive efficiencies and productivity by:</p> <ol style="list-style-type: none"> 1. Developing a rigorous process in inventory management on how parts and tires are issued/tracked for accountability and compliance purposes. 2. Exploring the consolidation of Emergency Fleet (Police & Fire) in one location for operational effectiveness. 3. Conducting review of current process for vehicle regulatory and compliance requirements as per Motor Vehicle Act. 4. Reviewing Fleet Focus as a joint venture between Procurement, Transit and ICT, to explore current issues and next steps to maximize usage.

Corporate Fleet Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	4,844,500	4,929,200	4,393,507	5,218,600	289,400	5,218,600	
* Office	12,700	10,600	11,600	10,600		10,600	
* External Services	378,100	281,300	23,100	35,700	(245,600)	35,700	
* Supplies	73,200	76,600	50,600	40,700	(35,900)	40,700	
* Materials	24,200	48,900	63,700	56,900	8,000	56,900	
* Building Costs	13,000	12,800	1,800	1,000	(11,800)	1,000	
* Equipment & Communications	142,600	139,200	182,200	122,700	(16,500)	124,500	1,800
* Vehicle Expense	4,630,600	4,444,800	5,197,400	4,855,700	410,900	5,102,800	247,100
* Other Goods & Services	208,700	228,600	270,100	284,500	55,900	290,500	6,000
* Interdepartmental	(29,000)	(29,000)	(48,276)	(29,000)		(29,000)	
** Total	10,298,600	10,143,000	10,145,731	10,597,400	454,400	10,852,300	254,900
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue			(62,950)				
** Total			(62,950)				
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	10,298,600	10,143,000	10,082,781	10,597,400	454,400	10,852,300	254,900

Corporate Real Estate

Corporate Real Estate is committed to supporting Regional Council priorities through real property acquisition and disposal services; industrial park development sales and land management; valuation and appraisal; negotiation and lease management where HRM is either landlord or tenant; portfolio development, accommodations planning; and real estate advisory services.

Services Delivered:

Economic Development – Supply of Industrial, Commercial, and Institutional Lands

Industrial Park Development - This service is responsible for strategic planning and program delivery of industrial park lot inventory and the sale of the lot inventory to the private sector for industrial/commercial development.

Financial Responsibility – Responsibility for Resources

Acquisition and Disposal - This service is responsible for property acquisition and disposal for municipal purposes.

Leasing and Tenant Services - This service is responsible for acquiring leased properties to meet clients' requirements, leasing of municipal properties for use by third parties, managing financial and landlord/tenant contract functions, and accommodation and portfolio management services.

Service Delivery Measures

Corporate Real Estate Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Property Acquisitions	\$3.3m	\$1.7m	TBD – Project Requests	TBD – Project Requests	N/A
Property Disposals	\$10.1m	\$4.2m	\$41.6m	\$12.5m	N/A
Industrial Park Sales	22.7 acres	52.0 acres	30.0 acres	30.0 acres	N/A
Industrial Park Acres (Gross Revenue)	\$5.5m	\$12.8m	\$6.5m	\$7.0m	N/A

* Municipal Benchmarking Network Canada

Performance Analysis

Property Acquisitions and Disposals

Property acquisitions and disposals can vary widely in scope, difficulty and timing depending on the nature of each individual transaction. In addition, property disposals are strongly influenced by the real estate market in terms of absorption, and property acquisitions are dependent upon the project needs/requests of the various HRM business units and Regional Council. The prioritization of transactions ensures project delivery success for HRM and financial revenues and the reduction of operating costs with the disposal of surplus properties.

Industrial Park Sales

Sale of municipally-owned industrial park inventory is highly dependent upon the economic climate and real estate market. The Municipality's key responsibility is to ensure an adequate supply of industrial land to anticipate and meet the needs of the market to further the economic growth of the region. HRM has been maintaining a multi-year supply of industrial lot inventory to meet these needs and with a standard transaction policy in place for lot sales, HRM is able to offer and deliver a relatively predictable transaction timeline.

17/18 – 18/19 Corporate Real Estate Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Economic Development – Supply of Industrial, Commercial, and Institutional Lands
<p>Supply of Industrial Lands (Est. Completion: Q2 17/18)</p> <p>HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land; limiting retail and office development within them, by implementing the following:</p> <ol style="list-style-type: none"> 1. Adjust capital plans to finance the acquisition and preparation of land for industrial development; 2. Amend zoning in the Burnside expansion area; 3. Plan for future expansion of the municipally owned lands at Burnside North, Aerotech and Ragged Lake Park ; and 4. Update industrial parks policy and Site Development Guidelines and Design Manual.
Service Excellence – Service Improvements

17/18 – 18/19 Deliverables with Estimated Completion

Corporate Accommodations Plan Implementation (Est. Completion: Q2 18/19)

The Corporate Accommodations Plan will reduce the size of leased portfolio to achieve savings, provide modern healthy work environment, provide consistent standard for both space and work stations, creating efficiencies by reducing the reconfiguring of space. 17/18 deliverables include:

1. RFP for design services for the program
2. RFP for workstations
3. RFP to acquire construction swing space
4. Initiate first renovation project

Corporate Real Estate Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	1,297,800	1,632,200	1,285,803	1,566,700	(65,500)	1,566,700	
* Office	14,900	11,500	10,545	10,400	(1,100)	10,400	
* External Services	292,100	300,000	331,916	294,000	(6,000)	300,500	6,500
* Supplies							
* Materials							
* Building Costs	810,700	817,000	813,000	838,300	21,300	862,300	24,000
* Equipment & Communications			4,000	3,000	3,000	3,000	
* Other Goods & Services	3,358,800	3,466,600	3,473,739	3,468,600	2,000	3,453,200	(15,400)
* Interdepartmental			500				
* Other Fiscal	(115,000)	(210,000)	(210,000)	(204,000)	6,000	(210,600)	(6,600)
** Total	5,659,300	6,017,300	5,709,503	5,977,000	(40,300)	5,985,500	8,500
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(1,220,000)	(1,580,000)	(1,665,000)	(1,593,200)	(13,200)	(1,484,500)	108,700
* Other Revenue	(4,000)						
** Total	(1,224,000)	(1,580,000)	(1,665,000)	(1,593,200)	(13,200)	(1,484,500)	108,700
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	4,435,300	4,437,300	4,044,503	4,383,800	(53,500)	4,501,000	117,200

Municipal Facility Maintenance and Operations

Municipal Facility Maintenance and Operations is committed to supporting administrative priorities and maintains 224 HRM owned buildings through preventative and life cycle maintenance planning, to provide clean and safe facilities for all HRM residents, customers and staff.

Services Delivered:

Financial Responsibility – Responsibility for Resources

Energy Efficiency Retrofits - This service is responsible for implementing or assisting in the implementation of energy retrofits to HRM buildings and facilities.

Health and Safety – Safe Workplaces

Security and Access Management - This service provides security and access management services for HRM-owned and leased buildings and properties.

Service Excellence – Service Delivery

Buildings Maintenance and Operations - This service provides maintenance and operations services and project management expertise for HRM owned and leased buildings. This includes preventative and unplanned maintenance to HVAC, plumbing, and electrical, as well as carpentry, and structural repair.

Outdoor Pools, Splash Pads, and Skating Oval Maintenance and Repair – This service provides operations services including maintenance and repair for HRM outdoor swimming pools, splash pads, and the outdoor skating oval.

Service Delivery Measures

Municipal Facility Maintenance and Operations Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Number of Planned Maintenance Work Order Requests	5,361	6,107	7,000	7,350	N/A
Number of Demand Maintenance Work Order Requests	9,010	8,119	7,800	7,000	N/A
Ratio of Planned vs. Demand Work Orders	37%	45%	50%	55%	N/A
Cost of facilities maintenance per square foot	\$9.97	\$10.00	\$10.03	\$10.31	N/A
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.61	\$2.70	\$2.75	\$2.83	N/A
Total square footage of buildings maintained by the MFMO	2,896,350	2,866,350	2,866,350.0	2,866,350	N/A
Customer Service Requests (addressed within standard)	84.9%	85%	85%	85%	N/A

* Municipal Benchmarking Network Canada

Performance Analysis

Municipal Facilities Maintenance and Operations will implement service standards developed in 2016 around the type and use of municipally owned facilities (Class 1 to 4), with Class 1 (such as transit depots) having the highest standard, and Class 4 (surplus facilities) having the lowest standard. As surplus assets are disposed of, square footage and operating costs will decrease.

17/18 – 18/19 Municipal Facility Maintenance and Operations Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion	
Health and Safety – Safe Workplaces	
CCTV Administrative Order Est. Completion: Q2 17/18)	Implement the CCTV Admin Order across the organization
Review of Corporate Security (Est. Completion: Q4 18/19)	In an effort to better define the level and complexity of HRM required security services, conduct a review to determine security priorities of the organization, scope division responsibilities, determine role clarity of various security functions within HRM, determine resourcing requirements to provide services.

Municipal Facility Maintenance and Operations Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	6,232,200	6,019,900	4,793,280	6,170,100	150,200	6,170,100	
* Office	259,500	69,800	98,774	71,200	1,400	71,200	
* External Services	4,336,000	4,766,000	5,631,714	4,938,200	172,200	4,947,600	9,400
* Supplies	190,800	190,000	189,401	205,500	15,500	205,500	
* Materials	437,100	271,000	296,195	255,600	(15,400)	255,600	
* Building Costs	7,683,600	7,861,200	7,864,602	7,673,600	(187,600)	7,606,100	(67,500)
* Equipment & Communications	1,207,000	1,005,000	1,206,200	1,073,200	68,200	1,041,100	(32,100)
* Vehicle Expense	63,500	47,000	55,484	60,800	13,800	60,800	
* Other Goods & Services	131,500	129,900	142,195	105,100	(24,800)	105,100	
* Interdepartmental			30				
* Debt Service		10,400	10,400	10,400		10,400	
* Other Fiscal	971,900	971,900	973,400	973,900	2,000	973,900	
** Total	21,513,100	21,342,100	21,261,675	21,537,600	195,500	21,447,400	(90,200)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(615,000)	(584,000)	(584,000)	(584,000)		(584,000)	
* Other Revenue	(275,000)	(385,600)	(385,600)	(385,600)		(385,600)	
** Total	(890,000)	(969,600)	(969,600)	(969,600)		(969,600)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	20,623,100	20,372,500	20,292,075	20,568,000	195,500	20,477,800	(90,200)

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
I101 Operations Support Admin	467,000	431,500	356,569	437,500	6,000	438,000	500
W701 Asset Management	285,700	284,600	195,554	357,500	72,900	357,500	
*** Director's Office Operation Su	752,700	716,100	552,123	795,000	78,900	795,500	500
W100 Real Est & Mgt Admin	695,200	905,700	728,890	814,900	(90,800)	814,900	
W400 Acquisitions & Disposals	425,100	361,100	114,963	257,000	(104,100)	274,600	17,600
W500 Business Parks	422,100	84,500	114,650	105,200	20,700	198,400	93,200
W955 Corporate Accommodations	100,000	100,000	100,000	100,000		100,000	
W202 Commercial Leasing	2,792,900	2,986,000	2,986,000	3,106,700	120,700	3,113,100	6,400
*** Corporate Real Estate	4,435,300	4,437,300	4,044,503	4,383,800	(53,500)	4,501,000	117,200
W953 Facility Development	1,039,200	1,038,800	955,106	1,054,600	15,800	1,055,400	800
*** Facility Design & Construction	1,039,200	1,038,800	955,106	1,054,600	15,800	1,055,400	800
** Ops Admin							
R102 Integrated Sec Manag	590,700	728,200	813,657	765,100	36,900	765,100	
W160 Facilities Admin	2,316,200	1,775,600	1,669,447	1,857,300	81,700	1,857,300	
W169 Transitional Properties	830,000	727,000	646,665	534,700	(192,300)	465,800	(68,900)
W200 Facility Operations	6,578,700	6,690,400	6,650,847	6,516,200	(174,200)	6,519,500	3,300
W203 Alderney Gate FacMgt	1,191,900	1,320,800	1,268,600	1,155,400	(165,400)	1,169,900	14,500
W211 Clean & Tenant Serv.	2,747,500	2,749,700	2,620,103	2,936,000	186,300	2,916,300	(19,700)
W212 Structural and Arenas	2,498,200	2,714,500	2,918,720	2,880,900	166,400	2,893,200	12,300
W213 Mechanical & PM Serv	3,869,900	3,666,300	3,704,036	3,922,400	256,100	3,890,700	(31,700)
** Operations	20,623,100	20,372,500	20,292,075	20,568,000	195,500	20,477,800	(90,200)
*** Municipal Facilities Mtce & Op	20,623,100	20,372,500	20,292,075	20,568,000	195,500	20,477,800	(90,200)
R912 Fleet: Administration	557,800	574,300	528,236	581,400	7,100	587,400	6,000
** Fleet: Administration	557,800	574,300	528,236	581,400	7,100	587,400	6,000
R970 Fleet R&M:Municipal	5,583,800	5,584,900	5,597,217	5,907,900	323,000	6,042,100	134,200
R971 Fleet Rentals (Vehicle)	(27,400)			(29,000)	(29,000)	(29,000)	
** Fleet: Turner Site	5,556,400	5,584,900	5,597,217	5,878,900	294,000	6,013,100	134,200
R981 Fleet R&M:Fire	2,403,300	2,250,900	2,256,710	2,345,800	94,900	2,392,400	46,600
R985 Fleet R&M:Police	1,781,100	1,732,900	1,700,618	1,791,300	58,400	1,859,400	68,100
** Fleet: Emergency	4,184,400	3,983,800	3,957,328	4,137,100	153,300	4,251,800	114,700
*** Corporate Fleet	10,298,600	10,143,000	10,082,781	10,597,400	454,400	10,852,300	254,900
* Visitor Services							
A663 Alderney Gate	166,400	166,100	166,100	177,600	11,500	177,700	100
A664 Bayers Road	171,200	168,600	168,600	178,800	10,200	178,900	100
A665 Scotia Square	168,300	167,400	167,400	178,700	11,300	178,900	200
A667 Acadia Centre	116,700	115,100	115,100	124,000	8,900	124,100	100
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		20,600	600
** Customer Service Centres	642,600	637,200	637,200	679,100	41,900	680,200	1,100
A625 Call Centre	2,135,400	2,106,600	2,118,500	2,258,200	151,600	2,196,700	(61,500)
*** Citizen Contact Centres	2,778,000	2,743,800	2,755,700	2,937,300	193,500	2,876,900	(60,400)
**** Total	39,926,900	39,451,500	38,682,288	40,336,100	884,600	40,558,900	222,800

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
I101 Operations Support Admin	467,000	431,500	356,569	437,500	6,000	438,000	500
W701 Asset Management	285,700	284,600	195,554	357,500	72,900	357,500	
*** Director's Office Operation Su	752,700	716,100	552,123	795,000	78,900	795,500	500
W100 Real Est & Mgt Admin	695,200	905,700	728,890	814,900	(90,800)	814,900	
W400 Acquisitions & Disposals	425,100	411,100	249,963	415,900	4,800	415,900	
W500 Business Parks	422,100	384,500	414,650	389,400	4,900	389,500	100
W955 Corporate Accommodations	100,000	100,000	100,000	100,000		100,000	
W202 Commercial Leasing	4,016,900	4,216,000	4,216,000	4,256,800	40,800	4,265,200	8,400
*** Corporate Real Estate	5,659,300	6,017,300	5,709,503	5,977,000	(40,300)	5,985,500	8,500
W953 Facility Development	1,039,200	1,038,800	955,106	1,054,600	15,800	1,055,400	800
*** Facility Design & Construction	1,039,200	1,038,800	955,106	1,054,600	15,800	1,055,400	800
** Ops Admin							
R102 Integrated Sec Manag	590,700	728,200	813,657	765,100	36,900	765,100	
W160 Facilities Admin	2,316,200	1,775,600	1,669,447	1,857,300	81,700	1,857,300	
W169 Transitional Properties	830,000	727,000	646,665	534,700	(192,300)	465,800	(68,900)
W200 Facility Operations	6,578,700	6,690,400	6,650,847	6,516,200	(174,200)	6,519,500	3,300
W203 Alderney Gate FacMgt	2,081,900	2,290,400	2,238,200	2,125,000	(165,400)	2,139,500	14,500
W211 Clean & Tenant Serv.	2,747,500	2,749,700	2,620,103	2,936,000	186,300	2,916,300	(19,700)
W212 Structural and Arenas	2,498,200	2,714,500	2,918,720	2,880,900	166,400	2,893,200	12,300
W213 Mechanical & PM Serv	3,869,900	3,666,300	3,704,036	3,922,400	256,100	3,890,700	(31,700)
** Operations	21,513,100	21,342,100	21,261,675	21,537,600	195,500	21,447,400	(90,200)
*** Municipal Facilities Mtce & Op	21,513,100	21,342,100	21,261,675	21,537,600	195,500	21,447,400	(90,200)
R912 Fleet: Administration	557,800	574,300	528,236	581,400	7,100	587,400	6,000
** Fleet: Administration	557,800	574,300	528,236	581,400	7,100	587,400	6,000
R970 Fleet R&M:Municipal	5,583,800	5,584,900	5,610,167	5,907,900	323,000	6,042,100	134,200
R971 Fleet Rentals (Vehicle)	(27,400)			(29,000)	(29,000)	(29,000)	
** Fleet: Turner Site	5,556,400	5,584,900	5,610,167	5,878,900	294,000	6,013,100	134,200
R981 Fleet R&M:Fire	2,403,300	2,250,900	2,306,710	2,345,800	94,900	2,392,400	46,600
R985 Fleet R&M:Police	1,781,100	1,732,900	1,700,618	1,791,300	58,400	1,859,400	68,100
** Fleet: Emergency	4,184,400	3,983,800	4,007,328	4,137,100	153,300	4,251,800	114,700
*** Corporate Fleet	10,298,600	10,143,000	10,145,731	10,597,400	454,400	10,852,300	254,900
* Visitor Services							
A663 Alderney Gate	166,400	166,100	166,100	177,600	11,500	177,700	100
A664 Bayers Road	171,200	168,600	168,600	178,800	10,200	178,900	100
A665 Scotia Square	168,300	167,400	167,400	178,700	11,300	178,900	200
A667 Acadia Centre	116,700	115,100	115,100	124,000	8,900	124,100	100
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		20,600	600
** Customer Service Centres	642,600	637,200	637,200	679,100	41,900	680,200	1,100
A625 Call Centre	2,135,400	2,106,600	2,118,500	2,258,200	151,600	2,196,700	(61,500)
*** Citizen Contact Centres	2,778,000	2,743,800	2,755,700	2,937,300	193,500	2,876,900	(60,400)
**** Total	42,040,900	42,001,100	41,379,838	42,898,900	897,800	43,013,000	114,100

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
*** Director's Office Operation Su							
W400 Acquisitions & Disposals		(50,000)	(135,000)	(158,900)	(108,900)	(141,300)	17,600
W500 Business Parks		(300,000)	(300,000)	(284,200)	15,800	(191,100)	93,100
W202 Commercial Leasing	(1,224,000)	(1,230,000)	(1,230,000)	(1,150,100)	79,900	(1,152,100)	(2,000)
*** Corporate Real Estate	(1,224,000)	(1,580,000)	(1,665,000)	(1,593,200)	(13,200)	(1,484,500)	108,700
** Ops Admin							
W203 Alderney Gate FacMgt	(890,000)	(969,600)	(969,600)	(969,600)		(969,600)	
** Operations	(890,000)	(969,600)	(969,600)	(969,600)		(969,600)	
*** Municipal Facilities Mtce & O	(890,000)	(969,600)	(969,600)	(969,600)		(969,600)	
R970 Fleet R&M:Municipal			(12,950)				
** Fleet: Turner Site			(12,950)				
R981 Fleet R&M:Fire			(50,000)				
** Fleet: Emergency			(50,000)				
*** Corporate Fleet			(62,950)				
** Customer Service Centres							
*** Citizen Contact Centres							
**** Total	(2,114,000)	(2,549,600)	(2,697,550)	(2,562,800)	(13,200)	(2,454,100)	108,700

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	13,367,300	13,868,800	12,140,879	13,953,600	84,800	13,953,600	
6002 Salaries - Overtime	404,500	402,900	695,638	460,700	57,800	460,900	200
6005 PDP & Union Con Incr			(422,490)				
6051 Shift Agreements	51,100	48,100	47,700	48,100		48,100	
6054 Vacation payout			13,219				
6100 Benefits - Salaries	2,850,600	2,972,300	2,701,904	2,954,200	(18,100)	2,954,200	
6110 Vacancy Management	(351,000)	(231,000)	(81,000)	(226,000)	5,000	(278,000)	(52,000)
6120 Comp OCC Budget Yr 1				173,500	173,500	173,500	
6150 Honorariums							
6152 Retirement Incentives	91,400	96,300	88,950	104,800	8,500	104,800	
6154 Workers' Compensation	208,200	209,600	199,900	251,200	41,600	251,200	
6155 Overtime Meals	13,400	7,000	7,000	7,000		7,000	
6156 Clothing Allowance	3,200	3,100	3,100	3,100		3,100	
6158 WCB Recov Earnings							
6199 Comp & Ben InterDept		(483,200)	(483,200)	(222,300)	260,900	(222,300)	
9200 HR CATS Wage/Ben			(240,350)				
9210 HR CATS OT Wage/Ben			(114,286)				
* Compensation and Benefits	16,638,700	16,893,900	14,556,964	17,507,900	614,000	17,456,100	(51,800)
6201 Telephone	24,300	27,000	23,850	27,500	500	27,500	
6202 Courier/Postage	8,200	5,300	8,653	6,100	800	6,100	
6203 Office Furn/Equip	31,100	18,300	18,100	17,100	(1,200)	17,300	200
6204 Computer S/W & Lic	208,600	29,100	51,500	27,300	(1,800)	27,300	
6205 Printing & Reprod	7,200	2,900	3,604	4,100	1,200	4,100	
6207 Office Supplies	38,800	30,600	34,967	36,000	5,400	36,300	300
6299 Other Office Expenses		1,000	1,220	100	(900)	100	
* Office	318,200	114,200	141,894	118,200	4,000	118,700	500
6301 Professional Fees	53,000	21,000	8,059	12,000	(9,000)	12,000	
6302 Legal Fees			1,900				
6303 Consulting Fees	129,800	61,000	200,506	85,000	24,000	86,000	1,000
6304 Janitorial Services	1,317,000	1,416,000	1,719,400	1,587,200	171,200	1,567,200	(20,000)
6305 Property Appraisal	80,000	90,000	95,000	90,000		93,000	3,000
6306 Property Survey	25,000	40,000	55,000	44,000	4,000	47,500	3,500
6308 Snow Removal	730,000	780,000	780,409	762,900	(17,100)	762,900	
6310 Outside Personnel	20,000	7,000	7,552	7,000		7,000	
6311 Security	614,900	652,000	755,600	713,700	61,700	713,700	
6312 Refuse Collection	360,000	390,000	388,929	385,000	(5,000)	385,000	
6313 Investigative			3,000				
6399 Contract Services	1,891,300	1,965,300	2,056,195	1,678,500	(286,800)	1,697,000	18,500
* External Services	5,221,000	5,422,300	6,071,550	5,365,300	(57,000)	5,371,300	6,000
6401 Uniforms & Clothing	36,100	34,600	32,600	43,600	9,000	43,600	
6402 Med & First Aid Supp	2,900	2,500	6,000	6,000	3,500	6,000	
6403 Patrol Equip Supplies	36,000	37,000			(37,000)		
6406 Bridge Tolls	10,400	8,500	8,700	8,000	(500)	8,000	
6407 Clean/Sani Supplies	162,800	165,000	161,240	164,500	(500)	164,500	
6409 Personal Protect Equ	14,000	17,400	30,061	22,500	5,100	22,600	100
6499 Other Supplies	2,500	2,500	2,500	2,500		2,500	
* Supplies	264,700	267,500	241,101	247,100	(20,400)	247,200	100
6501 Asphalt	32,000	10,000	13,047	15,500	5,500	15,500	
6502 Chemicals	108,300	75,000	96,900	92,000	17,000	92,000	
6503 Fertilizer							
6504 Hardware	88,200	50,000	62,407	55,000	5,000	55,000	
6505 Lubricants	23,700	43,900	43,900	43,900		43,900	
6506 Lumber	10,000	5,000	5,000	1,400	(3,600)	1,400	
6507 Propane	66,200	82,000	81,000	73,000	(9,000)	73,000	
6510 Road Oils	1,200	500	500	500		500	
6511 Salt	1,200	500	500		(500)		
6513 Seeds & Plants			141	200	200	200	
6515 Stone and Gravel	4,000	5,000	5,000		(5,000)		
6517 Paint	121,500	40,000	42,000	23,000	(17,000)	23,000	
6519 Welding Supplies	5,000	8,000	9,500	8,000		8,000	
* Materials	461,300	319,900	359,895	312,500	(7,400)	312,500	

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6602 Electrical	273,000	316,000	335,500	332,000	16,000	340,600	8,600
6603 Grnds & Landscaping	100,000	40,000	59,132	53,000	13,000	53,000	
6605 Municipal Taxes	872,800	777,000	727,000	781,400	4,400	801,400	20,000
6606 Heating Fuel	1,180,000	1,275,000	1,163,955	1,015,500	(259,500)	995,500	(20,000)
6607 Electricity	3,589,800	3,263,000	3,213,000	3,304,900	41,900	3,297,100	(7,800)
6608 Water	432,000	581,000	566,008	524,800	(56,200)	529,300	4,500
6609 Elevator & Escalator	85,000	100,000	23,199	105,000	5,000	105,000	
6610 Building - Exterior	227,700	200,000	340,500	314,000	114,000	294,000	(20,000)
6611 Building - Interior	260,700	275,000	291,400	338,000	63,000	338,300	300
6612 Safety Systems	678,000	666,000	685,742	549,000	(117,000)	549,000	
6613 Overhead Doors	86,800	80,000	96,400	100,500	20,500	100,500	
6614 Envir Assess/Cleanup	123,300	50,000	115,025	36,500	(13,500)	36,500	
6615 Vandalism Clean-up		2,200		2,200		2,200	
6616 Natural Gas-Buildings	522,200	990,000	990,000	999,100	9,100	970,000	(29,100)
6617 Pest Management	63,000	63,000	70,741	56,000	(7,000)	56,000	
6699 Other Building Cost	13,000	12,800	1,800	1,000	(11,800)	1,000	
* Building Costs	8,507,300	8,691,000	8,679,402	8,512,900	(178,100)	8,469,400	(43,500)
6701 Equipment Purchase	150,900	79,300	162,100	90,100	10,800	91,900	1,800
6702 Small Tools	42,700	30,900	41,212	37,900	7,000	37,900	
6703 Computer Equip/Rent			150				
6704 Equipment Rental	95,000	50,000	49,000	39,300	(10,700)	39,300	
6705 Equip - R&M	58,900	67,200	80,382	90,500	23,300	90,500	
6706 Computer R&M	2,000	2,000		500	(1,500)	500	
6707 Plumbing & Heating	181,700	267,300	348,706	258,200	(9,100)	243,000	(15,200)
6708 Mechanical Equipment	817,500	647,500	710,000	681,200	33,700	664,300	(16,900)
6711 Communication System	1,700	1,800	2,800	3,000	1,200	3,200	200
* Equipment & Communications	1,350,400	1,146,000	1,394,350	1,200,700	54,700	1,170,600	(30,100)
6802 Vehicle R&M	2,487,700	2,317,100	2,131,694	1,974,700	(342,400)	2,061,400	86,700
6803 Vehicle Fuel - Diesel	771,400	757,100	737,246	782,400	25,300	827,400	45,000
6804 Vehicle Fuel - Gas	1,237,400	1,201,400	1,181,400	1,233,800	32,400	1,309,100	75,300
6805 Tires and Tubes	187,600	210,200	350,200	308,300	98,100	321,900	13,600
6806 Vehicle Rentals	10,000	6,000	12,298	11,000	5,000	11,000	
6810 Comm Vehicle R&M			813,700	591,900	591,900	617,900	26,000
6811 Shop Supplies			21,846	14,400	14,400	14,900	500
6899 Other Vehicle Expense			4,500				
* Vehicle Expense	4,694,100	4,491,800	5,252,884	4,916,500	424,700	5,163,600	247,100
6901 Membership Dues	21,400	28,600	20,504	24,500	(4,100)	24,700	200
6902 Conferences/Workshop	16,200	12,900	9,900	13,500	600	15,600	2,100
6903 Travel - Local	113,600	111,500	111,285	72,000	(39,500)	72,600	600
6904 Travel - Out of Town	18,200	17,200	12,200	20,300	3,100	24,400	4,100
6905 Training & Education	49,200	43,000	44,000	63,100	20,100	63,300	200
6906 Licenses & Agreements	183,800	203,700	203,600	204,100	400	204,100	
6908 Medical Examinations	300	300	300	500	200	500	
6910 Signage	36,500	20,000	39,502	30,500	10,500	30,500	
6911 Facilities Rental	3,280,000	3,390,000	3,431,500	3,448,900	58,900	3,433,300	(15,600)
6912 Advertising/Promotio	31,400	24,000	23,850	25,400	1,400	25,500	100
6913 Awards		100	100	400	300	400	
6914 Recruiting			678	1,000	1,000	1,000	
6917 Books and Periodicals	500	700	450	700		700	
6918 Meals		500	2,040	3,600	3,100	3,600	
6933 Community Events			59	600	600	600	
6938 Rewarding Excellence	15,800	15,500	13,500	16,500	1,000	16,600	100
6940 Fencing	15,000	20,000	20,716	20,900	900	20,900	
6942 Management Fees	5,000						
6999 Other Goods/Services		3,200			(3,200)		
* Other Goods & Services	3,786,900	3,891,200	3,934,184	3,946,500	55,300	3,938,300	(8,200)
7007 ItnTrsf Paper Recyc			30				
7009 Internal Trfr Other	(9,000)	(9,000)	(6,940)	(9,000)		(8,400)	600
7010 IntTrfr Insur Funds			(19,276)				
* Interdepartmental	(9,000)	(9,000)	(26,186)	(9,000)		(8,400)	600
8010 Other Interest		10,400	10,400	10,400		10,400	
* Debt Service		10,400	10,400	10,400		10,400	
8003 Insurance Pol/Prem			1,500	2,000	2,000	2,000	
8008 Transf to/fr Reserve	807,300	761,900	761,900	767,900	6,000	761,300	(6,600)
* Other Fiscal	807,300	761,900	763,400	769,900	8,000	763,300	(6,600)
** Total	42,040,900	42,001,100	41,379,838	42,898,900	897,800	43,013,000	114,100

Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
5101 Parking Rentals	(325,000)	(330,000)	(330,000)	(330,000)		(330,000)	
5102 Facilities Rentals	(1,175,000)	(1,180,000)	(1,180,000)	(1,100,100)	79,900	(1,102,100)	(2,000)
5151 Lease Revenue	(335,000)	(654,000)	(739,000)	(747,100)	(93,100)	(636,400)	110,700
* Fee Revenues	(1,835,000)	(2,164,000)	(2,249,000)	(2,177,200)	(13,200)	(2,068,500)	108,700
5508 Recov External Parti	(279,000)	(385,600)	(437,800)	(385,600)		(385,600)	
5600 Miscellaneous Revenue			(10,750)				
* Other Revenue	(279,000)	(385,600)	(448,550)	(385,600)		(385,600)	
** Total	(2,114,000)	(2,549,600)	(2,697,550)	(2,562,800)	(13,200)	(2,454,100)	108,700
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	39,926,900	39,451,500	38,682,288	40,336,100	884,600	40,558,900	222,800

Parks & Recreation

17/18 – 18/19 Multi-Year Budget and Business Plan

Mission: Parks & Recreation works to create a Halifax where everyone has access to meaningful recreation experiences that foster healthy lifestyles, vibrant communities, and sustainable environment

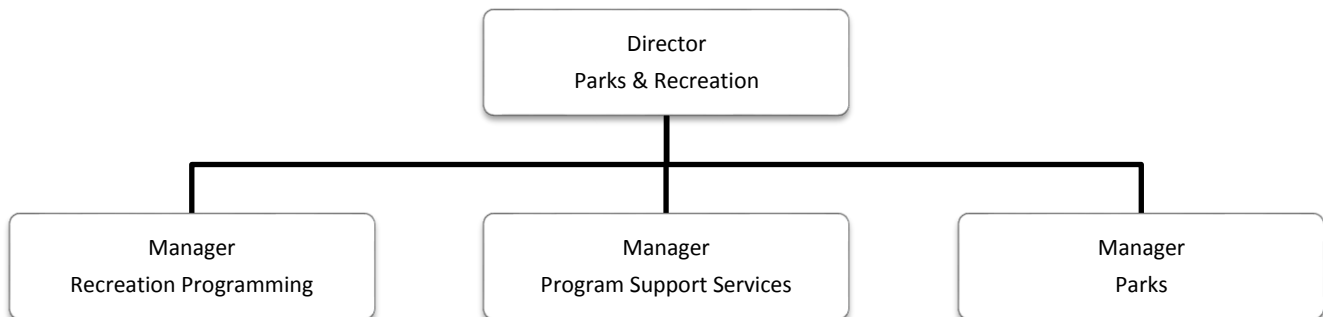
We make a difference.

PARKS & RECREATION OVERVIEW

Parks & Recreation is committed to advancing Regional Council’s priority outcomes of:

- Healthy, Liveable Communities - Recreation and Leisure
- Social Development - Social Infrastructure
- Social Development - Equity and Inclusion
- Economic Development - Arts, Culture and Heritage
- Governance and Engagement - Communications
- Governance and Engagement - Municipal Governance
- Service Delivery - Service to our People

This is achieved through accessible programs, services, facilities and open spaces including diverse recreation and cultural choices; and delivering inclusive civic events. Services provided through recreation, and facility partnerships are focused on maintaining and establishing community character. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sportsfields and skateboard parks.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	227.2	-0.4	226.8	224.8
Seasonal, Casual and Term	249.2	0.5	249.7	249.7

Parks & Recreation Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Parks & Recreation	5.5%	5.9%	6.0%
Average tax bill amount spent on Parks & Recreation	\$100.70	\$111.20	\$113.60

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17)

17/18 – 18/19 Parks & Recreation Multi-Year Initiatives

Healthy, Liveable Communities – Recreation and Leisure

Develop and Implement Strategic Plans - Implement a Parks and Recreation Strategic Policy Framework that identifies expected outcomes and priorities regarding service delivery, fiscal sustainability, accessibility, and inclusion.

Acquire and Develop Parkland - There will be an increased focus on achieving Regional Plan parkland objectives as well as Regional Council’s direction to acquire specific parkland such as Blue Mountain Birch Cove, Purcell’s Cove Backlands and several other properties. Priority focus will also be given to a review of the Halifax Common Master Plan as well as development of bare parkland received through development /acquisition such as Baker Drive.

Improve Asset Management - Parks & Recreation is responsible for the provision of safe, reliable, and efficient physical environments that encourage participation in recreation and build strong, caring communities. There will be an increased investment of Parks and Recreation’s human, financial and technological resources towards maintaining a state of good repair for all Parks & Recreation assets that will include:

- Implementation of the Enterprise Asset Management system
- Refinement and implementation of the 10-year capital plan
- Development of Park standards and completion of condition/usage assessments
- Development of a long-term aquatics strategy

Governance and Engagement – Municipal Governance

Strengthen Partnerships - The primary outcome of any partnership is the realization that by working together the organizations are able to achieve a greater impact than if they pursued the objective on their own. Parks and Recreation will implement new and updated partnership agreements with Multi-District facilities, Halifax Regional School Board, and community groups to better align access to programs, increase resource efficiency, and improve accountability. Focus will also be given to working with Cultural and Sport Organizations to better align programming and infrastructure development. Support for social development in marginalized communities will continue, such as participation in Between the Bridges, mobile food market, community gardens, etc.

Economic Development - Arts, Culture and Heritage

Embrace Canada 150 Program Opportunities - Significant resources will be applied to leverage approximately \$5M of public/private opportunity funding to enhance Canada 150 celebrations (New Year's Eve, Canada Day, Public Gardens) and implement numerous parks and recreation infrastructure improvement projects throughout HRM.

Service Delivery - Service to our People

Improve Customer Service - Focus will be placed on implementation of an outreach communications program, implementation of the Web Transformation project, and implementation of new Recreation Services software that will significantly improve customer experience. Staff will also continue to explore opportunities to increase unstructured play and improve access to programs and services.

Parks & Recreation Budget

Parks & Recreation Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	17/18 -18/19 Capital Cost	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact
Healthy, Liveable Communities					
Recreation and Leisure	New Parks	\$7,600,000	\$49,000	\$27,000	\$76,000
	Parks State of Good Repair	\$10,710,000*	\$35,500	\$35,000	\$70,500
	District Capital		\$20,000	\$20,000	\$40,000
	Donated Assets		\$20,000	\$20,000	\$40,000

* Total project cost

Parks & Recreation Operating Budget

Summary of Changes Included in Proposed Parks & Recreation Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Cease Lifeguard Supervision at 4 Beaches	No impact on service delivery	-\$44,000	-\$44,000	-\$88,000
Adhere to D Level Field Service	Healthy, Livable Communities- Recreation and Leisure	-\$5,000	-\$5,000	-\$10,000
Reduce Recreation Catalogue Production	No impact on service delivery	\$0	-\$25,000	-\$25,000
Staff Position Reduction	No impact on service delivery	\$0	-\$139,000	-\$139,000
Reduction of Portable Washrooms	No impact on service delivery	-\$5,000	-\$5,000	-\$10,000

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Reduce Multi-District Facility Contribution	None - MDF debt to be absorbed, contribution no longer necessary	-\$300,000	-\$300,000	-\$600,000
Reduce Mowing Area	Healthy, Livable Communities – Recreation and Leisure	-\$30,000	-\$30,000	-\$60,000
Improved Park/Field Maintenance	Healthy, Livable Communities – Recreation and Leisure	\$500,000	\$500,000	\$1,000,000
Increase Contributions to Community Facilities	Healthy, Livable Communities – Recreation and Leisure	\$65,000	\$65,000	\$130,000
Rationalize 8-10 Parks/Fields/Year	Healthy, Livable Communities – Recreation and Leisure	\$0	-\$80,000	-\$80,000
Total for Proposed Changes		\$181,000	-\$63,000	\$118,000

Parks & Recreation Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	23,246,000	23,330,300	23,100,177	23,993,300	663,000	24,043,300	50,000
* Office	558,500	508,500	375,985	412,200	(96,300)	464,500	52,300
* External Services	5,149,700	4,842,200	5,121,718	5,408,750	566,550	5,443,050	34,300
* Supplies	578,000	562,300	555,741	554,250	(8,050)	556,050	1,800
* Materials	534,300	515,100	534,844	595,500	80,400	576,400	(19,100)
* Building Costs	2,056,800	2,178,900	2,261,551	2,327,100	148,200	2,162,500	(164,600)
* Equipment & Communications	532,000	554,100	636,192	625,800	71,700	607,900	(17,900)
* Vehicle Expense	16,100	15,700	15,338	15,700		15,700	
* Other Goods & Services	2,890,700	2,656,200	2,821,662	3,012,400	356,200	2,827,200	(185,200)
* Interdepartmental	129,200	192,400	98,624	192,400		192,400	
* Debt Service	1,379,500	1,343,900	1,356,100	1,645,900	302,000	1,607,900	(38,000)
* Other Fiscal	1,728,700	1,726,800	1,419,123	1,687,700	(39,100)	1,687,700	
** Total	38,799,500	38,426,400	38,297,055	40,471,000	2,044,600	40,184,600	(286,400)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(11,450,500)	(11,513,700)	(11,283,857)	(10,317,200)	1,196,500	(10,144,500)	172,700
* Other Revenue	(1,099,600)	(1,108,600)	(1,378,830)	(1,248,000)	(139,400)	(919,000)	329,000
** Total	(12,550,100)	(12,622,300)	(12,662,687)	(11,565,200)	1,057,100	(11,063,500)	501,700
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	26,249,400	25,804,100	25,634,368	28,905,800	3,101,700	29,121,100	215,300

Parks & Recreation Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Parks & Recreation Administration Summary of Expense & Revenue Types	390,900	411,000	409,700	417,500	6,500	417,500	
Parks Operations Summary of Expense & Revenue Types	11,312,900	11,281,700	11,280,989	12,347,300	1,065,600	12,386,900	39,600
Program Support Services Summary of Expense & Revenue Types	4,982,800	4,711,200	4,693,771	6,299,200	1,588,000	6,291,500	(7,700)
Recreation Programming Summary of Expense & Revenue Types	9,264,300	9,400,200	9,249,908	9,841,800	441,600	10,025,200	183,400
TourBlocked Summary of Expense & Revenue	298,500						
	26,249,400	25,804,100	25,634,368	28,905,800	3,101,700	29,121,100	215,300

Parks and Recreation Administration Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	364,500	385,200	385,200	391,700	6,500	391,700	
* Office	5,500	3,900	2,800	3,900		3,900	
* Other Goods & Services	20,900	21,900	21,700	21,900		21,900	
* Interdepartmental							
** Total	390,900	411,000	409,700	417,500	6,500	417,500	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	390,900	411,000	409,700	417,500	6,500	417,500	

17/18 - 18/19 PARKS & RECREATION SERVICE AREA PLANS

Recreation Programming

Recreation Programming is committed to supporting Regional Council priorities through the delivery a wide variety of structured and unstructured programming including aquatic services, indoor/outdoor recreation, youth-at-risk, sport and wellness.

Services Delivered:

Healthy, Liveable Communities - Recreation and Leisure

Recreation Program Delivery - Delivery of neighbourhood-based inclusive recreation programs and services. Children and youth are priority target groups and programs include arts and cultural activities, dance, swimming, sport, skating, physical activity, etc. Staff design and schedule class sessions; coordinate, hire and train instructors; coordinate equipment and supply needs; and coordinate public relations and promotion tools.

Social Development – Equity and Inclusion

Youth Development - The development and delivery of youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins and special events.

Community Development and Support - Community development facilitates and supports the building of healthy and empowered individuals and communities that are better equipped and skilled to achieve their own recreation goals and projects.

Service Delivery Measures

Recreation Programming Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
# Direct Programs delivered by Recreation Programming	7505	7916	8100	8150	N/A
# of Unique Registrants	58,947	60,407	60,500	61,000	N/A
# Youth Enrolled in Leadership Training	2781	2780	2800	2820	N/A
# Participants at Emera Oval (winter)	121,454	110,000	140,000	140,000	N/A
# Participants at Emera Oval (summer)	7,742	43,452	30,000	30,000	N/A
# Community based partnerships	375	375	375	375	N/A

* Municipal Benchmarking Network Canada

Performance Analysis

Programs and Registrations

Recreation Programming has responded to increases in population, immigration, demand, and recreation trends by increasing program offerings. In response, registration numbers are showing increases – a trend that is expected to continue.

Youth enrolled in leadership training

Enrolment in HRM youth programming including Junior Leader programming and Youth Live is projected to increase as Recreation Programming increases program awareness and availability.

Participants at the Emera Oval

2015/16 realized a reduction in winter use as a result of early closure (February) due to unseasonably high temperatures. For 2016/17, a decrease is projected as a result of lower than normal Halifax Regional School Board related programming. Recreation Programming will be opening the oval early for the 2017/18 spring/summer season and is expecting increased participation numbers.

17/18 – 18/19 Recreation Programming Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Hub and Spoke Recreation Delivery Model (Est Compl: Q4 17/18) Define the Hub & Spoke Recreation Delivery model and develop policies and procedures to implement a collaborative and integrated program planning and delivery model. Complete the Hub and Spoke Recreation Delivery pilot project in Sackville. Determine the future plans for the implementation of the Hub and Spoke Recreation Delivery throughout HRM.</p>
<p>Capital Project Delivery (Est Compl: Q4 17/18) Define recreation requirements for the following facility recapitalization projects: Musquodoboit Harbour Village Plaza, Dartmouth North Community Centre, St Andrews Recreation Centre, Chocolate Lake Community Centre, Tallahassee Community Centre and Sackville Sports Stadium.</p>
<p>Rural Recreation Strategy (Est Compl: Q4 18/19) Develop a rural recreation strategy to determine effective ways of increasing recreational opportunities.</p>
Governance and Engagement - Communications
<p>Outreach & Communications Plan and Engagement Strategy for Parks and Recreation (Est Compl: Q4 17/18) Effective communications, marketing, promotion and engagement are necessary tools to promote healthy living and the recreation programs offered by HRM Parks and Recreation. An outreach and communications plan and an engagement strategy will be implemented in consultation with Corporate Communications.</p>
Social Development – Equity and Inclusion
<p>Youth Services Plan Development (Est Compl: Q3 17/18) Create an improved understanding and delivery of youth services, through the development of a phased implementation of the Youth Services Plan approved by Regional Council.</p>
Social Development – Equity and Inclusion
<p>Accessibility and Inclusion Strategy (Est Compl: Q3 17/18) Develop and implement an Accessibility and Inclusion Strategy to ensure HRM Parks and Recreation programs and facilities are following best practices and all governing regulations.</p>
Service Delivery - Service to People
<p>Recreation Management Software (Est Compl: Q4 17/18) Collaborate with change management, ICT, and vendor teams to implement new Recreation Management software that significantly improves customer service.</p>

Recreation Programming Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	10,383,000	12,204,600	12,159,216	12,325,000	120,400	12,375,000	50,000
* Office	208,200	243,300	223,306	232,100	(11,200)	204,700	(27,400)
* External Services	796,200	779,100	857,368	805,750	26,650	696,450	(109,300)
* Supplies	415,400	457,800	421,204	436,750	(21,050)	436,550	(200)
* Materials	66,500	87,400	80,804	77,000	(10,400)	77,000	
* Building Costs	825,200	907,100	835,727	879,900	(27,200)	876,800	(3,100)
* Equipment & Communications	319,100	420,800	340,849	427,600	6,800	431,600	4,000
* Vehicle Expense	5,800	5,800	9,888	5,800		5,800	
* Other Goods & Services	724,100	1,102,200	975,433	1,065,800	(36,400)	1,033,600	(32,200)
* Interdepartmental	(20,000)	(20,000)	(23,876)	(20,000)		(20,000)	
* Debt Service	266,200	266,200	260,500	254,100	(12,100)	247,000	(7,100)
** Total	13,989,700	16,454,300	16,140,419	16,489,800	35,500	16,364,500	(125,300)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(4,138,300)	(6,451,600)	(6,057,755)	(5,993,500)	458,100	(5,926,400)	67,100
* Other Revenue	(587,100)	(602,500)	(832,756)	(654,500)	(52,000)	(412,900)	241,600
** Total	(4,725,400)	(7,054,100)	(6,890,511)	(6,648,000)	406,100	(6,339,300)	308,700
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	9,264,300	9,400,200	9,249,908	9,841,800	441,600	10,025,200	183,400

Program Support Services

Program Support Services is committed to supporting Regional Council priorities through the delivery of services designed to enhance and empower communities such as civic events, cultural initiatives, strategic recreation and open space planning, community and regional recreation facility partnership support.

Services Delivered:

Healthy, Liveable Communities - Recreation and Leisure

Policy and Planning - Responsible for development of strategic plans through the assessment of needs for recreation and parkland programs and facilities

Recreation Facility Scheduling - Responsible for scheduling HRM outdoor sport facilities, athletic fields, event venues, indoor arenas, and the Halifax Regional School Board schools

Governance and Engagement - Municipal Governance

Community Partnerships - Alternate service delivery through agreements with community groups and board-run facilities such as Facility Lease Agreement (FLA) boards, multi-district facilities, and Joint Use Agreements (Halifax Regional School Board)

Economic Development - Arts, Culture and Heritage

Arts and Culture Development and Support - Implementation programs, plans, and policies related to culture and art

Civic, Cultural, and Arts Events Support Program - Responsible for civic, cultural, festival and arts events support. This includes planning, programming, financial support, delivery and logistical support of cultural, and arts festivals and events such as Canada Day, Halifax & Dartmouth Natal Day, Halifax Tree Lighting, and New Year's Eve

Social Development - Social Infrastructure

Volunteer and Non-Profit Support - Responsible for supporting the work of volunteers to enhance capacity in community boards for the provision of alternate service delivery for HRM

Service Delivery Measures

Program Support Services Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
# Hallmark / Large Scale Events	29	18	20	18	N/A
Value of Hallmark / Large Scale Event Grants	\$2,142,000	\$2,059,000	\$2,425,000	\$2,025,000	N/A
# Facility Agreements	33	33	33	33	N/A
Financial Support Provided through Facility Agreements	\$1,300,000	\$1,300,000	\$1,000,000	\$1,065,000	N/A

* Municipal Benchmarking Network Canada

Performance Analysis

Hallmark/Large Scale Events

In 2017/18, Program Support Services will deliver additional and expanded events related to Canada Day celebrations and other Canada 150 events and the Tall Ships event.

Large Scale Events 2017/18	Dates
SEDMHA Minor Hockey Tournament	April 6-8
Cheer Expo	April 6-8
Halifax Comedy Fest	April 26-29
Blue Nose Marathon	May 19-21
Halifax Jazz Festival	July 12-16
Royal Nova Scotia International Tattoo	June 29 – July 6
Canada Day*	July 1
Bedford Days*	June 29 – July 3
Epic Dartmouth	July 3
Halifax Pride Festival	July 20-30
Rendez-Vous 2017 – Tall Ships Nova Scotia	July 28-August 1
Halifax International Busker Festival	August 2-7
Natal Day*	August 4 –7
Clam Harbour Beach Sandcastle*	August 20

Atlantic Film Festival	September 14-21
Soccer Canada Festival	September 2017
Hal-Con	September 22-24
Hopscotch Halifax*	September 29 – October 1
Halifax Pop Explosion	October 18-21
Nocturne: Art at Night	October 14
We Day Atlantic	November 2017
Groundswell Music Festival	November 2017
CIS Final 8 Men's Basketball Championship	March 2018
HRM Christmas Tree Lighting*	November 25
Dartmouth Christmas Tree Lighting*	December 2
100 th Anniversary Halifax Explosion Commemoration*	December 6
Menorah Lighting*	December 27
New Year's Eve Event*	December 31
East Coast Music Awards	May 2-6, 2018

*HRM Delivered events

Financial Support provided through Facility Agreements

The 2017/18 decrease of \$300,000 is the reduction of the Canada Games Center grant. Regional Council increased funding for 2018/19 by \$65,000 to further support community operated facilities.

17/18 – 18/19 Program Support Services Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Liveable Communities - Recreation and Leisure
<p>Parkland Acquisition (Est Compl: Q4 18/19) Implement strategic plans, including masterplans and site plans for park development. Undertake Regional Council direction to achieve access to Blue Mountain Birch Cove and Purcell's Cove Backlands. Continue assessment of parkland asset classes to inform capital and maintenance programs.</p>
<p>Fee Structure Review (Est Compl: Q4 17/18) Complete an analysis of all fees associated with Parks & Recreation service delivery in order to provide recommendations regarding the setting of fees for Regional Council's consideration for the 2018/19 budget process.</p>
<p>Aquatic Strategy (Est Compl: Q4 18/19) Undertake the completion of a long-term strategy to determine the future aquatic needs for the municipality related to recreation, leisure and sport.</p>
<p>One Membership Access Study (Est Compl: Q4 18/19) Implementation of a "one membership" model to provide access to multiple recreation facilities is a complex initiative that will involve multiple components. Initiating work on a study to determine all requirements is the first step and will inform the next steps for implementation.</p>
Service Delivery - Service to People
<p>Technology Implementation (Est Compl: Initial roll out Q3 17/18, full completion Q4 18/19) To increase customer service, the implementation of a software solution will be completed to meet the needs of all HRM-owned recreation facilities including those operated by HRM and community boards. The new solution will include program registration, membership management, facility scheduling, equipment rentals and online payment processing.</p>

17/18 – 18/19 Deliverables with Estimated Completion
Governance & Engagement - Municipal Governance
<p>Modernize Facility Management/Lease Agreements (Est Compl: Q4 18/19) Continue review of all management and lease agreements for community-run facilities and update to improve consistency, clarity and relevancy. Initial focus will be on the implementation of Regional Council's direction for new agreements that outline standard governance and increased oversight for the facilities included in the MDF project (Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex and Halifax Forum) after which the focus will shift to new agreements for other community-operated facilities.</p>
Economic Development – Arts, Culture and Heritage
<p>Museum Strategy Preparation (Est Compl Q4 18/19) Undertake phase 2 of the cultural artefact inventory, (finalization of the database reconciliation), continue museum stakeholder consultations and initiate work on the development of the regional museum strategy.</p> <p>Expanded Event Delivery (Est Compl: Q 17/18) Deliver additional and expanded events related to Canada 150 (Canada Day), Halifax Explosion 100th Anniversary Commemoration and host national sport and cultural conferences (Canadian Sport Tourism Alliance and Creative City Network Summit).</p>
Governance and Engagement - Fiscal Responsibility
<p>Sponsorship and Naming Rights (Est Compl Q2 18/19) Undertake completion of current opportunities for sale of naming rights (Dartmouth 4 pad, Dartmouth Sportsplex) and explore opportunities to maximize sponsorship and naming rights revenue for all parks and recreation assets.</p>

Program Support Services Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	2,607,100	2,771,100	2,856,657	3,013,200	242,100	3,013,200	
* Office	244,400	242,000	130,754	154,900	(87,100)	236,600	81,700
* External Services	1,096,500	923,400	931,925	889,300	(34,100)	898,900	9,600
* Supplies	12,200	12,200	9,527	12,200		12,200	
* Materials	8,000	8,000	9,050	8,000		8,000	
* Building Costs	847,800	847,800	1,100,889	1,007,200	159,400	835,700	(171,500)
* Equipment & Communications	30,000	30,000	31,868	26,500	(3,500)	26,500	
* Vehicle Expense			100				
* Other Goods & Services	1,378,700	1,278,700	1,484,884	1,607,900	329,200	1,518,300	(89,600)
* Interdepartmental	212,400	212,400	110,150	212,400		212,400	
* Debt Service	1,113,300	1,077,700	1,095,600	1,391,800	314,100	1,360,900	(30,900)
* Other Fiscal	1,753,700	1,726,800	1,449,923	1,687,700	(39,100)	1,687,700	
** Total	9,304,100	9,130,100	9,211,327	10,011,100	881,000	9,810,400	(200,700)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(4,015,200)	(4,052,800)	(4,167,202)	(3,258,400)	794,400	(3,152,800)	105,600
* Other Revenue	(306,100)	(366,100)	(350,354)	(453,500)	(87,400)	(366,100)	87,400
** Total	(4,321,300)	(4,418,900)	(4,517,556)	(3,711,900)	707,000	(3,518,900)	193,000
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	4,982,800	4,711,200	4,693,771	6,299,200	1,588,000	6,291,500	(7,700)

Parks

The Parks service area is committed to supporting Regional Council priorities through operation and maintenance services for all parks, open spaces, sports fields, courts, playgrounds, green spaces, and splash pads.

Services Delivered:

Healthy, Liveable Communities - Recreation and Leisure

Athletic Field Maintenance - responsible for maintenance of municipal sportfields, ball fields, and sports courts.

Social Development - Social Infrastructure

Park Planning, Development, and Maintenance - Responsible for development, renovation, and maintenance of municipal parks and beaches.

Playground Planning, Development, and Maintenance - Responsible for development, renovation, and maintenance of playgrounds on HRM property and, by service agreements, those associated with community groups and schools.

Cemetery Management - Management of HRM-owned cemeteries.

Service Delivery Measures

Parks Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Cost to Operate the Parks System per Person	27.30	26.93	29.55	29.64	68.21
Number of Playground Sites per 100,000 Population **	94.53 (395)	95.01 (397)	95.75 (400)	96.45 (403)	N/A
% of parks capital projects completed on time within budgeted costs	70%	90%	90%	90%	N/A
Hectares of Parkland per 100,000	2575	2575	2615	2655	493
# Parks	878	899	909	919	N/A
Customer Service Requests closed within standard	90.79% (4517)	90.81% (4653)	90.79% (4792)	90.80% (4936)	N/A

* Municipal Benchmarking Network Canada

** Population: 417,847

Performance Analysis

Cost to Operate the Parks System per Person

Parks operation costs fluctuate based on budgets and population. The decrease in operating costs with an increase in number of parks and hectares acquired illustrates increased efficiencies within the operating unit.

Regional Council's direction to increase funding by \$500,000 for the state of good repair of our parks is reflected in the costs.

Number of Playground Sites per 100,000 Population

Acquisition rate of new playgrounds continues to increase, however, decommissioning of aged and unsafe sites provides a balanced management approach. Changes in the 2015/16 actuals 94.53 compared to projected 95.32 reflect the population increase, rather than a change in number of sites delivered.

% of parks capital projects completed on time within budgeted costs

In 2015/16, 30 projects were initiated and 21 were completed (does not include regional trail projects). In 2016/17, an increase in staffing allowed the completion of 45 of 50 planned projects resulting in a 90% completion rate. This rate is expected to continue as Parks delivers on 73 projects planned for 2017/18.

Hectares of Parkland

In 2016/17, 24.12 hectares of parkland were acquired in HRM through new development. Hectares are compared with the increase in population. Planned increase based upon current direction of Regional Council to acquire parkland as funded in capital budget.

of Parks

Number of parks increased by 21 in 2015/16 totaling 899 parks. Increases are based on current development / growth projections and Regional Council direction for park acquisition.

Customer Service Requests Closed Within Standard

The rate of customer service requests closed within standard remains constant, however represents an increase in the number of service calls and an increase in the number of service requests closed within standard.

17/18 – 18/19 Parks Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Liveable Communities- Recreation and Leisure
Capital Project Delivery (Est. Compl: Q4 18/19) Complete 90% of annual capital plan. Complete 100% of Canada 150 Projects by March 31, 2018 deadline.
Grass Maintenance (Est Compl: Q3 17/18) Increase mowing frequency in May and June to improve plant health and reduce unsightly growth between cuts. This increased service will be funded by a corresponding decrease in regional mowing area (approx. 2.5% - 136,000 sqm) through a naturalization program.
State of Good Repair within Parks and Cemeteries (Est Compl: Q4 18/19) Improve parks, fields, and cemeteries customer experience through enhanced maintenance and service level standards.
Access to Public Gardens (Est Compl: Q4 17/18) Increase access to Public Gardens by extending the season to cover the period of Nov 30 th to April 15 th from 7am-3pm, 7 days a week. Gates will be open and main pathways will be cleared pending snow clearing of priority 1 & 2 streets and sidewalks.
Rationalize Parks (Est Compl: Q4 18/19) Develop a park rationalization strategy that will reinvest resources from underutilized parks to create a more effective and enjoyable system of parks.

17/18 – 18/19 Deliverables with Estimated Completion**Improve Utilization of All-Weather Fields** (Est Compl: Q4 18/19)

Undertake a pilot project for one designated all-weather field location to enable free public access to the field(s) when not booked for exclusive use.

Governance and Engagement- Municipal Governance**Parks By-Law** (Est Compl: Q4 17/18)

Update the existing by-law to reflect municipal best practice in parks management.

Parks Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	7,927,400	7,969,400	7,699,104	8,263,400	294,000	8,263,400	
* Office	25,200	19,300	19,125	21,300	2,000	19,300	(2,000)
* External Services	3,227,100	3,139,700	3,332,425	3,713,700	574,000	3,847,700	134,000
* Supplies	101,900	92,300	125,010	105,300	13,000	107,300	2,000
* Materials	438,000	419,700	444,990	510,500	90,800	491,400	(19,100)
* Building Costs	305,600	424,000	324,935	440,000	16,000	450,000	10,000
* Equipment & Communications	134,200	103,300	263,475	171,700	68,400	149,800	(21,900)
* Vehicle Expense	10,300	9,900	5,350	9,900		9,900	
* Other Goods & Services	317,500	253,400	339,645	316,800	63,400	253,400	(63,400)
* Interdepartmental			12,350				
* Other Fiscal	(25,000)		(30,800)				
** Total	12,462,200	12,431,000	12,535,609	13,552,600	1,121,600	13,592,200	39,600
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(1,009,300)	(1,009,300)	(1,058,900)	(1,065,300)	(56,000)	(1,065,300)	
* Other Revenue	(140,000)	(140,000)	(195,720)	(140,000)		(140,000)	
** Total	(1,149,300)	(1,149,300)	(1,254,620)	(1,205,300)	(56,000)	(1,205,300)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	11,312,900	11,281,700	11,280,989	12,347,300	1,065,600	12,386,900	39,600

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
C410 Director's Office	390,900	411,000	409,700	417,500	6,500	417,500	
**** Parks & Recreation Administra	390,900	411,000	409,700	417,500	6,500	417,500	
R851 Horticulture East	728,900	720,700	704,075	686,700	(34,000)	686,700	
W180 Playgrounds East	638,200	640,500	676,920	745,000	104,500	745,000	
W181 Parks East Admin	234,100	231,900	313,290	278,400	46,500	278,400	
W182 Sportsfields East	804,500	762,500	753,083	819,900	57,400	819,900	
W183 Playgrounds Central	658,300	668,700	621,900	651,400	(17,300)	652,000	600
W185 Sportsfields - Central	842,900	839,900	876,520	885,600	45,700	885,600	
W187 Artificial Fields	16,900	(26,900)	(47,839)	(47,200)	(20,300)	(47,200)	
W191 Cntrcts-Grass/Hort	1,974,000	1,906,900	1,996,250	1,939,500	32,600	1,939,500	
*** Parks East	5,897,800	5,744,200	5,894,199	5,959,300	215,100	5,959,900	600
R831 Parks West Admin	588,700	585,800	563,420	1,088,200	502,400	1,127,200	39,000
R850 Horticulture West	1,252,200	1,138,900	1,133,766	1,260,200	121,300	1,260,200	
R855 Cemeteries	(57,800)	29,700	16,975	33,300	3,600	33,300	
R860 Major Parks	564,800	629,500	642,247	616,300	(13,200)	616,300	
W184 Playgrounds West	875,200	875,000	833,800	942,300	67,300	942,300	
W186 Sportsfields West	1,041,500	1,033,300	1,045,000	1,078,700	45,400	1,078,700	
*** Parks West	4,264,600	4,292,200	4,235,208	5,019,000	726,800	5,058,000	39,000
W954 Parks Capital Projects	655,100	686,300	632,400	766,100	79,800	766,100	
W702 Parks Administration	495,400	559,000	519,182	602,900	43,900	602,900	
**** Parks	11,312,900	11,281,700	11,280,989	12,347,300	1,065,600	12,386,900	39,600
C705 Community Partnerships	1,739,000	1,439,000	1,328,500	1,559,500	120,500	1,577,600	18,100
C760 Culture & Events	1,666,500	1,505,800	1,558,880	1,611,500	105,700	1,591,500	(20,000)
C764 Cultural Development				225,000	225,000	225,000	
D710 Program Sup Serv Adm	99,900	184,300	266,400	242,600	58,300	253,000	10,400
D911 Administration Services	391,300	518,200	399,384	529,600	11,400	549,500	19,900
W700 Policy & Planning	875,700	889,100	841,787	902,800	13,700	902,800	
*** Operations	4,772,400	4,536,400	4,394,951	5,071,000	534,600	5,099,400	28,400
C706 BMO Centre	(294,400)	(294,400)	(200,888)	(254,200)	40,200	(294,400)	(40,200)
C910 Facility Transfers	140,000	140,000	140,000	140,000		140,000	
D104 LEED Facilities	146,100	146,100	156,071		(146,100)		
W204 Spencer House			850				
*** Facilities	(8,300)	(8,300)	96,033	(114,200)	(105,900)	(154,400)	(40,200)
D960 Devonshire Arena	(220,200)	(220,200)	(219,885)	(56,700)	163,500	(56,700)	
D970 Le Brun Centre	(290,200)	(290,200)	(282,691)	(59,700)	230,500	(59,700)	
D980 Gray Arena	(301,300)	(301,300)	(299,900)	(54,800)	246,500	(54,800)	
D985 Bowles Arena	(315,100)	(315,100)	(316,103)	(55,600)	259,500	(55,600)	
*** Arenas	(1,126,800)	(1,126,800)	(1,118,579)	(226,800)	900,000	(226,800)	
C220 Riverlake Com. Ctr.	5,300	5,300	5,300	5,300		5,300	
C230 Waverley Com. Centre	22,300	22,300	23,755	22,300		22,300	
C250 BLT Recreation	7,700	7,700			(7,700)		
C260 Lockview Ratepayers	6,900	6,900	6,900	6,900		6,900	
C270 Lucasville Comm. Ctr	8,400	8,400	8,400	8,400		8,400	
C290 Upper Sack. Com. Ctr			4,111	(35,000)	(35,000)		35,000
*** Area Services	50,600	50,600	48,466	7,900	(42,700)	42,900	35,000
C106 Prospect Rd Com Ctr	213,100	208,400	208,400	203,300	(5,100)	197,800	(5,500)
C110 East Preston Rec Ctr	33,400	33,400	34,000	33,400		33,400	
C113 Bedford Hamm P C/Ctr							
C125 Beaver Bank Com. Ctr	354,900	350,100	350,100	665,800	315,700	655,400	(10,400)
C150 Up. Ham Plns Com Ctr	34,100	34,100	34,100	34,100		34,100	
C155 Hrtsfld/Wlmwd Com Ct	32,000	32,000	25,600	32,000		32,000	
C165 Dth Stlmnt/Rvrlne CC	12,100	12,100	13,600		(12,100)		
C194 G.Snow/Fall Riv Rec	393,500	381,700	381,700	369,300	(12,400)	356,300	(13,000)
C199 St. Marg Bay Ctr	221,800	207,500	225,400	223,400	15,900	221,400	(2,000)
*** Mun. Rec. Facil-General Rate	1,294,900	1,259,300	1,272,900	1,561,300	302,000	1,530,400	(30,900)
**** Program Support Services	4,982,800	4,711,200	4,693,771	6,299,200	1,588,000	6,291,500	(7,700)
D101 Rec. Prog. Admin.	486,100	458,800	415,400	430,800	(28,000)	405,800	(25,000)
*** Recreation Services	486,100	458,800	415,400	430,800	(28,000)	405,800	(25,000)

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
D160 SMBC Prog. & Skating	52,800	128,600	121,753	122,100	(6,500)	122,100	
D175 CWSCC PR AQ FC	240,100	388,500	296,648	290,800	(97,700)	290,800	
D320 Bedford Outdoor Pool	(17,800)	(12,800)	(11,603)	(7,900)	4,900	(7,900)	
D540 Beaches/Commons Pool	506,300	463,100	486,204	480,200	17,100	480,200	
D570 Needham Pool	75,700	92,400	88,400	98,400	6,000	98,400	
Z186 Sackville SS Pool	(302,500)	(282,500)	(175,400)	(199,400)	83,100	(199,400)	
** Aquatics & Leisure	554,600	777,300	806,002	784,200	6,900	784,200	
C471 Emera Oval	289,400	336,300	339,300	388,700	52,400	388,700	
D180 Herring Cove Program	69,300	246,800	207,100	241,550	(5,250)	241,550	
D840 Physical Active Living	17,200	33,500	31,052	36,950	3,450	36,950	
D850 Inclusion Services		69,300	40,900	94,000	24,700	94,000	
*** Aquatics,Leisure,Active Livin	930,500	1,463,200	1,424,354	1,545,400	82,200	1,545,400	
S210 Youth LIVE Admin	321,400	277,400	289,000	308,000	30,600	358,500	50,500
S231 947 Mitchell	87,000	95,600	99,400	98,800	3,200	98,800	
S232 1300 St. Margaret's Bay	16,600	16,600	15,300	4,000	(12,600)	4,000	
S233 Youth LIVE Initiatives		488,700	542,900	575,400	86,700	570,400	(5,000)
** Youth LIVE Operations	425,000	878,300	946,600	986,200	107,900	1,031,700	45,500
C762 Youth Advocate Program				(5,000)	(5,000)	(5,000)	
C763 Souls Strong Project				1,400	1,400	153,200	151,800
D755 Youth Programming	480,700	505,700	516,907	628,100	122,400	628,100	
*** Youth Programming	905,700	1,384,000	1,463,507	1,610,700	226,700	1,808,000	197,300
C175 Hubbards Programming	42,600	42,600	35,092	39,300	(3,300)	42,600	3,300
D155 Chocolate Lk Program	165,000	170,500	155,136	179,900	9,400	179,900	
D210 Lakeside Programming	470,600	374,600	363,691	374,300	(300)	389,300	15,000
D215 St.Margs/Tantal Prog		27,600	4,413	19,800	(7,800)	12,100	(7,700)
D580 St Andrews Programming	169,500	162,200	178,477	166,100	3,900	166,100	
*** Mainland North & Western	847,700	777,500	736,809	779,400	1,900	790,000	10,600
D310 Gordon Snow Programm	918,300	211,500	165,207	206,300	(5,200)	231,400	25,100
D315 Acadia Programming		369,200	332,390	349,600	(19,600)	349,600	
D325 Lebrun Programming		306,900	263,719	274,200	(32,700)	286,200	12,000
D330 Mid. Musq. Program	38,400	38,400	45,038	37,000	(1,400)	37,000	
D350 Bdfd/Hmdplns CommCtr	128,500	139,600	180,423	171,600	32,000	136,000	(35,600)
*** Bedford/Sackville/Fall River	1,085,200	1,065,600	986,777	1,038,700	(26,900)	1,040,200	1,500
D172 NPCC Programming	510,400	515,600	544,676	540,700	25,100	544,600	3,900
D410 Musq Harbour Prog/FC	232,900	300,100	301,068	309,000	8,900	309,000	
D430 Sheet Hbr.Prog/FC	149,900	214,300	222,059	223,200	8,900	216,900	(6,300)
D620 Cherrybrk/LkEcho Pro	48,000	31,100	15,955	23,700	(7,400)	23,700	
D630 Cole Hbr Programming	429,300	355,500	364,835	358,600	3,100	358,600	
D810 Findlay Programming	578,600	262,800	247,829	258,300	(4,500)	258,300	
D815 Dart North Com Ctr.	242,700	246,300	219,539	253,000	6,700	254,500	1,500
D825 Tallahassee Programming		314,500	340,726	348,100	33,600	322,100	(26,000)
*** Cole Harbour/Dartmouth & East	2,191,800	2,240,200	2,256,687	2,314,600	74,400	2,287,700	(26,900)
D510 Needham Programming	395,700	361,200	358,582	399,600	38,400	399,600	
D550 G. Dixon Programming	240,400	242,100	212,771	219,200	(22,900)	219,200	
D555 Isleville Programming		(1,800)	(3,000)	(1,400)	400	(5,200)	(3,800)
D565 The Pavilion/HFX Com	15,000	13,200	11,800	13,400	200	13,400	
D575 Larry O'Connell Prog		(1,000)	2,296	(800)	200	(800)	
D590 Citadel Programming	266,300	160,200	166,525	198,300	38,100	198,300	
*** Peninsula	917,400	773,900	748,974	828,300	54,400	824,500	(3,800)
Z112 Stadium Operations	1,549,500	1,694,000	1,606,200	1,614,800	(79,200)	1,617,800	3,000
Z118 Stadium Programming	(425,400)	(84,800)	44,200	(55,100)	29,700	(132,400)	(77,300)
Z125 Stadium Admin.	775,800	(372,200)	(433,000)	(265,800)	106,400	(161,800)	104,000
*** Sackville Sports Stadium	1,899,900	1,237,000	1,217,400	1,293,900	56,900	1,323,600	29,700
**** Recreation Programming	9,264,300	9,400,200	9,249,908	9,841,800	441,600	10,025,200	183,400
*** RTC Locked							
D811 LKD Rec. Arts & Cult	107,800						
*** Dartmouth/Eastern Passage	107,800						
Z116 LKD Aquatics Operations	26,300						
Z123 LKD Stad. Aquatics	(87,800)						
Z182 LKD Aqua Fit & Leis	7,200						
Z184 LKD Leadership	(1,500)						
Z185 LKDFirst Aid & Sp Pr	(400)						
** Aquatics	(56,200)						

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Z142 LKD Group Exercise	119,000						
Z143 LKD Mind & Body	2,700						
Z144 LKD F & L Leisure	(21,000)						
Z145 LKD Camps	(65,100)						
Z161 LKD Personal Training	(800)						
Z164 LKD F & L Fitness	(10,300)						
Z165 LKD Training/Cycle	4,600						
** Fitness & Leisure	29,100						
Z141 Locked: Arena	(538,300)						
*** Arena	(565,400)						
S241 LKD Paper Recycling	253,300						
S242 Locked-Enviro Depot	167,300						
S243 LKD By Law Remedies	90,200						
S244 KKD Organic Carts	38,200						
S245 LKDCommercial Depot	18,200						
* Initiatives	567,200						
** Youth Live	567,200						
*** Recreation Programming	567,200						
C726 Marketing & Promotions	65,000						
Z121 LKD Stadium Other	(65,900)						
Z117 LKD Sales & Marketing	120,300						
Z113 Front Desk	215,000						
D585 LKD BloomfieldProg	(14,000)						
Z101 Curling Centre	(78,600)						
D420 MH ffice & FitnessCtr	68,700						
Z102 Commercial	(294,700)						
D170 CWSCC Prog. & Maint.	130,500						
D440 Sheet Hbr. Fitness Ctr	64,400						
D176 CWSCC Fitness Ctr	(28,400)						
S220 Trucking/Fleet serv	6,600						
**** Locked	298,500						
***** Total	26,249,400	25,804,100	25,634,368	28,905,800	3,101,700	29,121,100	215,300

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
C410 Director's Office	390,900	411,000	409,700	417,500	6,500	417,500	
**** Parks & Recreation Administra	390,900	411,000	409,700	417,500	6,500	417,500	
R851 Horticulture East	728,900	720,700	715,895	686,700	(34,000)	686,700	
W180 Playgrounds East	638,200	640,500	676,920	745,000	104,500	745,000	
W181 Parks East Admin	234,100	231,900	313,290	278,400	46,500	278,400	
W182 Sportsfields East	934,500	892,500	890,383	949,900	57,400	949,900	
W183 Playgrounds Central	658,300	668,700	621,900	651,400	(17,300)	652,000	600
W185 Sportsfields - Central	902,900	899,900	953,520	945,600	45,700	945,600	
W187 Artificial Fields	366,900	323,100	282,161	358,800	35,700	358,800	
W191 Cntrcts-Grass/Hort	2,114,000	2,046,900	2,151,950	2,079,500	32,600	2,079,500	
*** Parks East	6,577,800	6,424,200	6,606,019	6,695,300	271,100	6,695,900	600
R831 Parks West Admin	588,700	585,800	563,420	1,088,200	502,400	1,127,200	39,000
R850 Horticulture West	1,252,200	1,138,900	1,158,166	1,260,200	121,300	1,260,200	
R855 Cemeteries	232,500	320,000	341,975	323,600	3,600	323,600	
R860 Major Parks	564,800	629,500	646,247	616,300	(13,200)	616,300	
W184 Playgrounds West	875,200	875,000	833,800	942,300	67,300	942,300	
W186 Sportsfields West	1,220,500	1,212,300	1,234,400	1,257,700	45,400	1,257,700	
*** Parks West	4,733,900	4,761,500	4,778,008	5,488,300	726,800	5,527,300	39,000
W954 Parks Capital Projects	655,100	686,300	632,400	766,100	79,800	766,100	
W702 Parks Administration	495,400	559,000	519,182	602,900	43,900	602,900	
**** Parks	12,462,200	12,431,000	12,535,609	13,552,600	1,121,600	13,592,200	39,600
C705 Community Partnerships	1,840,500	1,600,500	1,413,500	1,729,500	129,000	1,739,100	9,600
C760 Culture & Events	2,203,900	2,080,800	2,008,880	2,166,500	85,700	2,166,500	
C764 Cultural Development				225,000	225,000	225,000	
D710 Program Sup Serv Adm	114,900	199,300	271,400	257,600	58,300	268,000	10,400
D911 Administration Services	433,600	560,500	460,687	591,800	31,300	591,800	
W700 Policy & Planning	875,700	889,100	841,787	902,800	13,700	902,800	
*** Operations	5,468,600	5,330,200	4,996,254	5,873,200	543,000	5,893,200	20,000
C706 BMO Centre	2,029,500	2,029,500	2,367,256	2,219,300	189,800	2,029,500	(189,800)
C910 Facility Transfers	290,000	290,000	290,000	290,000		290,000	
D104 LEED Facilities	146,100	146,100	156,071		(146,100)		
W204 Spencer House			850				
*** Facilities	2,465,600	2,465,600	2,814,177	2,509,300	43,700	2,319,500	(189,800)
D960 Devonshire Arena	3,000	3,000	4,415	3,000		3,000	
D970 Le Brun Centre	2,500	2,500	9,259	2,500		2,500	
D980 Gray Arena	7,000	7,000	8,100	7,000		7,000	
D985 Bowles Arena	6,500	6,500	9,647	6,500		6,500	
*** Arenas	19,000	19,000	31,421	19,000		19,000	
C220 Riverlake Com. Ctr.	5,300	5,300	5,300	5,300		5,300	
C230 Waverley Com. Centre	27,700	27,700	29,155	27,700		27,700	
C250 BLT Recreation	7,700	7,700			(7,700)		
C260 Lockview Ratepayers	6,900	6,900	6,900	6,900		6,900	
C270 Lucasville Comm. Ctr	8,400	8,400	8,400	8,400		8,400	
C290 Upper Sack. Com. Ctr			46,820				
*** Area Services	56,000	56,000	96,575	48,300	(7,700)	48,300	
C106 Prospect Rd Com Ctr	213,100	208,400	208,400	203,300	(5,100)	197,800	(5,500)
C110 East Preston Rec Ctr	33,400	33,400	34,000	33,400		33,400	
C113 Bedford Hamm P C/Ctr							
C125 Beaver Bank Com. Ctr	354,900	350,100	350,100	665,800	315,700	655,400	(10,400)
C150 Up. Ham Plns Com Ctr	34,100	34,100	34,100	34,100		34,100	
C155 Hrtsfld/Wlmwd Com Ct	32,000	32,000	25,600	32,000		32,000	
C165 Dth Stlmnt/Rvrlne CC	12,100	12,100	13,600		(12,100)		
C194 G.Snow/Fall Riv Rec	393,500	381,700	381,700	369,300	(12,400)	356,300	(13,000)
C199 St. Marg Bay Ctr	221,800	207,500	225,400	223,400	15,900	221,400	(2,000)
C215 Porter's Lake Com Ct							
*** Mun. Rec. Facil-General Rate	1,294,900	1,259,300	1,272,900	1,561,300	302,000	1,530,400	(30,900)
**** Program Support Services	9,304,100	9,130,100	9,211,327	10,011,100	881,000	9,810,400	(200,700)
D101 Rec. Prog. Admin.	486,100	458,800	440,200	430,800	(28,000)	405,800	(25,000)
*** Recreation Services	486,100	458,800	440,200	430,800	(28,000)	405,800	(25,000)

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
D160 SMBC Prog. & Skating	157,000	254,100	267,450	262,500	8,400	262,500	
D175 CWSCC PR AQ FC	672,600	932,500	874,598	855,800	(76,700)	855,800	
D320 Bedford Outdoor Pool	69,200	74,200	74,074	75,100	900	75,100	
D540 Beaches/Commons Pool	517,300	467,100	491,874	484,200	17,100	484,200	
D570 Needham Pool	172,200	188,900	182,900	194,900	6,000	194,900	
Z186 Sackville SS Pool	157,500	488,700	445,800	471,800	(16,900)	471,800	
** Aquatics & Leisure	1,745,800	2,405,500	2,336,696	2,344,300	(61,200)	2,344,300	
C471 Emera Oval	332,400	379,300	375,300	424,700	45,400	424,700	
D180 Herring Cove Program	139,700	344,200	350,200	302,650	(41,550)	302,650	
D840 Physical Active Living	35,300	105,000	212,751	108,450	3,450	108,450	
D850 Inclusion Services		69,300	40,900	94,000	24,700	94,000	
*** Aquatics, Leisure, Active Livin	2,253,200	3,303,300	3,315,847	3,274,100	(29,200)	3,274,100	
S210 Youth LIVE Admin	336,400	287,400	299,000	318,000	30,600	368,500	50,500
S231 947 Mitchell	87,000	95,600	99,400	98,800	3,200	98,800	
S232 1300 St. Margaret's Bay	16,600	16,600	15,300	4,000	(12,600)	4,000	
S233 Youth LIVE Initiatives		1,191,700	987,900	1,171,400	(20,300)	1,171,400	
** Youth LIVE Operations	440,000	1,591,300	1,401,600	1,592,200	900	1,642,700	50,500
C762 Youth Advocate Program				(5,000)	(5,000)	(5,000)	
C763 Souls Strong Project	248,200	251,700	251,700	253,100	1,400	153,200	(99,900)
D755 Youth Programming	550,300	575,300	587,007	697,700	122,400	697,700	
*** Youth Programming	1,238,500	2,418,300	2,240,307	2,538,000	119,700	2,488,600	(49,400)
C175 Hubbards Programming	42,600	42,600	35,092	39,300	(3,300)	42,600	3,300
D155 Chocolate Lk Program	407,700	410,700	385,191	420,100	9,400	420,100	
D210 Lakeside Programming	584,400	453,600	459,895	468,300	14,700	468,300	
D215 St.Margs/Tantal Prog		50,000	16,345	34,500	(15,500)	34,500	
D580 St Andrews Programming	314,000	315,400	345,692	319,300	3,900	319,300	
*** Mainland North & Western	1,348,700	1,272,300	1,242,215	1,281,500	9,200	1,284,800	3,300
D310 Gordon Snow Programm	1,363,400	369,700	389,438	388,000	18,300	389,600	1,600
D315 Acadia Programming		466,700	422,723	460,100	(6,600)	460,100	
D325 Lebrun Programming		494,100	439,219	436,400	(57,700)	443,400	7,000
D330 Mid. Musq. Program	50,800	48,300	60,935	48,900	600	48,900	
D350 Bdfd/Hmdplns CommCtr	308,500	327,100	372,951	366,100	39,000	335,500	(30,600)
*** Bedford/Sackville/Fall River	1,722,700	1,705,900	1,685,266	1,699,500	(6,400)	1,677,500	(22,000)
D172 NPCC Programming	560,000	561,700	624,357	589,800	28,100	590,700	900
D410 Musq Harbour Prog/FC	297,000	397,200	413,141	408,600	11,400	406,100	(2,500)
D430 Sheet Hbr.Prog/FC	172,800	246,500	248,869	255,500	9,000	249,100	(6,400)
D620 Cherrybrk/LkEcho Pro	57,200	40,300	24,804	32,900	(7,400)	32,900	
D630 Cole Hbr Programming	554,300	480,500	511,400	481,100	600	483,600	2,500
D810 Findlay Programming	979,500	419,100	437,061	422,600	3,500	414,600	(8,000)
D815 Dart North Com Ctr.	285,600	303,300	291,639	311,500	8,200	311,500	
D825 Tallahassee Programming		409,000	424,184	429,600	20,600	416,600	(13,000)
*** Cole Harbour/Dartmouth & East	2,906,400	2,857,600	2,975,455	2,931,600	74,000	2,905,100	(26,500)
D510 Needham Programming	522,000	467,900	487,982	506,300	38,400	506,300	
D550 G. Dixon Programming	365,400	367,100	353,322	344,200	(22,900)	344,200	
D555 Isleville Programming		20,800	13,200	17,400	(3,400)	17,400	
D565 The Pavilion/HFX Com	15,000	13,200	11,800	13,400	200	13,400	
D575 Larry O'Connell Prog		13,000	11,800	13,200	200	13,200	
D590 Citadel Programming	476,300	316,200	369,125	354,300	38,100	354,300	
*** Peninsula	1,378,700	1,198,200	1,247,229	1,248,800	50,600	1,248,800	
Z112 Stadium Operations	1,549,500	1,694,000	1,606,200	1,614,800	(79,200)	1,617,800	3,000
Z118 Stadium Programming	330,100	871,000	739,400	809,200	(61,800)	807,600	(1,600)
Z125 Stadium Admin.	775,800	674,900	648,300	661,500	(13,400)	654,400	(7,100)
*** Sackville Sports Stadium	2,655,400	3,239,900	2,993,900	3,085,500	(154,400)	3,079,800	(5,700)
*** Recreation Programming	13,989,700	16,454,300	16,140,419	16,489,800	35,500	16,364,500	(125,300)
*** RTC Locked							
D811 LKD Rec. Arts & Cult	107,800						
*** Dartmouth/Eastern Passage	107,800						
Z116 LKD Aquatics Operations	26,300						
Z123 LKD Stad. Aquatics	156,400						
Z182 LKD Aqua Fit & Leis	39,200						
Z184 LKD Leadership	18,500						
Z185 LKDFirst Aid & Sp Pr	14,600						
** Aquatics	255,000						
Z142 LKD Group Exercise	127,000						
Z143 LKD Mind & Body	9,700						
Z144 LKD F & L Leisure	15,900						
Z145 LKD Camps	39,900						
Z161 LKD Personal Training	2,700						
Z164 LKD F & L Fitness	700						
Z165 LKD Training/Cycle	23,600						
** Fitness & Leisure	219,500						

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Z141 Locked: Arena	38,100						
*** Arena	512,600						
S241 LKD Paper Recycling	301,300						
S242 Locked-Enviro Depot	602,300						
S243 LKD By Law Remedies	105,200						
S244 KKD Organic Carts	38,200						
S245 LKDCommercial Depot	133,200						
* Initiatives	1,180,200						
** Youth Live	1,180,200						
*** Recreation Programming	1,180,200						
C726 Marketing & Promotions	65,000						
Z121 LKD Stadium Other	22,100						
Z117 LKD Sales & Marketing	120,300						
Z113 Front Desk	215,000						
D585 LKD BloomfieldProg	6,200						
Z101 Curling Centre	8,900						
D420 MH ffice & FitnessCtr	101,700						
Z102 Commercial	43,400						
D170 CWSCC Prog. & Maint.	148,000						
D440 Sheet Hbr. Fitness Ctr	73,700						
D176 CWSCC Fitness Ctr	41,100						
S220 Trucking/Fleet serv	6,600						
**** Locked	2,652,600						
**** Total	38,799,500	38,426,400	38,297,055	40,471,000	2,044,600	40,184,600	(286,400)

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
R851 Horticulture East			(11,820)				
W182 Sportsfields East	(130,000)	(130,000)	(137,300)	(130,000)		(130,000)	
W185 Sportsfields - Central	(60,000)	(60,000)	(77,000)	(60,000)		(60,000)	
W187 Artificial Fields	(350,000)	(350,000)	(330,000)	(406,000)	(56,000)	(406,000)	
W191 Cntrcts-Grass/Hort	(140,000)	(140,000)	(155,700)	(140,000)		(140,000)	
*** Parks East	(680,000)	(680,000)	(711,820)	(736,000)	(56,000)	(736,000)	
R850 Horticulture West			(24,400)				
R855 Cemeteries	(290,300)	(290,300)	(325,000)	(290,300)		(290,300)	
R860 Major Parks			(4,000)				
W186 Sportsfields West	(179,000)	(179,000)	(189,400)	(179,000)		(179,000)	
*** Parks West	(469,300)	(469,300)	(542,800)	(469,300)		(469,300)	
**** Parks	(1,149,300)	(1,149,300)	(1,254,620)	(1,205,300)	(56,000)	(1,205,300)	
C705 Community Partnerships	(101,500)	(161,500)	(85,000)	(170,000)	(8,500)	(161,500)	8,500
C760 Culture & Events	(537,400)	(575,000)	(450,000)	(555,000)	20,000	(575,000)	(20,000)
D710 Program Sup Serv Adm	(15,000)	(15,000)	(5,000)	(15,000)		(15,000)	
D911 Administration Services	(42,300)	(42,300)	(61,303)	(62,200)	(19,900)	(42,300)	19,900
*** Operations	(696,200)	(793,800)	(601,303)	(802,200)	(8,400)	(793,800)	8,400
C706 BMO Centre	(2,323,900)	(2,323,900)	(2,568,144)	(2,473,500)	(149,600)	(2,323,900)	149,600
C910 Facility Transfers	(150,000)	(150,000)	(150,000)	(150,000)		(150,000)	
*** Facilities	(2,473,900)	(2,473,900)	(2,718,144)	(2,623,500)	(149,600)	(2,473,900)	149,600
D960 Devonshire Arena	(223,200)	(223,200)	(224,300)	(59,700)	163,500	(59,700)	
D970 Le Brun Centre	(292,700)	(292,700)	(291,950)	(62,200)	230,500	(62,200)	
D980 Gray Arena	(308,300)	(308,300)	(308,000)	(61,800)	246,500	(61,800)	
D985 Bowles Arena	(321,600)	(321,600)	(325,750)	(62,100)	259,500	(62,100)	
*** Arenas	(1,145,800)	(1,145,800)	(1,150,000)	(245,800)	900,000	(245,800)	
C230 Waverley Com. Centre	(5,400)	(5,400)	(5,400)	(5,400)		(5,400)	
C290 Upper Sack. Com. Ctr			(42,709)	(35,000)	(35,000)		35,000
*** Area Services	(5,400)	(5,400)	(48,109)	(40,400)	(35,000)	(5,400)	35,000
*** Mun. Rec. Facil-General Rate							
**** Program Support Services	(4,321,300)	(4,418,900)	(4,517,556)	(3,711,900)	707,000	(3,518,900)	193,000
D101 Rec. Prog. Admin.			(24,800)				
*** Recreation Services			(24,800)				
D160 SMBC Prog. & Skating	(104,200)	(125,500)	(145,697)	(140,400)	(14,900)	(140,400)	
D175 CWSCC PR AQ FC	(432,500)	(544,000)	(577,950)	(565,000)	(21,000)	(565,000)	
D320 Bedford Outdoor Pool	(87,000)	(87,000)	(85,677)	(83,000)	4,000	(83,000)	
D540 Beaches/Commons Pool	(11,000)	(4,000)	(5,670)	(4,000)		(4,000)	
D570 Needham Pool	(96,500)	(96,500)	(94,500)	(96,500)		(96,500)	
Z186 Sackville SS Pool	(460,000)	(771,200)	(621,200)	(671,200)	100,000	(671,200)	
** Aquatics & Leisure	(1,191,200)	(1,628,200)	(1,530,694)	(1,560,100)	68,100	(1,560,100)	
C471 Emera Oval	(43,000)	(43,000)	(36,000)	(36,000)	7,000	(36,000)	
D180 Herring Cove Program	(70,400)	(97,400)	(143,100)	(61,100)	36,300	(61,100)	
D840 Physical Active Living	(18,100)	(71,500)	(181,699)	(71,500)		(71,500)	
*** Aquatics, Leisure, Active Livin	(1,322,700)	(1,840,100)	(1,891,493)	(1,728,700)	111,400	(1,728,700)	
S210 Youth LIVE Admin	(15,000)	(10,000)	(10,000)	(10,000)		(10,000)	
S233 Youth LIVE Initiatives		(703,000)	(445,000)	(596,000)	107,000	(601,000)	(5,000)
** Youth LIVE Operations	(15,000)	(713,000)	(455,000)	(606,000)	107,000	(611,000)	(5,000)
C763 Souls Strong Project	(248,200)	(251,700)	(251,700)	(251,700)			251,700
D755 Youth Programming	(69,600)	(69,600)	(70,100)	(69,600)		(69,600)	
*** Youth Programming	(332,800)	(1,034,300)	(776,800)	(927,300)	107,000	(680,600)	246,700

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
D155 Chocolate Lk Program	(242,700)	(240,200)	(230,055)	(240,200)		(240,200)	
D210 Lakeside Programming	(113,800)	(79,000)	(96,204)	(94,000)	(15,000)	(79,000)	15,000
D215 St.Margs/Tantal Prog		(22,400)	(11,932)	(14,700)	7,700	(22,400)	(7,700)
D580 St Andrews Programming	(144,500)	(153,200)	(167,215)	(153,200)		(153,200)	
*** Mainland North & Western	(501,000)	(494,800)	(505,406)	(502,100)	(7,300)	(494,800)	7,300
D310 Gordon Snow Programm	(445,100)	(158,200)	(224,231)	(181,700)	(23,500)	(158,200)	23,500
D315 Acadia Programming		(97,500)	(90,333)	(110,500)	(13,000)	(110,500)	
D325 Lebrun Programming		(187,200)	(175,500)	(162,200)	25,000	(157,200)	5,000
D330 Mid. Musq. Program	(12,400)	(9,900)	(15,897)	(11,900)	(2,000)	(11,900)	
D350 Bdfd/Hmdplns CommCtr	(180,000)	(187,500)	(192,528)	(194,500)	(7,000)	(199,500)	(5,000)
*** Bedford/Sackville/Fall River	(637,500)	(640,300)	(698,489)	(660,800)	(20,500)	(637,300)	23,500
D172 NPCC Programming	(49,600)	(46,100)	(79,681)	(49,100)	(3,000)	(46,100)	3,000
D410 Musq Harbour Prog/FC	(64,100)	(97,100)	(112,073)	(99,600)	(2,500)	(97,100)	2,500
D430 Sheet Hbr.Prog/FC	(22,900)	(32,200)	(26,810)	(32,300)	(100)	(32,200)	100
D620 Cherrybrk/LkEcho Pro	(9,200)	(9,200)	(8,849)	(9,200)		(9,200)	
D630 Cole Hbr Programming	(125,000)	(125,000)	(146,565)	(122,500)	2,500	(125,000)	(2,500)
D810 Findlay Programming	(400,900)	(156,300)	(189,232)	(164,300)	(8,000)	(156,300)	8,000
D815 Dart North Com Ctr.	(42,900)	(57,000)	(72,100)	(58,500)	(1,500)	(57,000)	1,500
D825 Tallahassee Programming		(94,500)	(83,458)	(81,500)	13,000	(94,500)	(13,000)
*** Cole Harbour/Dartmouth & East	(714,600)	(617,400)	(718,768)	(617,000)	400	(617,400)	(400)
D510 Needham Programming	(126,300)	(106,700)	(129,400)	(106,700)		(106,700)	
D550 G. Dixon Programming	(125,000)	(125,000)	(140,551)	(125,000)		(125,000)	
D555 Isleville Programming		(22,600)	(16,200)	(18,800)	3,800	(22,600)	(3,800)
D575 Larry O'Connell Prog		(14,000)	(9,504)	(14,000)		(14,000)	
D590 Citadel Programming	(210,000)	(156,000)	(202,600)	(156,000)		(156,000)	
*** Peninsula	(461,300)	(424,300)	(498,255)	(420,500)	3,800	(424,300)	(3,800)
Z118 Stadium Programming	(755,500)	(955,800)	(695,200)	(864,300)	91,500	(940,000)	(75,700)
Z125 Stadium Admin.		(1,047,100)	(1,081,300)	(927,300)	119,800	(816,200)	111,100
*** Sackville Sports Stadium	(755,500)	(2,002,900)	(1,776,500)	(1,791,600)	211,300	(1,756,200)	35,400
**** Recreation Programming	(4,725,400)	(7,054,100)	(6,890,511)	(6,648,000)	406,100	(6,339,300)	308,700
Z123 LKD Stad. Aquatics	(244,200)						
Z182 LKD Aqua Fit & Leis	(32,000)						
Z184 LKD Leadership	(20,000)						
Z185 LKDFirst Aid & Sp Pr	(15,000)						
** Aquatics	(311,200)						
Z142 LKD Group Exercise	(8,000)						
Z143 LKD Mind & Body	(7,000)						
Z144 LKD F & L Leisure	(36,900)						
Z145 LKD Camps	(105,000)						
Z161 LKD Personal Training	(3,500)						
Z164 LKD F & L Fitness	(11,000)						
Z165 LKD Training/Cycle	(19,000)						
** Fitness & Leisure	(190,400)						
Z141 Locked: Arena	(576,400)						
*** Arena	(1,078,000)						
S241 LKD Paper Recycling	(48,000)						
S242 Locked-Enviro Depot	(435,000)						
S243 LKD By Law Remedies	(15,000)						
S245 LKDCommercial Depot	(115,000)						
* Initiatives	(613,000)						
** Youth Live	(613,000)						
*** Recreation Programming	(613,000)						
Z121 LKD Stadium Other	(88,000)						
D585 LKD BloomfieldProg	(20,200)						
Z101 Curling Centre	(87,500)						
D420 MH fffice & FitnessCtr	(33,000)						
Z102 Commercial	(338,100)						
D170 CWSCC Prog. & Maint.	(17,500)						
D440 Sheet Hbr. Fitness Ctr	(9,300)						
D176 CWSCC Fitness Ctr	(69,500)						
**** Locked	(2,354,100)						
**** Total	(12,550,100)	(12,622,300)	(12,662,687)	(11,565,200)	1,057,100	(11,063,500)	501,700

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	15,919,700	14,997,800	14,489,628	15,353,800	356,000	15,353,800	
6002 Salaries - Overtime	190,800	193,000	174,895	193,000		193,000	
6003 Wages - Regular			45,692				
6005 PDP & Union Con Incr			(582,176)				
6051 Shift Agreements		6,400	6,400	6,400		6,400	
6052 Shift Differentials	6,400						
6054 Vacation payout			(7,258)				
6100 Benefits - Salaries	3,062,200	3,070,800	2,954,164	3,099,500	28,700	3,099,500	
6101 Benefits - Wages			2,473				
6110 Vacancy Management	(840,600)	(840,100)		(710,000)	130,100	(660,000)	50,000
6150 Honorariums	12,100	10,600	7,987	10,600		10,600	
6152 Retirement Incentives	89,500	93,300	99,086	101,700	8,400	101,700	
6154 Workers' Compensation	236,300	235,400	242,290	269,200	33,800	269,200	
6155 Overtime Meals	500	500	500	500		500	
6157 stipends	319,500	326,500	312,500	326,500		326,500	
6199 Comp & Ben InterDept	(450,300)	(465,600)	(642,000)	(465,600)		(465,600)	
9200 HR CATS Wage/Ben	4,699,900	5,701,700	5,957,461	5,807,700	106,000	5,807,700	
9210 HR CATS OT Wage/Ben			38,535				
* Compensation and Benefits	23,246,000	23,330,300	23,100,177	23,993,300	663,000	24,043,300	50,000
6201 Telephone	55,800	54,200	70,316	55,600	1,400	54,600	(1,000)
6202 Courier/Postage	66,000	68,800	59,151	65,900	(2,900)	65,900	
6203 Office Furn/Equip	54,200	41,300	29,881	31,300	(10,000)	31,300	
6204 Computer S/W & Lic	11,600	11,400	24,763	11,400		11,400	
6205 Printing & Reprod	48,500	39,700	31,288	34,700	(5,000)	9,700	(25,000)
6207 Office Supplies	106,700	95,900	93,744	97,800	1,900	94,400	(3,400)
6299 Other Office Expenses	215,700	197,200	66,842	115,500	(81,700)	197,200	81,700
* Office	558,500	508,500	375,985	412,200	(96,300)	464,500	52,300
6301 Professional Fees	5,300	5,100	19,600	5,100		5,100	
6303 Consulting Fees	21,500	21,500	30,900	21,500		6,500	(15,000)
6304 Janitorial Services	442,800	454,100	522,415	469,500	15,400	431,500	(38,000)
6305 Property Appraisal		5,100	2,700		(5,100)	5,100	5,100
6306 Property Survey			600				
6308 Snow Removal	49,000	50,000	54,681	43,900	(6,100)	43,900	
6309 Litigation Disburse			606				
6310 Outside Personnel	155,500	120,800	203,400	161,800	41,000	120,800	(41,000)
6311 Security	82,500	80,200	113,888	117,200	37,000	98,700	(18,500)
6312 Refuse Collection	38,800	40,400	72,415	48,800	8,400	48,800	
6399 Contract Services	4,354,300	4,065,000	4,100,513	4,540,950	475,950	4,682,650	141,700
* External Services	5,149,700	4,842,200	5,121,718	5,408,750	566,550	5,443,050	34,300
6401 Uniforms & Clothing	93,200	103,800	94,476	103,700	(100)	103,800	100
6402 Med & First Aid Supp	13,600	10,100	7,760	10,400	300	10,400	
6404 Rec Prog Supplies	354,300	337,300	315,790	329,350	(7,950)	335,350	6,000
6405 Photo Supp & Equip	1,500		23				
6406 Bridge Tolls	4,600	4,500	5,611	4,000	(500)	4,500	500
6407 Clean/Sani Supplies	80,800	72,600	71,691	66,800	(5,800)	68,000	1,200
6409 Personal Protect Equ	6,900	8,700	17,690	8,200	(500)	8,200	
6499 Other Supplies	23,100	25,300	42,700	31,800	6,500	25,800	(6,000)
* Supplies	578,000	562,300	555,741	554,250	(8,050)	556,050	1,800

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6501 Asphalt			500				
6502 Chemicals	21,600	21,400	21,607	22,500	1,100	22,500	
6503 Fertilizer	24,200	22,200	16,700	30,700	8,500	30,700	
6504 Hardware	41,600	38,800	47,996	63,600	24,800	60,600	(3,000)
6505 Lubricants	3,000	3,400	1,600	3,400		3,400	
6506 Lumber	32,500	38,300	75,751	51,300	13,000	39,300	(12,000)
6507 Propane	65,800	65,800	59,000	55,000	(10,800)	55,000	
6508 Ready Mix Concrete	4,200	1,800	200	1,800		1,800	
6510 Road Oils				1,000	1,000	1,000	
6511 Salt	2,000	500	500	500		500	
6512 Sand	29,200	19,200	21,900	23,200	4,000	21,700	(1,500)
6513 Seeds & Plants	54,100	80,800	61,950	88,300	7,500	88,300	
6514 Sod	13,500	10,400	3,200	10,000	(400)	10,400	400
6515 Stone and Gravel	56,800	48,900	60,000	70,400	21,500	67,400	(3,000)
6516 Topsoil	80,400	69,900	57,000	79,100	9,200	79,100	
6517 Paint	71,800	72,100	85,165	73,100	1,000	73,100	
6518 Metal	6,000	1,500		1,500		1,500	
6519 Welding Supplies	500	500	2,800	500		500	
6520 Salt-Sand Mix	600						
6599 Other Materials	26,500	19,600	18,975	19,600		19,600	
* Materials	534,300	515,100	534,844	595,500	80,400	576,400	(19,100)
6602 Electrical	64,400	66,400	85,544	79,400	13,000	77,900	(1,500)
6603 Grnds & Landscaping	91,600	191,400	24,595	178,400	(13,000)	186,400	8,000
6605 Municipal Taxes	43,400	43,400	42,355	46,500	3,100	43,400	(3,100)
6606 Heating Fuel	264,200	266,200	173,250	230,400	(35,800)	230,400	
6607 Electricity	1,120,400	1,132,200	1,196,646	1,192,700	60,500	1,132,200	(60,500)
6608 Water	145,900	152,500	184,255	161,600	9,100	164,100	2,500
6610 Building - Exterior	6,600	6,700	7,700	6,700		6,700	
6611 Building - Interior	77,300	84,300	133,925	97,000	12,700	97,000	
6612 Safety Systems	300	800	2,545	800		800	
6614 Envir Assess/Cleanup	1,100	1,100		1,100		1,100	
6617 Pest Management	5,300	5,300	3,800	4,800	(500)	4,800	
6699 Other Building Cost	236,300	228,600	406,936	327,700	99,100	217,700	(110,000)
* Building Costs	2,056,800	2,178,900	2,261,551	2,327,100	148,200	2,162,500	(164,600)
6701 Equipment Purchase	333,700	377,600	402,835	402,100	24,500	386,100	(16,000)
6702 Small Tools	26,700	28,000	35,419	28,900	900	28,000	(900)
6703 Computer Equip/Rent	2,200	2,200	2,000	2,200		2,200	
6704 Equipment Rental	84,600	61,200	55,332	62,200	1,000	61,200	(1,000)
6705 Equip - R&M	40,800	38,800	32,819	41,100	2,300	41,100	
6706 Computer R&M	1,100	600	519	600		600	
6707 Plumbing & Heating	11,800	14,100	5,400	14,100		14,100	
6708 Mechanical Equipment	4,600	4,600	1,000	4,600		4,600	
6711 Communication System	26,500	27,000	100,868	70,000	43,000	70,000	
* Equipment & Communications	532,000	554,100	636,192	625,800	71,700	607,900	(17,900)
6802 Vehicle R&M	2,000	1,200	1,073	1,200		1,200	
6803 Vehicle Fuel - Diesel	2,200	3,100	150	3,100		3,100	
6804 Vehicle Fuel - Gas	6,400	6,400	6,100	6,400		6,400	
6805 Tires and Tubes	500						
6806 Vehicle Rentals	5,000	5,000	7,965	5,000		5,000	
6811 Shop Supplies			50				
* Vehicle Expense	16,100	15,700	15,338	15,700		15,700	

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6901 Membership Dues	17,900	18,200	12,685	17,700	(500)	17,700	
6902 Conferences/Workshop	18,100	18,400	7,940	22,400	4,000	19,900	(2,500)
6903 Travel - Local	205,900	200,600	193,567	197,300	(3,300)	189,200	(8,100)
6904 Travel - Out of Town	18,300	18,000	31,681	20,200	2,200	15,200	(5,000)
6905 Training & Education	58,800	61,300	55,916	78,400	17,100	57,200	(21,200)
6906 Licenses & Agreements	23,200	23,200	10,675	8,800	(14,400)	23,200	14,400
6908 Medical Examinations	2,900	2,900	4,150	2,900		2,900	
6909 Cost of Sales	282,800	252,800	317,415	327,800	75,000	227,800	(100,000)
6910 Signage	24,300	25,200	10,817	30,700	5,500	28,500	(2,200)
6911 Facilities Rental	354,900	350,700	317,325	375,000	24,300	350,700	(24,300)
6912 Advertising/Promotio	84,800	72,600	48,437	82,000	9,400	87,000	5,000
6913 Awards	45,600	47,100	64,679	52,600	5,500	43,500	(9,100)
6914 Recruiting				1,000	1,000	1,000	
6916 Public Education	34,000	26,000	25,201	26,000		46,000	20,000
6917 Books and Periodicals	2,300	1,900	700	1,600	(300)	1,600	
6918 Meals	4,400	4,300	5,521	4,800	500	4,300	(500)
6919 Special Projects	326,300	221,700	268,906	408,200	186,500	401,200	(7,000)
6928 Committee Expenses	300	300	300	300		300	
6932 Youth Pr Services				3,000	3,000	3,000	
6933 Community Events	831,400	837,400	864,585	832,400	(5,000)	832,400	
6938 Rewarding Excellence	14,700	15,500	16,450	14,500	(1,000)	14,500	
6940 Fencing	127,900	60,400	136,100	109,100	48,700	60,400	(48,700)
6941 Playground Equipment	30,900	38,400	26,000	31,900	(6,500)	38,400	6,500
6942 Management Fees	359,300	359,300	364,779	359,300		359,300	
6943 Health and Wellness			500	2,000	2,000	2,000	
6999 Other Goods/Services	21,700		37,333	2,500	2,500		(2,500)
* Other Goods & Services	2,890,700	2,656,200	2,821,662	3,012,400	356,200	2,827,200	(185,200)
7001 Interdept Equip Chg			2,330				
7005 Interdept EXP			172				
7009 Internal Trfr Other	(83,200)	(20,000)	(33,505)	(20,000)		(20,000)	
7010 IntTrfr Insur Funds			(8,650)				
7011 Int Trf Record Check			13,000				
7013 Int Trf Extra Duty	212,400	212,400	113,400	212,400		212,400	
7015 Int Trf FacilityRent			11,727				
9900 Rev/Exp.Vehicle Rent	0	0	0	0		0	
9910 PM Shop Expenses			100				
9911 PM Labour-Reg			50				
* Interdepartmental	129,200	192,400	98,624	192,400		192,400	
8011 Interest on Debentur	384,400	348,100	320,300	332,300	(15,800)	294,300	(38,000)
8012 Principal on Debentu	995,100	995,800	1,035,800	1,313,600	317,800	1,313,600	
* Debt Service	1,379,500	1,343,900	1,356,100	1,645,900	302,000	1,607,900	(38,000)
8001 Transf Outside Agenc	1,255,800	1,205,800	1,082,771	1,046,700	(159,100)	1,046,700	
8003 Insurance Pol/Prem	9,000	9,000	9,125	9,000		9,000	
8004 Grants	3,521,643	1,998,800	1,854,300	1,998,800		1,998,800	
8008 Transf to/fr Reserve	(3,057,743)	(1,486,800)	(1,487,900)	(1,366,800)	120,000	(1,366,800)	
8022 Transf to/fr Trust			(39,173)				
* Other Fiscal	1,728,700	1,726,800	1,419,123	1,687,700	(39,100)	1,687,700	
** Total	38,799,500	38,426,400	38,297,055	40,471,000	2,044,600	40,184,600	(286,400)

Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
5101 Parking Rentals	(154,600)	(150,000)	(150,000)	(150,000)		(150,000)	
5102 Facilities Rentals	(1,558,100)	(1,545,900)	(1,454,550)	(1,505,500)	40,400	(1,587,900)	(82,400)
5150 Other Rental Revenue	(38,600)	(38,600)	(114,100)	(50,000)	(11,400)	(37,600)	12,400
5151 Lease Revenue	(465,100)	(508,200)	(512,491)	(442,200)	66,000	(294,600)	147,600
5204 Administration Fees	(17,500)	(17,500)	(21,000)	(25,000)	(7,500)	(17,500)	7,500
5207 Arts & Crafts Revenue	(99,500)	(123,700)	(137,395)	(134,000)	(10,300)	(123,400)	10,600
5208 Dance & Drama Revenue	(109,200)	(93,900)	(82,872)	(88,200)	5,700	(87,600)	600
5209 Comm. Events Rev.	(530,800)	(567,200)	(479,326)	(547,200)	20,000	(567,200)	(20,000)
5210 Sport & Fitness Rev.	(727,800)	(634,800)	(697,462)	(631,400)	3,400	(629,300)	2,100
5211 Program Facil. Rev.	(80,000)	(77,000)	(56,681)	(78,000)	(1,000)	(78,000)	
5212 Leisure Skills Rev.	(261,100)	(237,700)	(251,035)	(240,600)	(2,900)	(239,600)	1,000
5213 Play. & Camp Rev.	(708,900)	(719,400)	(764,465)	(768,500)	(49,100)	(738,400)	30,100
5214 Wellness Revenue	(15,500)	(28,200)	(47,970)	(21,400)	6,800	(22,200)	(800)
5215 Aquat.Rev.-Instuct.	(937,000)	(957,000)	(853,969)	(879,000)	78,000	(879,000)	
5216 Aquat.Rev.-Recreat.	(179,500)	(181,500)	(174,705)	(182,500)	(1,000)	(182,500)	
5217 Inclusion Svcs. Rev.			75				
5218 Hockey Revenue		(11,400)	(9,000)	(11,000)	400	(30,000)	(19,000)
5219 Ice Rentals	(3,681,400)	(3,663,400)	(3,797,210)	(2,742,400)	921,000	(2,742,400)	
5220 Public Skates	(25,000)	(18,000)	(18,000)	(18,000)		(18,000)	
5228 Membership Revenue	(929,800)	(979,300)	(774,300)	(887,300)	92,000	(979,300)	(92,000)
5235 GRS Drop In Program	(13,100)						
5250 Sales of Svcs-Other	(348,300)	(421,300)	(344,000)	(315,300)	106,000	(315,300)	
5402 Sale of Bottles	(85,000)	(85,000)	(60,000)	(60,000)	25,000	(60,000)	
5403 Sale-Other Recycle	(465,000)	(435,000)	(350,000)	(350,000)	85,000	(350,000)	
5404 Canteen Revenue	(5,100)	(5,100)	(124,401)	(175,100)	(170,000)	(5,100)	170,000
5450 Other Sales Revenue	(14,600)	(14,600)	(9,000)	(14,600)		(9,600)	5,000
* Fee Revenues	(11,450,500)	(11,513,700)	(11,283,857)	(10,317,200)	1,196,500	(10,144,500)	172,700
5501 Fundraising	(5,400)	(5,400)	(5,400)	(5,400)		(5,400)	
5503 Advertising Revenue	(151,900)	(150,700)	(158,437)	(147,400)	3,300	(150,700)	(3,300)
5508 Recov External Parti	(661,300)	(668,500)	(936,698)	(894,500)	(226,000)	(527,800)	366,700
5509 NSF Chq Fee	(8,400)	(8,400)	(5,000)	(6,500)	1,900	(6,500)	
5600 Miscellaneous Revenue	(272,600)	(275,600)	(273,295)	(194,200)	81,400	(228,600)	(34,400)
* Other Revenue	(1,099,600)	(1,108,600)	(1,378,830)	(1,248,000)	(139,400)	(919,000)	329,000
** Total	(12,550,100)	(12,622,300)	(12,662,687)	(11,565,200)	1,057,100	(11,063,500)	501,700
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	26,249,400	25,804,100	25,634,368	28,905,800	3,101,700	29,121,100	215,300

Planning & Development

17/18 – 18/19 Multi-Year Budget and Business Plan

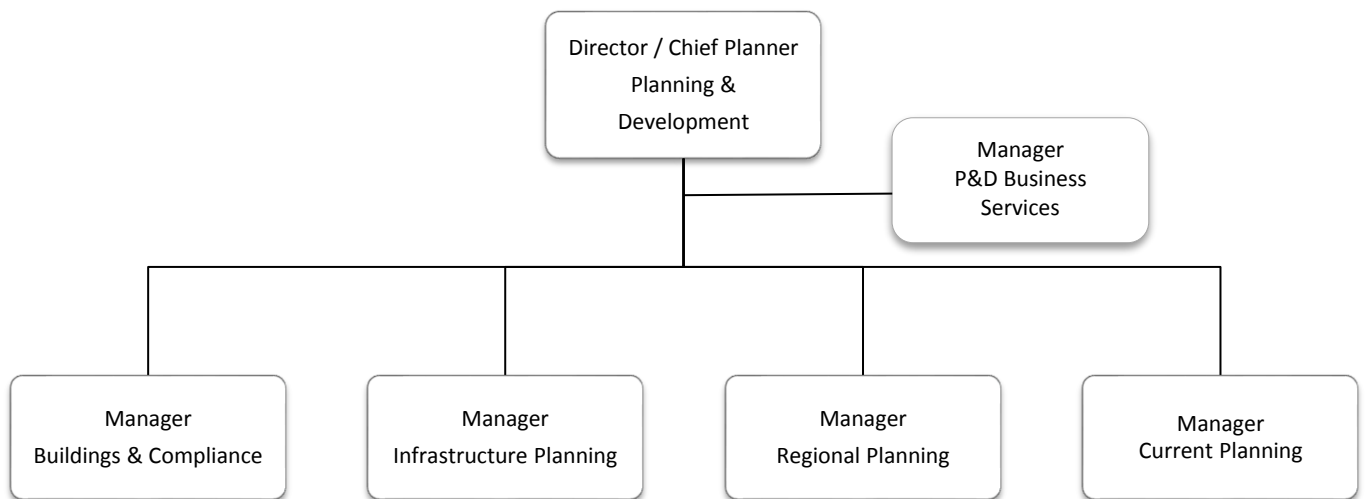
Mission: Planning & Development is leading Halifax’s transformation, ensuring our city is resilient and a preferred destination for people, investment and new ideas. We are taking action aligned with these priorities and are committed to delivering results that are valued by Regional Council and the community by improving and streamlining our legislation, processes, supporting tools and technologies.

PLANNING & DEVELOPMENT OVERVIEW

Planning & Development is committed to advancing Regional Council’s priority outcomes of:

- Economic Development - Arts, Culture and Heritage
- Economic Development - Focus on the Regional Centre
- Economic Development - Promote and Maximize Growth
- Economic Development - Rural Economic Development
- Governance and Engagement - Municipal Governance
- Governance and Engagement - Fiscal Responsibility
- Healthy, Liveable Communities - Energy and Environment
- Healthy, Liveable Communities - Public Safety
- Healthy, Liveable Communities - Recreation and Leisure
- Service Delivery - Service to our Business
- Service Delivery - Service to our People
- Social Development - Housing and Neighbourhoods
- Transportation - Interconnected and Strategic Growth

This is achieved through delivery of services designed to build a municipality with a healthy, vibrant and sustainable future. Planning & Development is responsible for regional and community planning, urban design and heritage planning, land development and regulation, infrastructure planning and growth analysis, transportation planning, parking strategy, energy and environmental management, licencing, compliance and building standards.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	203	0	203	203
Seasonal/Term	4.7	2.1	6.8	TBD

Planning & Development Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Planning & Development	1.1%	1.2%	0.9%
Average tax bill amount spent on Planning & Development	\$20.50	\$22.00	\$18.00

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Planning & Development Multi-Year Initiatives

Service Delivery - Service to our Business

P&D Renewal

Planning and Development will continue to renew the department through the implementation of the Planning & Development Strategic Plan, which was drafted in 2015/16 and became effective April 2016.

During 2017/18, focus will be on the Year 2 Recommendations of the strategic plan. Priority actions include:
(a) Replacement of the Permitting and Licensing System (b) Review Planning Applications, Licenses and Permits Processes (c) Fee Rationalization

During 2018/19, focus will be on the Year 3 Recommendations of the strategic plan. Priority actions include:
(a) Implementation and Change Management of/for the Permitting and Licensing System (b) Implementation of Fee and Service Review (c) Complete Strategic Plan for 2020-2024.

Service Delivery - Service to our People

P&D Service Delivery Excellence

Continue to process planning and development applications, issues permits and licenses, and ensure compliance to our by-law and building standards to further contribute to the health, growth and tax base of the Halifax Regional Municipality. Maintain service standards for service demands for all Planning & Development services.

Transportation - Interconnected and Strategic Growth

Transportation Planning

To meet regional mobility needs, Transportation Planning will measure and project demand and identify the projects and programs that will meet those demands in a sustainable manner. Development of an Integrated Mobility Network which will tie together the Road Network, Transit, Parking, Active Transportation, a complete streets policy and other Transportation Demand Management Priority Plans. Transportation Planning will continue to work to provide evidence based plans to support future transportation networks.

Parking Policy

The Regional Parking Strategy is a comprehensive 25-year plan addressing a wide range of issues related to parking. The Parking Strategy Roadmap is a focused examination of high priorities from the Strategy and provides a three-year program of deliverables with a concentration on governance, new technologies and supply/demand inventory.

In 2017/18, Planning and Development will issue a Request for Proposal for a parking technology vendor, begin implementation to complete the parking supply inventory and establish a coordinated approach to wayfinding communication, promotion, payment options for on-street/off-street and public/private institutional parking. In 2018/19, Planning and Development will develop a governance model for regional parking, integrate parking principles and optimize into land use by-laws.

Economic Development – Promote and Maximize Growth

Regional Plan

In 2017/18, Planning & Development will complete a scoping document for 10-year Regional Plan Review by analyzing recommendations from key studies to inform the next iteration of the Regional Plan. Recommendations from the Integrated Mobility Plan, Green Network Plan, Centre Plan, Plan & By-law Simplification Project, and Culture & Heritage Priorities Plan will be of particular focus.

In 2018/19, Planning & Development will create a work program for the 10-year Regional Plan Review informed by the 2017/18 scoping document and reviews of progress towards key policy objectives, high-level best practice and regional plan indicators

Healthy, Liveable Communities – Energy and Environment

Environmental Planning & Growth Management

To build city resiliency by providing leadership in sustainable growth and environmental management, Planning & Development will provide research and data to inform planning and policy decisions relating to community and corporate energy initiatives, climate change mitigation and adaptation, watershed planning, stormwater management, infrastructure charges, growth management, and contaminated site management.

Planning & Development Budget

Planning & Development Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	17/18 -18/19 Capital Cost	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact
Healthy, Liveable Communities					
Energy and Environment	LiDAR Data Acquisition	\$1,084,730	\$0	\$0	\$0
Service Delivery					
Service to our Business	Permits, Licensing and Compliance Technology Solution	\$2,232,000	\$133,300	\$97,000	\$230,300
Transportation					
Interconnected and Strategic Growth	Parking Technology	\$2,470,000	\$14,200	\$205,400	\$219,600

Planning & Development Operating Budget

Summary of Changes Included in Proposed Planning & Development Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Wage increases resulting from approved NSUPE Collective Agreement	No impact on service delivery	\$626,200	\$626,200	\$1,252,400
P&D Renewal: New positions added as a result of service review	Supports improved service levels	\$568,000	\$815,500	\$1,383,500
Increased data acquisition	Improved planning and decision-making	\$180,000	\$180,000	\$360,000
Increased rural transit grants	Supports alternative community-led transit delivery	\$30,000	\$30,000	\$60,000
Taxi Licensing training program	Allows focus on other compliance work	\$60,000	\$60,000	\$120,000
New parking enforcement contract	No impact on service delivery	\$40,000	\$40,000	\$80,000
Training & Development	Supports improved service levels	\$50,000	\$50,000	\$100,000
Other	Supports improved service levels	\$101,500	\$120,400	\$221,900
Increase revenue through fee review for parking violations	No impact on service delivery	-\$1,535,000	-\$1,535,000	-\$3,070,000
Increase revenue through fee rationalization review	Directly linked to service delivery		-\$1,231,100	-\$1,231,100
Spay and Neuter Program	Supports healthy and safe communities	\$50,000	\$50,000	\$100,000
Total for Proposed Changes		\$170,700	-\$794,000	-\$623,300

Planning & Development Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	13,934,100	14,799,900	14,091,586	16,046,400	1,246,500	16,294,200	247,800
* Office	230,100	226,400	245,515	363,400	137,000	223,800	(139,600)
* External Services	4,028,900	2,859,900	3,814,701	2,311,800	(548,100)	2,419,000	107,200
* Supplies	30,200	31,300	33,500	30,300	(1,000)	31,500	1,200
* Materials	100	100	100	100		100	
* Building Costs	50,000	47,000	35,250	35,000	(12,000)	30,000	(5,000)
* Equipment & Communications	325,800	115,900	130,870	156,600	40,700	55,000	(101,600)
* Vehicle Expense	5,700	8,700	39,287	32,200	23,500	32,700	500
* Other Goods & Services	667,400	976,500	636,145	975,600	(900)	954,100	(21,500)
* Interdepartmental	400	400	6,750	400		400	
* Other Fiscal	(1,757,900)	(836,200)	(1,684,600)	290,000	1,126,200	320,000	30,000
** Total	17,514,800	18,229,900	17,349,104	20,241,800	2,011,900	20,360,800	119,000
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(12,445,000)	(12,791,000)	(12,199,900)	(14,336,000)	(1,545,000)	(15,567,100)	(1,231,100)
* Other Revenue	(198,000)	(195,000)	(185,000)	(185,000)	10,000	(185,000)	
** Total	(12,643,000)	(12,986,000)	(12,384,900)	(14,521,000)	(1,535,000)	(15,752,100)	(1,231,100)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	4,871,800	5,243,900	4,964,204	5,720,800	476,900	4,608,700	(1,112,100)

Planning & Development Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Director/Chief Planner Summary of Expense & Revenue Types	592,600	2,155,500	2,181,633	2,199,800	44,300	2,226,100	26,300
Buildings & Compliance Summary of Expense & Revenue Types	(4,191,100)	(4,598,000)	(4,325,798)	(5,978,100)	(1,380,100)	(6,840,200)	(862,100)
Infrastructure Planning Summary of Expense & Revenue Types	1,484,300	1,905,100	1,634,460	2,164,500	259,400	2,157,300	(7,200)
Regional Planning Summary of Expense & Revenue Types	2,804,200	3,645,200	3,176,142	4,736,900	1,091,700	4,776,400	39,500
Current Planning Summary of Expense & Revenue Types	4,075,200	2,136,100	2,297,767	2,597,700	461,600	2,289,100	(308,600)
Locked Cost Center	106,600						
	4,871,800	5,243,900	4,964,204	5,720,800	476,900	4,608,700	(1,112,100)

17/18 - 18/19 PLANNING & DEVELOPMENT SERVICE AREA PLANS

Buildings & Compliance

Buildings & Compliance is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations to ensure the quality delivery of services related to building construction and licensing, and adherence to by-laws in the Halifax Regional Municipality, including construction approvals and inspection, license issuance and regulation, and by-law compliance and enforcement. The group is responsible to foster and maintain productive relationships with citizens, the development industry, other internal and external departments, and Regional Council.

Services Delivered:

Healthy, Liveable Communities - Public Safety

Animal Control - Responsible for responding to animal-related public safety and nuisance issues. Enforcement and public education services are provided by HRM staff and sheltering services for lost and impounded pets are provided through contractual arrangement

Parking Enforcement - Ensures public safety, maintains traffic flow requirements as directed by signage and enforces the general rules of the road under legislation of the Motor Vehicle Act, HRM By-law P-500 and the HRM Winter Parking Regulations

Licensing - Responsible for the administration and issuance of various licences

By-Law Enforcement - Responsible for the enforcement of HRM's by-laws through response to complaints by way of site inspection, evidence gathering, and remedy as required

Social Development - Housing and Neighborhoods

Building Approvals - Responsible for reviewing and issuing permits and performing inspections for various types of building activities including new construction and renovation, as well as multiple unit residential, commercial, industrial and institutional buildings

Building Standards - This service includes minimum standards investigations, sub-standard residential housing, and rooming house licensing

Service Delivery - Service to our People

Support Services - Provides administrative support to Compliance Officers and the public which includes customer service, licensing support, adjudication and remedy

Service Delivery Measures

Buildings & Compliance Performance Measures	2014/15 Actual	2015/16 Actual	2016/17 Projected
Building Permits / Inspection Services Cost per \$1,000 in Construction Value	\$11	\$11	\$11
Parking Enforcement – Tickets issued	186,473	178,620	169,732
Animal Control - Animals handled	686	704	555
By-law - Service Requests	15,537	17,516	14,000
By-law Services - Inspections	14,833	15,620	13,500
Licenses Issued	22,807	22,807	24,450
Building Inspections & Reviews	19,416	18,586	20,555
Permits Issued	3,472	4,139	3,969
Minimum Standards Service Request (M100)	577	734	687

* Service requests include requests from Animal Services, License Standards and By-law Standards

17/18 – 18/19 Buildings & Compliance Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Liveable Communities - Public Safety
Parking Enforcement – Establish SLA (Est. Compl: 17/18) Undertake Service Level Agreement (SLA) with Province regarding parking tickets, dockets, transferring of information.
Parking Enforcement – Implement SLA (Est. Compl: 18/19) Implement SLA with Province regarding parking tickets, dockets, transferring of information using new parking technology management and payment solution. Review and develop a proposal for in house Parking Enforcement. Evaluate and report on Service Delivery of contractor.
Animal Control Review (Est. Compl: 18/19) Review service for Animal Control contract and tender new pound contract.
Licensing Review (Est. Compl: 17/18) Review licensing programs to increase service efficiencies and lessen red tape. Licensing revisions include: Repeal A200, Automatic Machines; Amend to simplify By-law S-801, Temp Signs.; Taxi Industry review via consultant and simplification of By-law T-1000 & A.O.39, Respecting Taxi regulation.; Develop licensing process for by-law M-200 Multi-Residential Properties.
Licensing Technology (Est. Compl: 18/19) Enable encroachment licenses for E200 - Encroachment By-law via Permits & Licensing Technology.
By-law Standards Review and Implementation (Est. Compl: 17/18) Operationalize new by-laws including Land Use By-law simplifications, S-300 - Streets By-law, E-200 - Encroachment By-law and other projects with the by-law review team (Legal Services). Develop capacity to support these new by-laws.
By-law Standards Continued Implementation (Est. Compl: 18/19) Operationalize new by-laws.
Social Development - Housing and Neighborhoods
M200 Phase One Recommendations (Est. Compl: 17/18) Working with the P&D Business Services team and in collaboration with Halifax Fire & Emergency, implement phase one recommendations from M200 - Standards for Residential Occupancies By-law consultant report in regards to fire inspections in HRM.

17/18 – 18/19 Deliverables with Estimated Completion

M200 Phase Two Recommendations (Est. Compl: 18/19)

Working with the P&D Business Services team and in collaboration with Halifax Fire & Emergency, implement phase two recommendations from M200 - Standards for Residential Occupancies – By-law consultant report in regards to fire inspections in HRM.

Building Standards Operation Review (Est. Compl: 17/18)

Reproduce new multi-unit, industrial, commercial, institutional (MICI) literature and comply with Auditor General Office recommendations to create an Operations Manual and provide regular reporting to Regional Council on service delivery.

Building Standards Operation Review (Est. Compl: 18/19)

Develop program and by-law to license building and plumbing contractors. Revise by-law B-201 - Building By-Law.

Buildings & Compliance Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	5,508,200	5,524,600	5,360,713	5,703,300	178,700	5,791,100	87,800
* Office	143,700	129,000	128,365	116,700	(12,300)	116,600	(100)
* External Services	1,501,000	1,520,500	1,362,174	1,496,500	(24,000)	1,426,500	(70,000)
* Supplies	25,800	26,900	28,800	25,200	(1,700)	26,500	1,300
* Building Costs	25,000	12,000			(12,000)		
* Equipment & Communications	90,700	15,800	25,300	41,500	25,700	4,900	(36,600)
* Vehicle Expense	4,000	6,500	37,600	30,000	23,500	30,500	500
* Other Goods & Services	188,100	255,300	143,650	140,300	(115,000)	155,300	15,000
* Interdepartmental	400	400	1,600	400		400	
* Other Fiscal	60,000	60,000	110,000	110,000	50,000	110,000	
** Total	7,546,900	7,551,000	7,198,202	7,663,900	112,900	7,661,800	(2,100)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(11,678,000)	(12,089,000)	(11,474,000)	(13,592,000)	(1,503,000)	(14,452,000)	(860,000)
* Other Revenue	(60,000)	(60,000)	(50,000)	(50,000)	10,000	(50,000)	
** Total	(11,738,000)	(12,149,000)	(11,524,000)	(13,642,000)	(1,493,000)	(14,502,000)	(860,000)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	(4,191,100)	(4,598,000)	(4,325,798)	(5,978,100)	(1,380,100)	(6,840,200)	(862,100)

Infrastructure Planning

Infrastructure Planning is committed to supporting Regional Council priorities through the formulation of policies, standards, and by-laws related to the ongoing management of infrastructure, growth and development, including development charges. These recommendations have far reaching implications for the organization as they influence and help define the regional settlement pattern.

Services Delivered:

Healthy, Liveable Communities - Public Safety

Infrastructure Policy & Standards – Leads the assessment of infrastructure policy standards and plans to assist and manage growth and development issues, taking direction from the Regional Plan; responsible for

developing infrastructure standards to be employed in the assessment of municipally-approved infrastructure, research of appropriate and relevant development standards and engineering standards, including those pertaining to stormwater management

Growth Analysis - Responsible for the development of infrastructure plans and strategies to manage and finance growth and development related issues, including but not limited to the corporate Development Charges program.

Development Engineering - This group is the department lead in providing advice and direction in the administration of municipal engineering aspects of the Subdivision Approvals, Construction Approvals, and Planning Applications programs. Under the authority of the HRM Charter, this group administers engineering specifications and HRM By-laws and approves various activities and permits relating to the design, review, inspection and acceptance of municipal service systems associated with development, subdivision and planning projects.

Transportation - Interconnected and Strategic Growth

Transportation Planning – Responsible for developing and managing Priority Plans related to the Road Network, Active Transportation and Transportation Demand Management

Parking Policy - The Parking Strategy Roadmap is a focused examination of high priorities from the Regional Parking Strategy and provides a three-year program of deliverables with a concentration on governance, new technologies and supply/demand inventory.

17/18 – 18/19 Infrastructure Planning Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Transportation - Interconnected and Strategic Growth
Integrated Mobility Plan – (Est. Compl: 17/18) Complete the Integrated Mobility Plan and tie together the Road Network Plan, Transit, Parking, Active Transportation and Transportation Demand Management Priority Plans. Conclude public consultation and develop an implementation and work plan for the Integrated Mobility Plan that includes quick hits and bold moves. Update the Regional demand model with household travel survey data.
Integrated Mobility Plan (Est. Compl: 18/19) Begin to program and implement early deliverables of the Mobility Plan, develop performance monitoring and reporting framework, develop approach for integrating the Mobility Plan with the next Regional Plan Update.
Parking Supply inventory and demand projection (Est. Compl: 17/18) Complete the supply inventory and demand projection and establish a coordinated approach to wayfinding, communication, promotion and payment options for on-street, off-street, public/private/institutional parking.
Parking Governance Model (Est. Compl: 17/18) Develop a parking governance model for regional parking, integrate parking principles and optimize into land use by-laws. Establish a coordinated approach to way finding communication, promotion and payment options for on-street, off-street, public/private/institutional parking.
Parking Technology - Procurement (Est. Compl: 17/18) Complete a parking needs assessment and a RFP for parking technology solution.
Parking Technology – Implementation (Est. Compl: 18/19) Implement a parking technology solution and deliver.

17/18 – 18/19 Deliverables with Estimated Completion	
Healthy, Liveable Communities – Energy and Environment	
Flood Risk Assessments – Conduct Study (Est. Compl: 17/18)	Complete the National Disaster Mitigation Program (NDMP) study, conduct risk assessments on flood prone areas according to federal guidelines. The risk assessment will be used to develop a draft joint funding policy and framework for major storm sewers with Halifax Water.
Flood Risk Assessments – Plan for Implementation (Est. Compl: 18/19).	Plan for implementation of the NDMP study, where appropriate, and formally adapt joint funding and program capital work.
Flooding By-law Development (Est. Compl: 17/18)	Develop joint study with Halifax Water, including Best Management Practices and low impact development and design criteria. Adopt Stormwater policy framework and draft by-law. Consider adoption of interim by-law for grade alteration, sedimentation and erosion control.
Flooding By-law Development – Adopt By-law (Est. Compl: 18/19)	Adopt joint standards and final by-law to reflect NSUARB direction
Economic Development - Focus on the Regional Centre	
Infrastructure Standards Regional Centre - Adopt (Est. Compl: 17/18)	Adapt infrastructure standards for the Regional Centre via adoption of the Urban Forest Master Plan, street sloping, active transportation, street lighting and other early deliverables of Red Book Review. Develop Gap Analysis, Best Practice Research and work plan for Regional Centre infrastructure guidelines. Commence consultation with stakeholders.
Infrastructure Standards Regional Centre – Approach and Guideline (Est. Compl: 18/19)	Agree on legislative approach and formally adopt infrastructure guidelines for Regional Centre.
Governance and Engagement - Fiscal Responsibility	
Infrastructure Charges Implementation Plan (Est. Compl: 17/18)	Develop methodology and implementation strategy for infrastructure charges to pay growth related capital costs of facilities needed to support growth. Complete study and implementation schedule to be presented to Regional Council, to inform 2018/19 budget. Begin drafting appropriate by-laws.

Infrastructure Planning Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	1,392,600	1,728,700	1,362,660	1,818,600	89,900	1,847,000	28,400
* Office	18,700	19,700	20,200	33,600	13,900	19,300	(14,300)
* External Services	678,269	568,100	1,078,500	320,000	(248,100)	320,000	
* Supplies	3,200	3,200	3,200	3,500	300	3,500	
* Equipment & Communications	235,100	100,100	105,500	100,100		50,100	(50,000)
* Vehicle Expense	700	700	900	700		700	
* Other Goods & Services	87,100	89,700	118,500	87,000	(2,700)	86,700	(300)
* Interdepartmental							
* Other Fiscal	(727,369)	(468,100)	(905,000)	(20,000)	448,100	10,000	30,000
** Total	1,688,300	2,042,100	1,784,460	2,343,500	301,400	2,337,300	(6,200)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(204,000)	(137,000)	(150,000)	(179,000)	(42,000)	(180,000)	(1,000)
* Other Revenue							
** Total	(204,000)	(137,000)	(150,000)	(179,000)	(42,000)	(180,000)	(1,000)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	1,484,300	1,905,100	1,634,460	2,164,500	259,400	2,157,300	(7,200)

Regional Planning

Regional Planning is committed to supporting Regional Council priorities through the formulation of long range objectives and policies related to future land use, growth and development of the municipality. These recommendations have far reaching implications for the organization, as they regulate use of land and proactively define the regional settlement pattern and influence the long-term environmental, social and economic resiliency of the community. Regional Planning sets the framework for major investments impacting future HRM capital budgets and operational service delivery (e.g. transit, parks and road maintenance).

Services Delivered:

Economic Development - Focus on the Regional Centre

Urban Design - Responsible for the Centre Plan project and the Downtown Halifax Plan, creating unified planning policy and by-laws for the Regional Centre that care for Land Use, Heritage, Streetscapes, and Urban Design. Provide advisory services on urban design issues through development of urban design policies for the city, peer review of significant projects, and input into development applications.

Economic Development - Arts, Culture and Heritage

Heritage Property Program - Respond to land development and heritage property registration requests through staff or Regional Council as applicable, relative to heritage properties as per the requirements of the Heritage By-law, the Barrington Street Heritage Conservation District and the Heritage Property Act.

Social Development - Housing and Neighborhoods

Affordable Housing – Support for the Housing and Homelessness Partnership.

Healthy, Liveable Communities - Energy and Environment

Energy & Environment – Provides vision and leadership in environmental sustainability and strategic energy opportunities and issues. Develops and oversees projects and programs to ensure the quality delivery of services related to the municipal role in Energy and Environment in the Halifax region. Administers environmental and energy performance measurement, contaminated site management, and environmental policy development for the municipality.

Governance and Engagement - Municipal Governance

Strategic Land Use Policy/Plan - Regional and Secondary Plan development outlining where and how future growth and development should take place in HRM including heritage preservation. This service includes Regional Plan Review (RP+5), Centre Plan Development and Community Plan Development.

Priority Plans - On-going work to develop and implement Priorities Plans including Cultural and Heritage and Greenbelting and Public Open Space.

Social & Economic Research – Prepares projections related to population and employment, including statistics related to regional land supply for housing and employment, and such other research or forecasting issues

assigned. Collects and assesses socio-economic data to be used departmentally and corporately and ensures the delivery of annual reporting on Regional Plan indicators and development trend statistics. Complete research on a municipal-wide basis on a wide selection of demographic, socio-economic, land use and economic subjects.

Service Delivery Measures

Regional Planning Performance Measures	2015/16 Actual	2016/17 Projected
Housing Starts	2,599	2,305

17/18 – 18/19 Regional Planning Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>Indicators, Trends & Data Management (Est. Compl: 17/18) The Regional Plan has established a policy direction for the Municipality. To monitor the effectiveness of this policy framework and to support evidence-based decision making, annual reporting on the progress of the Regional Plan indicators is required. There is also a need to define measures, processes, and tools to support annual reporting of development trends and statistics on a variety of socio-economic and demographic topics. To support the reporting on the indicators, trends and statistics a reliable database needs to be established and maintained.</p>
<p>Indicators, Trends & Data Management – Expand Database (Est. Compl: 18/19) To continue to monitor and report on the effectiveness of the Regional Plan policy framework in order to support evidence-based decision making. There is a need to report on development trends and statistics on a variety of socio-economic and demographic topics relevant to the Regional Plan. To support both initiatives, staff will continue to expand and maintain a comprehensive database.</p>
Service Delivery - Service to our Business
<p>Plan and By-law Simplification In order to more effectively support the Regional Plan, Planning and Development is creating a refined secondary planning and land use by-law simplification work program, focused on resolving targeted regional and community planning policy issues, including red tape reduction and improved administration.</p> <p>2017/18 will focus on Regional Council endorsement of a four-year work plan and initiating the Year 1 work program. 2018/19 will focus on reporting back to Regional Council on Year 1 work program and initiating the Year 2 work program.</p>
Economic Development - Focus on the Regional Centre
<p>Centre Plan (Est. Compl: 17/18) The Centre Plan will enable better built communities and will foster complete and livable neighborhoods. In 2017/18, Planning and Development will complete the development of the Centre Plan and present to Regional Council for approval. The first stages of approvals for the package of work that includes the Centre Plan will include the completion of updates to the Downtown Dartmouth and Halifax Planning Documents, and the adoption of Heritage Conservation Districts for Schmitdville and the Old South Suburb. The adoption of the Centre Plan will then move to adopt the Secondary Municipal Planning Strategy and the Land Use By-Law for the Regional Centre.</p>
<p>Centre Plan – Implementation (Est. Compl: 18/19) In 2018/19 the Centre Plan team will work to transition monitoring and review to the Regional Planning team</p>

17/18 – 18/19 Deliverables with Estimated Completion
<p>Argyle & Grafton Streetscape – Design / Tender (Est. Compl: 17/18) This project aims to transform three blocks of Downtown Halifax (Argyle between Blowers and Prince and Grafton between Prince and Carmichael) into vibrant, pedestrian-focused places that re-inforce and support the area’s de facto role as an ‘entertainment district’, while still accommodating vehicles. The defining elements of the project include the elimination of curbs to suggest a ‘shared space’ between vehicle and foot traffic and the introduction of decorative unit paver across the entire ROW. In 2017/18, finalize the design and tender documents to complete construction.</p>
<p>Argyle & Grafton Streetscape – Monitor Project (Est. Compl: 18/19) Monitor the project, and work with operations to ensure a maintenance plan is being followed, and adjusted as needed to ensure proper maintenance of the project. Assist, as needed, to resolve any issues with ongoing maintenance.</p>
Social Development - Housing and neighborhoods
<p>Affordable Housing Program – Plan / Year One (Est. Compl: 17/18) In coordination with the Housing and Homelessness Partnership, Planning and Development will finalize a work plan in support of the Partnership’s 5-year affordable housing targets. The work plan will identify and prioritize specific project work that most effectively supports the affordable housing targets, such as updating land use policies and regulations to enable more inclusive housing options, reviewing development fee structures and implementing new funding tools.</p>
<p>Affordable Housing Program – Year Two (Est. Compl: 18/19) In support of the Housing and Homelessness Partnership’s 5 year affordable housing targets, Planning and Development will work on Year 2 objectives prioritized within the work plan developed in 2017/18.</p>
Healthy, Liveable Communities - Recreation and Leisure
<p>Green Network Plan - Development (Est. Compl: 17/18) Complete the final Green Network Plan with Regional Council’s endorsement and develop a three-year work plan for Phase I implementation. Develop work scope for local open space planning and secondary planning.</p>
<p>Green Network Plan – Year One (Est. Compl: 18/19) Complete year 1 of the Green Network Plan implementation.</p>
Economic Development - Arts, Culture and Heritage
<p>Culture & Heritage Priorities Plan – Phase I (Est. Compl: 17/18) Create alignment with other programs, such as the Cultural Spaces Plan and complete Phase I (Inventory) in partnership with the Province.</p>
<p>Culture & Heritage Priorities Plan – Phase II (Est. Compl: 18/19) Complete Phase II, Analyze and Prioritize issues and findings. Begin Phase III, Final Plan, including Regional Council endorsement and develop a work plan for implementation of findings.</p>
Healthy, Liveable Communities - Energy and Environment
<p>LiDAR Data Acquisition and Processing (Est. Compl: 17/18) Complete LiDAR data collection and processing including a completion of coastal flood and land-use vulnerability mapping, develop a work scope for future LiDAR applications.</p>
<p>LiDAR Data Acquisition and Processing – Develop Applications (Est. Compl: 18/19) Develop LiDAR mapping and modelling applications.</p>
<p>Watershed Management & Water Quality Monitoring – Program Review (Est. Compl: 17/18) Conduct and complete a review of water quality monitoring program to inform future Regional Plan Review. Complete coastal flood mapping.</p>
<p>Watershed Management & Water Quality Monitoring – Watershed Mapping (Est. Compl: 18/19) Complete inland watershed mapping and develop watershed management program directions.</p>

17/18 – 18/19 Deliverables with Estimated Completion**Environmental Policy & Planning (Est. Compl: 17/18)**

Implement environment programs including:

Community Energy Plan (CEP)

- Develop scope of work and work-plan for Plan review
- Conduct background technical research to support CEP Plan review
- Establish terms of reference and scope of work for HRM Clean Energy Leadership team and launch team

Solar City “2”

- Year 2 Implementation
- Complete background technical research to support future SC program development

Contaminated Sites and Risk Management

- Conduct internal training and capacity-building to implement new Contaminated Sites Policy

Environmental Policy & Planning (Est. Compl: 18/19)

Implement environment programs including:

Community Energy Plan

- Conduct Phase 1 of CEP Plan Review toward a new completed 10-year CEP for implementation for 2020/21.

Solar City “2”

- Year 3 Implementation
- Complete assessment of Solar City “2” for future program delivery

Regional Planning Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	2,197,000	2,908,300	2,522,680	3,555,100	646,800	3,610,400	55,300
* Office	21,800	21,800	16,572	33,000	11,200	32,000	(1,000)
* External Services	1,787,331	680,000	1,285,837	405,000	(275,000)	445,000	40,000
* Supplies				400	400	300	(100)
* Building Costs			250				
* Equipment & Communications			70	15,000	15,000		(15,000)
* Vehicle Expense	1,000	1,500	770	1,500		1,500	
* Other Goods & Services	206,400	401,700	179,413	536,900	135,200	497,200	(39,700)
* Interdepartmental			150				
* Other Fiscal	(1,396,331)	(358,100)	(819,600)	200,000	558,100	200,000	
** Total	2,817,200	3,655,200	3,186,142	4,746,900	1,091,700	4,786,400	39,500
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue	(13,000)	(10,000)	(10,000)	(10,000)		(10,000)	
** Total	(13,000)	(10,000)	(10,000)	(10,000)		(10,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	2,804,200	3,645,200	3,176,142	4,736,900	1,091,700	4,776,400	39,500

Current Planning

Current Planning is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to land use and property development in the Halifax Regional Municipality, including planning applications, rural planning, subdivision approvals, development approvals and the civic addressing program. The team delivers services in an efficient, accurate, professional and coordinated manner and fosters and maintains productive relationships with citizens, the development industry, other internal and external departments, and Regional Council.

Services Delivered:**Governance and Engagement – Municipal Governance**

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

Discretionary Land Development Regulation - Responsible for responding to requests for land development approval, through Regional Council, as per the requirements of various HRM municipal planning strategies, the Regional Plan, and the HRM Charter.

Subdivision Approvals - Responsible for responding to requests for subdivision approval as per the requirements of the Regional Subdivision by-law and the HRM Charter.

Healthy, Liveable Communities - Public Safety

Civic Addressing and Asset Naming - Responsible for assignment and correction of civic addresses, including street naming and community names / boundary delineation. In addition, this service responds to requests as per the municipality's Asset Naming policy.

Service Delivery Measures

Current Planning Performance Measures	2014 Actual	2015 Actual	2016 Actual
# Subdivision Applications Processed	327	297	305
# Development Permit Applications Processed	3217	3283	3519
# Discretionary Land Development Applications Processed	129	117	113
# Civic Addressing Transactions	3565	2907	4507

17/18 – 18/19 Current Planning Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Economic Development – Rural Economic Development
Rural Planning Program – Year One (Est. Compl: 17/18) Implement Rural Planning Program year one deliverables as per rural planning work program. Develop division training and development plan for succession planning. Document standard operation procedures for division
Rural Planning Program – Year Two (Est. Compl: 18/19) Implement Rural Planning Program year two deliverables as per rural planning work program

17/18 – 18/19 Deliverables with Estimated Completion

Service Delivery – Service to our Business

Major/Minor Project Review – Strategy Development (Est. Compl: 17/18)

Scope and implement the creation of Major/Minor project review teams with the aim of better integrating the planning application, permitting, and building permit processes with one another, improving response times, and providing a simplified process for our customers. Identification of immediate and next year red tape reduction strategies will also be developed and implemented in addition to formalizing a system to document successes in the division's Red Tape Reduction Strategy.

Major/Minor Project Review – Year One (Est. Compl: 18/19)

Move discretionary planning inquiries to Planner I's as pilot project and implement year one Red Tape Reduction initiatives as per the Strategy. Implement changes to the Major/Minor project review teams as required resulting from improved methods of tracking of response times and measuring KPI's per the 2017/18 business plan goals.

Current Planning Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	4,157,200	2,678,800	2,859,900	3,137,900	459,100	3,185,100	47,200
* Office	43,800	37,900	31,200	34,300	(3,600)	37,900	3,600
* External Services	62,300	21,300	15,750	20,300	(1,000)	22,500	2,200
* Supplies	1,200	1,200	1,500	1,200		1,200	
* Materials	100	100	100	100		100	
* Equipment & Communications							
* Vehicle Expense			17				
* Other Goods & Services	67,800	86,800	85,200	93,900	7,100	102,400	8,500
* Interdepartmental			5,000				
* Other Fiscal	305,800						
** Total	4,638,200	2,826,100	2,998,667	3,287,700	461,600	3,349,200	61,500
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(563,000)	(565,000)	(575,900)	(565,000)		(935,100)	(370,100)
* Other Revenue		(125,000)	(125,000)	(125,000)		(125,000)	
** Total	(563,000)	(690,000)	(700,900)	(690,000)		(1,060,100)	(370,100)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	4,075,200	2,136,100	2,297,767	2,597,700	461,600	2,289,100	(308,600)

Business Services

Business Services is committed to supporting Regional Council priorities by leading the business unit in formulating and implementing its strategic plan and service standards to achieve goals, objectives, and outcomes consistent with the business unit's strategic direction and corporate vision.

Services Delivered:

Service Delivery - Service to our People

Apprises of organizational issues, prepares reports, analyses information and other communications, identifying progress, sets forth appropriate recommendations or conclusions as necessary or requested,

identifying and recommending new policy, program or service initiatives designed to enhance quality of customer/client service delivery.

Oversees efficient and effective delivery of services in all business unit service areas, managing and monitoring resources, supporting program and service delivery procedures and business processes, so customer/client interests are well represented through direct contact and change, as needed, to support operational functions.

17/18 – 18/19 Business Services Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Service Delivery – Service to our Business
<p>Records Management Work Plan Development – Year One (Est. Compl: 17/18) Implement the recommendations for the top two core issues determined in the Current State Assessment and the Recommendation Report.</p>
<p>Records Management Work Plan Development – Year Two (Est. Compl: 18/19) Align Records Management practices with the implementation of the Permitting, Licensing and Compliance solution Implement recommendations for the remaining core issues as determined in the Current State Assessment and the Recommendation Report.</p>
Service Delivery - Service to our Business
<p>Front Counter Improvement Plan Development - SLA (Est. Compl: 17/18) Finalize Service Level Agreement (SLA) and expected interfacing with operations support for front counter services including intake of calls, generating customer service requests and intake of payments.</p>
<p>Front Counter Improvement Plan Development Est. Compl: 18/19) Create plan for reconfiguration of all current front counter service delivery to align with the finalized SLA and expected functionality brought in by the new Permitting, Licensing and Compliance solution.</p>
<p>Permits & Licensing Technology Solution – (Est. Compl: 17/18) Finalize contract with successful proponent and initiate solution implementation – confirm project requirements, complete detailed design, business process/workflow development, organizational change management, testing, training and commence pilot implementation of new Permitting, Licensing and Compliance solution to support delivery of P&D services including land management – sub-division and planning, application management, permitting, licensing, compliance, enforcement, document management, online payment, self-serve (customer portal), workflow management, community engagement, customized and ad hoc reporting, and mobile applications.</p>
<p>Permits & Licensing Technology Solution – (Est. Compl: 18/19) Complete pilot implementation and commence roll-out of new Permitting, Licensing and Compliance solution including staff training, business process implementation, organizational change management and integration to support service delivery.</p>
Governance and Engagement - Public Engagement
<p>Define P&D Public Engagement Reporting Practice (Est. Compl: 17/18) Analyse, refine and consolidate how we collect and create the annual reporting for public engagements. Develop effective tracking mechanisms that will allow us to gauge resource levels in engagement and the effectiveness of engagement programs.</p>

17/18 – 18/19 Deliverables with Estimated Completion**Governance and Engagement - Fiscal Responsibility****Fee Rationalization & Process Improvement (Est. Compl: 17/18)**

Undertake an update of Planning and Development fees based on the Regional Council approved Principles from August, 2016. Along with an implementation schedule, the rationalization will include key measures and standards for the BU's business processes, including corporate KPIs and Service Standards.

Fee Rationalization & Process Improvement (Est. Compl: 18/19)

Implement and review of fees via a review of key measures and standards for the BU's business processes, including corporate KPIs and Service Standards.

Business Services Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	476,600	1,959,500	1,985,633	1,831,500	(128,000)	1,860,600	29,100
* Office		18,000	49,178	145,800	127,800	18,000	(127,800)
* External Services		70,000	72,440	70,000		205,000	135,000
* Building Costs	25,000	35,000	35,000	35,000		30,000	(5,000)
* Other Goods & Services	91,000	143,000	109,382	117,500	(25,500)	112,500	(5,000)
* Interdepartmental							
* Other Fiscal		(70,000)	(70,000)		70,000		
** Total	592,600	2,155,500	2,181,633	2,199,800	44,300	2,226,100	26,300
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	592,600	2,155,500	2,181,633	2,199,800	44,300	2,226,100	26,300

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
D001 Director P&D	592,600	739,300	753,100	733,900	(5,400)	908,300	174,400
D002 PD Business Services		1,416,200	1,428,533	1,465,900	49,700	1,317,800	(148,100)
* P & D - Administration	592,600	2,155,500	2,181,633	2,199,800	44,300	2,226,100	26,300
** Planning & Development Admin	592,600	2,155,500	2,181,633	2,199,800	44,300	2,226,100	26,300
A315 Ticket Office	(4,904,800)	(5,354,400)	(5,179,300)	(6,945,100)	(1,590,700)	(7,017,300)	(72,200)
S320 Animal control	1,068,300	1,027,900	974,320	1,219,000	191,100	1,219,700	700
S330 Taxi & Limousine	(218,700)	(369,000)	(305,600)	(328,500)	40,500	(136,200)	192,300
* License	(4,055,200)	(4,695,500)	(4,510,580)	(6,054,600)	(1,359,100)	(5,933,800)	120,800
S310 Contractual Serv Adm	194,300	176,000	159,834	(9,400)	(185,400)	(6,800)	2,600
S410 By-Law Services Adm	481,000	500,900	522,000	744,200	243,300	752,500	8,300
S420 By-Law Standards	1,048,800	942,700	890,215	983,400	40,700	998,600	15,200
* Bylaw	1,724,100	1,619,600	1,572,049	1,718,200	98,600	1,744,300	26,100
C430 Building Standards	(1,860,000)	(1,522,100)	(1,387,267)	(1,641,700)	(119,600)	(2,650,700)	(1,009,000)
* Buildings	(1,860,000)	(1,522,100)	(1,387,267)	(1,641,700)	(119,600)	(2,650,700)	(1,009,000)
** Municipal Compliance	(4,191,100)	(4,598,000)	(4,325,798)	(5,978,100)	(1,380,100)	(6,840,200)	(862,100)
C450 Development Engineering	1,025,000	926,900	815,540	927,100	200	944,600	17,500
C455 Infrastructure Standards		463,000	293,270	462,400	(600)	466,700	4,300
R951 StrategicTrans Plan	284,300	389,200	422,650	608,400	219,200	563,100	(45,300)
R953 TDM Programs	175,000	126,000	103,000	93,000	(33,000)	122,000	29,000
R954 Parking Management				73,600	73,600	60,900	(12,700)
** Infrastructure Growth	1,484,300	1,905,100	1,634,460	2,164,500	259,400	2,157,300	(7,200)
C002 Urban Design	31,550	1,051,300	1,050,718	1,201,100	149,800	1,219,200	18,100
C320 Policy & Strtgc Plan	1,889,900	1,333,600	842,187	2,005,100	671,500	2,010,900	5,800
C340 Social & Eco. Resrch		420,400	410,537	580,100	159,700	588,300	8,200
D935 Energy and Environment	882,750	839,900	872,700	950,600	110,700	958,000	7,400
D940 Solar City Program							
** Planning	2,804,200	3,645,200	3,176,142	4,736,900	1,091,700	4,776,400	39,500
C310 Urban & Rural Applic	1,939,400	1,150,300	1,162,710	1,329,800	179,500	993,400	(336,400)
C420 Land Dev & Subdv	2,135,800	985,800	1,135,057	1,267,900	282,100	1,295,700	27,800
** Development	4,075,200	2,136,100	2,297,767	2,597,700	461,600	2,289,100	(308,600)
C330 Locked Civic Addressing	106,600						
* Development Approvals	106,600						
* Energy & Environment							
* Planning Services							
** Not active	106,600						
*** Total	4,871,800	5,243,900	4,964,204	5,720,800	476,900	4,608,700	(1,112,100)

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
D001 Director P&D	592,600	739,300	753,100	733,900	(5,400)	908,300	174,400
D002 PD Business Services		1,416,200	1,428,533	1,465,900	49,700	1,317,800	(148,100)
* P & D - Administration	592,600	2,155,500	2,181,633	2,199,800	44,300	2,226,100	26,300
** Planning & Development Admin	592,600	2,155,500	2,181,633	2,199,800	44,300	2,226,100	26,300
A315 Ticket Office	1,459,200	1,415,600	1,280,700	1,354,900	(60,700)	1,282,700	(72,200)
S320 Animal control	1,268,300	1,227,900	1,269,320	1,319,000	91,100	1,319,700	700
S330 Taxi & Limousine	242,300	147,000	170,400	152,500	5,500	154,800	2,300
* License	2,969,800	2,790,500	2,720,420	2,826,400	35,900	2,757,200	(69,200)
S310 Contractual Serv Adm	194,300	176,000	159,834	(9,400)	(185,400)	(6,800)	2,600
S410 By-Law Services Adm	541,000	560,900	572,000	794,200	233,300	802,500	8,300
S420 By-Law Standards	1,048,800	942,700	890,215	983,400	40,700	998,600	15,200
S421 Contracted Remedies							
* Bylaw	1,784,100	1,679,600	1,622,049	1,768,200	88,600	1,794,300	26,100
C430 Building Standards	2,793,000	3,080,900	2,855,733	3,069,300	(11,600)	3,110,300	41,000
* Buildings	2,793,000	3,080,900	2,855,733	3,069,300	(11,600)	3,110,300	41,000
** Municipal Compliance	7,546,900	7,551,000	7,198,202	7,663,900	112,900	7,661,800	(2,100)
C450 Development Engineering	1,182,000	1,026,900	925,540	1,027,100	200	1,044,600	17,500
C455 Infrastructure Standards		463,000	293,270	462,400	(600)	466,700	4,300
R951 StrategicTrans Plan	284,300	389,200	422,650	608,400	219,200	563,100	(45,300)
R953 TDM Programs	222,000	163,000	143,000	132,000	(31,000)	162,000	30,000
R954 Parking Management				113,600	113,600	100,900	(12,700)
** Infrastructure Growth	1,688,300	2,042,100	1,784,460	2,343,500	301,400	2,337,300	(6,200)
C002 Urban Design	31,550	1,051,300	1,050,718	1,201,100	149,800	1,219,200	18,100
C320 Policy & Strtgc Plan	1,889,900	1,343,600	852,187	2,015,100	671,500	2,020,900	5,800
C340 Social & Eco. Resrch		420,400	410,537	580,100	159,700	588,300	8,200
D935 Energy and Environment	895,750	839,900	872,700	950,600	110,700	958,000	7,400
D940 Solar City Program							
** Planning	2,817,200	3,655,200	3,186,142	4,746,900	1,091,700	4,786,400	39,500
C310 Urban & Rural Applic	2,000,400	1,211,300	1,230,210	1,394,800	183,500	1,424,500	29,700
C420 Land Dev & Subdv	2,637,800	1,614,800	1,768,457	1,892,900	278,100	1,924,700	31,800
** Development	4,638,200	2,826,100	2,998,667	3,287,700	461,600	3,349,200	61,500
C330 Locked Civic Addressing	231,600						
* Development Approvals	231,600						
* Energy & Environment							
* Planning Services							
** Not active	231,600						
*** Total	17,514,800	18,229,900	17,349,104	20,241,800	2,011,900	20,360,800	119,000

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* P & D - Administration							
** Planning & Development Admin							
A315 Ticket Office	(6,364,000)	(6,770,000)	(6,460,000)	(8,300,000)	(1,530,000)	(8,300,000)	
S320 Animal control	(200,000)	(200,000)	(295,000)	(100,000)	100,000	(100,000)	
S330 Taxi & Limousine	(461,000)	(516,000)	(476,000)	(481,000)	35,000	(291,000)	190,000
* License	(7,025,000)	(7,486,000)	(7,231,000)	(8,881,000)	(1,395,000)	(8,691,000)	190,000
S410 By-Law Services Adm	(60,000)	(60,000)	(50,000)	(50,000)	10,000	(50,000)	
S420 By-Law Standards							
S421 Contracted Remedies							
* Bylaw	(60,000)	(60,000)	(50,000)	(50,000)	10,000	(50,000)	
C430 Building Standards	(4,653,000)	(4,603,000)	(4,243,000)	(4,711,000)	(108,000)	(5,761,000)	(1,050,000)
* Buildings	(4,653,000)	(4,603,000)	(4,243,000)	(4,711,000)	(108,000)	(5,761,000)	(1,050,000)
** Municipal Compliance	(11,738,000)	(12,149,000)	(11,524,000)	(13,642,000)	(1,493,000)	(14,502,000)	(860,000)
C450 Development Engineering	(157,000)	(100,000)	(110,000)	(100,000)		(100,000)	
R951 StrategicTrans Plan							
R953 TDM Programs	(47,000)	(37,000)	(40,000)	(39,000)	(2,000)	(40,000)	(1,000)
R954 Parking Management				(40,000)	(40,000)	(40,000)	
** Infrastructure Growth	(204,000)	(137,000)	(150,000)	(179,000)	(42,000)	(180,000)	(1,000)
C320 Policy & Strtgc Plan		(10,000)	(10,000)	(10,000)		(10,000)	
D935 Energy and Environment	(13,000)						
D940 Solar City Program							
** Planning	(13,000)	(10,000)	(10,000)	(10,000)		(10,000)	
C310 Urban & Rural Applic	(61,000)	(61,000)	(67,500)	(65,000)	(4,000)	(431,100)	(366,100)
C420 Land Dev & Subdv	(502,000)	(629,000)	(633,400)	(625,000)	4,000	(629,000)	(4,000)
** Development	(563,000)	(690,000)	(700,900)	(690,000)		(1,060,100)	(370,100)
C330 Locked Civic Addressing	(125,000)						
* Development Approvals	(125,000)						
** Not active	(125,000)						
*** Total	(12,643,000)	(12,986,000)	(12,384,900)	(14,521,000)	(1,535,000)	(15,752,100)	(1,231,100)

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	11,850,100	13,075,800	12,136,676	13,657,300	581,500	13,657,300	
6002 Salaries - Overtime	89,200	79,200	120,333	79,500	300	79,500	
6003 Wages - Regular			1,030				
6005 PDP & Union Con Incr			(764,600)				
6051 Shift Agreements	2,700						
6100 Benefits - Salaries	2,497,800	2,768,400	2,538,847	2,841,000	72,600	2,841,000	
6110 Vacancy Management	(746,500)	(1,415,500)		(907,600)	507,900	(659,800)	247,800
6120 Comp OCC Budget Yr 1				50,000	50,000	50,000	
6152 Retirement Incentives	68,400	80,200	90,700	90,800	10,600	90,800	
6153 Severence							
6154 Workers' Compensation	172,300	211,800	220,600	235,400	23,600	235,400	
6155 Overtime Meals	100		100				
6199 Comp & Ben InterDept			(252,100)				
* Compensation and Benefits	13,934,100	14,799,900	14,091,586	16,046,400	1,246,500	16,294,200	247,800
6201 Telephone	93,100	89,400	77,937	86,300	(3,100)	85,900	(400)
6202 Courier/Postage	17,600	17,700	14,325	17,700		17,700	
6203 Office Furn/Equip	24,600	20,100	46,114	22,900	2,800	20,900	(2,000)
6204 Computer S/W & Lic	16,100	24,000	22,700	165,200	141,200	23,000	(142,200)
6205 Printing & Reprod	26,900	23,900	26,700	28,200	4,300	28,200	
6207 Office Supplies	51,800	51,300	57,689	43,100	(8,200)	48,100	5,000
6299 Other Office Expenses			50				
* Office	230,100	226,400	245,515	363,400	137,000	223,800	(139,600)
6301 Professional Fees	997,187	16,200	8,850	11,200	(5,000)	16,200	5,000
6302 Legal Fees		1,300	1,600	1,300		1,300	
6303 Consulting Fees	764,769	985,600	1,669,670	512,500	(473,100)	683,700	171,200
6311 Security	300	300	300	300		300	
6399 Contract Services	2,266,644	1,856,500	2,134,281	1,786,500	(70,000)	1,717,500	(69,000)
* External Services	4,028,900	2,859,900	3,814,701	2,311,800	(548,100)	2,419,000	107,200
6401 Uniforms & Clothing	14,000	14,900	17,100	14,900		14,900	
6402 Med & First Aid Supp	200	200	200	200		200	
6406 Bridge Tolls	6,500	6,500	6,500	7,500	1,000	6,800	(700)
6407 Clean/Sani Supplies	1,000	1,000	1,000	1,000		1,000	
6409 Personal Protect Equ	7,000	7,000	7,000	5,400	(1,600)	7,300	1,900
6499 Other Supplies	1,500	1,700	1,700	1,300	(400)	1,300	
* Supplies	30,200	31,300	33,500	30,300	(1,000)	31,500	1,200
6504 Hardware	100	100	100	100		100	
* Materials	100	100	100	100		100	
6602 Electrical			200				
6611 Building - Interior	50,000	47,000	35,050	35,000	(12,000)	30,000	(5,000)
* Building Costs	50,000	47,000	35,250	35,000	(12,000)	30,000	(5,000)
6701 Equipment Purchase	288,600	102,600	118,100	143,300	40,700	52,800	(90,500)
6702 Small Tools	500	500	500	500		500	
6704 Equipment Rental			400				
6705 Equip - R&M	1,500	1,500	500	1,500		1,500	
6706 Computer R&M	200	200	270	200		200	
6711 Communication System	35,000	11,100	11,100	11,100			(11,100)
* Equipment & Communications	325,800	115,900	130,870	156,600	40,700	55,000	(101,600)
6802 Vehicle R&M	1,000	4,000	35,600	27,500	23,500	27,500	
6803 Vehicle Fuel - Diesel			37				
6806 Vehicle Rentals	4,200	3,700	2,450	3,700		4,200	500
6807 Vehicle Leases			200				
6899 Other Vehicle Expense	500	1,000	1,000	1,000		1,000	
* Vehicle Expense	5,700	8,700	39,287	32,200	23,500	32,700	500

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6901 Membership Dues	42,750	45,400	43,211	66,000	20,600	61,700	(4,300)
6902 Conferences/Workshop	21,950	25,200	30,540	34,600	9,400	37,000	2,400
6903 Travel - Local	46,900	42,500	33,367	33,700	(8,800)	38,700	5,000
6904 Travel - Out of Town	20,100	21,900	29,800	25,700	3,800	25,900	200
6905 Training & Education	110,500	157,300	78,407	110,600	(46,700)	118,300	7,700
6906 Licenses & Agreements	77,400	32,500	49,900	35,500	3,000	35,500	
6910 Signage	25,000	25,000	39,040	39,000	14,000	39,000	
6911 Facilities Rental	41,000	15,200	13,100	20,300	5,100	20,500	200
6912 Advertising/Promotio	104,300	99,300	85,621	112,300	13,000	99,800	(12,500)
6913 Awards	4,000	6,000	15,033		(6,000)	300	300
6915 Research Data Acquis		42,100	37,100	132,100	90,000	117,100	(15,000)
6916 Public Education				1,000	1,000	1,000	
6917 Books and Periodicals	9,300	6,800	26,056	9,100	2,300	8,600	(500)
6918 Meals	14,800	9,800	14,477	9,300	(500)	9,300	
6919 Special Projects	144,000	440,600	130,333	339,000	(101,600)	334,000	(5,000)
6938 Rewarding Excellence	4,400	5,400	4,455	5,900	500	5,900	
6999 Other Goods/Services	1,000	1,500	5,705	1,500		1,500	
* Other Goods & Services	667,400	976,500	636,145	975,600	(900)	954,100	(21,500)
7009 Internal Trfr Other	400	400	6,750	400		400	
* Interdepartmental	400	400	6,750	400		400	
8001 Transf Outside Agenc		(150,000)	(150,000)	(150,000)		(150,000)	
8004 Grants	405,800	300,000	350,000	380,000	80,000	410,000	30,000
8008 Transf to/fr Reserve	(2,163,700)	(986,200)	(1,884,600)	60,000	1,046,200	60,000	
* Other Fiscal	(1,757,900)	(836,200)	(1,684,600)	290,000	1,126,200	320,000	30,000
** Total	17,514,800	18,229,900	17,349,104	20,241,800	2,011,900	20,360,800	119,000
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4901 Parking Meters	(10,000)						
4902 Fines Fees	(4,064,000)	(4,470,000)	(4,160,000)	(6,000,000)	(1,530,000)	(6,000,000)	
4903 Building Permits	(4,000,000)	(3,900,000)	(3,450,000)	(4,000,000)	(100,000)	(4,000,000)	
4904 Plumbing Permits	(120,000)	(125,000)	(90,000)	(120,000)	5,000	(110,000)	10,000
4905 St. Opening Permits	(60,000)	(40,000)	(40,000)	(40,000)		(40,000)	
4906 Subdivision Applic.	(83,000)	(83,000)	(83,000)	(75,000)	8,000	(83,000)	(8,000)
4907 Taxi Licenses	(158,000)	(158,000)	(100,000)	(158,000)		(158,000)	
4908 Animal Licenses	(200,000)	(200,000)	(295,000)	(100,000)	100,000	(100,000)	
4911 Zoning Fees	(88,000)	(88,000)	(88,000)	(88,000)		(88,000)	
4912 Signs & Encroachments	(555,000)	(602,000)	(727,000)	(617,000)	(15,000)	(627,000)	(10,000)
4913 Occupancy Permits	(2,000)	(2,000)	(2,000)		2,000		
4914 Grade Alterations	(32,000)	(20,000)	(30,000)	(20,000)		(20,000)	
4915 Minor Variance	(26,000)	(26,000)	(30,400)	(30,000)	(4,000)	(26,000)	4,000
4916 Vending Licenses	(40,000)	(40,000)	(40,000)	(40,000)		(40,000)	
4920 Development Permits	(280,000)	(280,000)	(280,000)	(280,000)		(280,000)	
4950 Other Lic. & Permits	(34,000)	(86,000)	(99,000)	(86,000)		(86,000)	
5101 Parking Rentals	(72,000)	(72,000)	(80,000)	(79,000)	(7,000)	(80,000)	(1,000)
5204 Administration Fees	(190,000)	(190,000)	(190,000)	(190,000)		(1,420,100)	(1,230,100)
5250 Sales of Svcs-Other	(99,000)	(99,000)	(105,500)	(103,000)	(4,000)	(99,000)	4,000
5253 Subdiv Insp Fees	(32,000)	(10,000)	(10,000)	(10,000)		(10,000)	
5256 SOT Revenue	(2,300,000)	(2,300,000)	(2,300,000)	(2,300,000)		(2,300,000)	
* Fee Revenues	(12,445,000)	(12,791,000)	(12,199,900)	(14,336,000)	(1,545,000)	(15,567,100)	(1,231,100)
5508 Recov External Parti	(198,000)	(195,000)	(185,000)	(185,000)	10,000	(185,000)	
* Other Revenue	(198,000)	(195,000)	(185,000)	(185,000)	10,000	(185,000)	
** Total	(12,643,000)	(12,986,000)	(12,384,900)	(14,521,000)	(1,535,000)	(15,752,100)	(1,231,100)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	4,871,800	5,243,900	4,964,204	5,720,800	476,900	4,608,700	(1,112,100)

Transportation and Public Works

17/18 – 18/19 Multi-Year Budget and Business Plan

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

TRANSPORTATION AND PUBLIC WORKS OVERVIEW

Transportation and Public Works is committed to advancing Regional Council’s priority outcomes of:

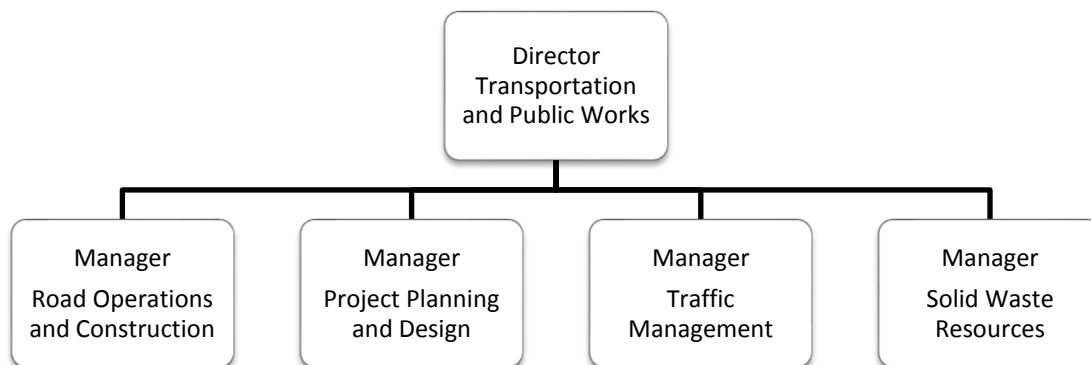
- Transportation – Interconnected and Strategic Growth;
- Transportation – A Well Maintained Transportation Network;
- Transportation – A Safe and Accessible Transportation Network;
- Economic Development – Promote and Maximize Growth;
- Social Development – Equity and Inclusion;
- Social Development– Accessible Community; and
- Healthy, Liveable Communities – Energy and Environment

This is achieved through consolidation of critical and operational-based services that contribute to sustainable public infrastructure and transportation networks.

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

Asset Responsibility:

- 3,824 lane kms roads; 944 kms of sidewalks and 85 bridges;
- 268 signalized intersections, 43,789 street lights;
- 2,480 crosswalks; 730 bike symbols painted;
- 8 street sweepers; 3 sidewalk sweepers; 2 graffiti trucks and 65 pieces of snow and ice control equipment
- 180,000 street trees; 9 million trees on HRM properties;
- Collection of recyclables, organics and refuse at 145,000 eligible curbside and condominium serviced properties;
- Average annual solid waste tonnage collected and processed (approx.) 28,000 tonnes recyclables, 53,000 tonnes organics and 50,000 tonnes refuse;
- Licensing of sites that divert 92,000 tonnes of construction and demolition material;
- Contract management for the operation and maintenance of 7 solid waste processing facilities.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	280	-	280	283
Seasonal	21.5	-0.3	21.2	21.2

Transportation and Public Works Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Transportation and Public Works	19.0%	18.8%	19.0%
Average tax bill amount spent on Transportation and Public Works	\$348.60	\$353.00	\$362.30

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Transportation and Public Works Multi-Year Initiatives

Healthy, Liveable Communities – Energy and Environment

Solid Waste Program Improvements

Solid Waste Resources will undertake a number of initiatives to improve the waste management system, including deliverables intended to reduce operating costs, ensure regulatory compliance and environmental protections, and improve waste diversion and source separation compliance.

Transportation – Interconnected and Strategic Growth

Active Transportation

To encourage residents to bicycle, walk and use alternate modes of transportation, Transportation and Public Works will implement the third year of the 2014-2019 Active Transportation Priorities Plan as outlined in the 2017/18 Capital Program.

Transportation Capital Works

In order to mitigate impacts on the transportation system when completing projects in the right of way, Transportation and Public Works will develop an implementation plan integrating the state of good repair program with the Road Network, Transit, the IMP and Active Transportation Plans, in consultation with the Integration Committee, which includes Halifax Water and Heritage Gas.

Transportation – A Safe and Accessible Transportation Network

Road Safety

To ensure the overall safety of travellers using the HRM streets and roads network and related services, Transportation and Public Works will develop a Road Safety Strategy and lead and support its implementation throughout the organization, in partnership with other business units.

Social Development – Equity and Inclusion

Diversity and Inclusion

Support a diverse, inclusive and welcoming work environment within Transportation and Public Works via increased training for staff, community outreach and program enhancements that are considerate of those with varying abilities.

Transportation and Public Works Budget

Transportation and Public Works Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	17/18 -18/19 Capital Cost	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact
Transportation					
A Well Maintained Transportation Network	New infrastructure through development	\$0	\$316,500	\$228,900	\$545,400
	New paving streets – HRM-owned roads	\$500,000 ¹	\$0	\$7,200	\$7,200
	Street recapitalization	\$53,900,000	\$27,500	\$25,500	\$53,000
	Other related roadworks	\$3,750,000	\$0	\$0	\$0
	Streetlighting and Traffic signal installs (incl. developer installs)	\$835,000	\$9,200	\$0	\$9,200
	Traffic Signal System Integration	\$517,000	\$9,100	\$41,300	\$50,400
	Controller Cabinet and Detection Program	\$1,600,000	\$23,500	\$6,800	\$30,300
	Downtown streetscapes – Capital Improvement Campaign	\$7,500,000	\$83,400	\$27,800	\$111,200
Interconnected and Strategic Growth	Active Transportation	\$9,053,000	\$17,500	\$65,900	\$83,400
Total		\$77,655,000	\$486,700	\$403,400	\$890,100

¹ Subject to Regional Council direction

Transportation and Public Works Operating Budget

Summary of Changes Included in Proposed Transportation and Public Works Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Compensation costs: Reduced vacancy duration, contract increases	Ensures positions are filled in a timely fashion and limits disruption of services.	\$939,800	\$1,113,300	\$2,053,100
Solid Waste Operations contracts and revenues	Weekly green bin collection expanded into September and other contractual increases.	\$459,400	\$161,400	\$620,800
Tipping fees for ICI sector recycling	No service impact. Revenue will assist to offset expansion costs.	-\$165,500	-\$165,500	-\$331,000
Service Delivery Assessment	Increased funding for studies.	\$64,400	\$39,000	\$103,400
Materials / Supplies / Services	Miscellaneous costs – no impact on service delivery.	\$190,350	\$223,600	\$413,950
Roads & Traffic Devices Contracting Costs	Increases to Snow Removal contracts- increased KMs added with new development and inflation. Changes in pavement markings- increasing crosswalk painting maintenance.	\$518,150	\$1,255,800	\$1,773,950
Increase to Urban Forest Master Plan	Funding allocated for cyclical tree pruning.	\$200,000	\$400,000	\$600,000
Operating Cost of Capital	Costs to service new assets.	\$429,200	\$429,200	\$858,400
Debt Service	Reduction of principal and interest payments.	-\$152,800	-\$251,100	-\$403,900
Total		\$2,483,000	\$3,205,700	\$5,688,700

Transportation and Public Works Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	20,749,200	20,476,100	21,037,300	21,418,000	941,900	21,590,500	172,500
* Office	215,600	212,700	232,500	278,700	66,000	276,200	(2,500)
* External Services	61,682,000	61,264,200	61,469,300	60,952,600	(311,600)	61,275,250	322,650
* Supplies	220,600	257,300	388,900	321,400	64,100	321,400	
* Materials	2,548,000	1,597,700	2,348,900	1,781,000	183,300	1,781,050	50
* Building Costs	5,183,900	3,189,400	4,039,100	3,054,200	(135,200)	2,884,500	(169,700)
* Equipment & Communications	216,500	464,900	505,400	440,000	(24,900)	439,000	(1,000)
* Vehicle Expense	9,700	9,500	37,300	30,600	21,100	30,600	
* Other Goods & Services	2,629,800	2,591,200	2,288,000	2,979,200	388,000	3,200,200	221,000
* Interdepartmental	23,200	38,200	66,900	54,200	16,000	54,200	
* Debt Service	2,707,000	2,518,400	2,518,400	2,365,600	(152,800)	2,267,300	(98,300)
* Other Fiscal	494,200	3,935,000	2,577,000	5,039,800	1,104,800	5,306,800	267,000
** Total	96,679,700	96,554,600	97,509,000	98,715,300	2,160,700	99,427,000	711,700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Area Rate Revenue	(40,800)	(40,900)	(40,900)	(40,900)		(40,900)	
* Transfers from other Gov'ts	(2,123,100)	(2,623,100)	(2,323,100)	(2,154,100)	469,000	(2,154,100)	
* Fee Revenues	(12,999,500)	(3,109,500)	(3,385,500)	(3,400,000)	(290,500)	(3,400,000)	
* Other Revenue	(2,067,800)	(1,484,900)	(1,656,000)	(1,341,100)	143,800	(1,331,100)	10,000
** Total	(17,231,200)	(7,258,400)	(7,405,500)	(6,936,100)	322,300	(6,926,100)	10,000
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	79,448,500	89,296,200	90,103,500	91,779,200	2,483,000	92,500,900	721,700

Transportation and Public Works Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Director/Administration Summary of Expense & Revenue Types	750,700	749,400	690,900	796,300	46,900	807,100	10,800
Traffic Management Summary of Expense & Revenue Types	11,231,700	12,192,600	12,258,200	12,811,000	618,400	13,057,100	246,100
Road Operations & Construction Summary of Expense & Revenue Types	32,115,700	38,548,300	40,165,000	39,974,000	1,425,700	40,837,700	863,700
Project planning & Design Summary of Expense & Revenue Types	2,983,700	2,939,100	2,905,100	3,101,600	162,500	3,098,600	(3,000)
Solid Waste Resources Summary of Expense & Revenue Types	32,366,700	34,866,800	34,084,300	35,096,300	229,500	34,700,400	(395,900)
	79,448,500	89,296,200	90,103,500	91,779,200	2,483,000	92,500,900	721,700

17/18 - 18/19 TRANSPORTATION AND PUBLIC WORKS SERVICE AREA PLANS

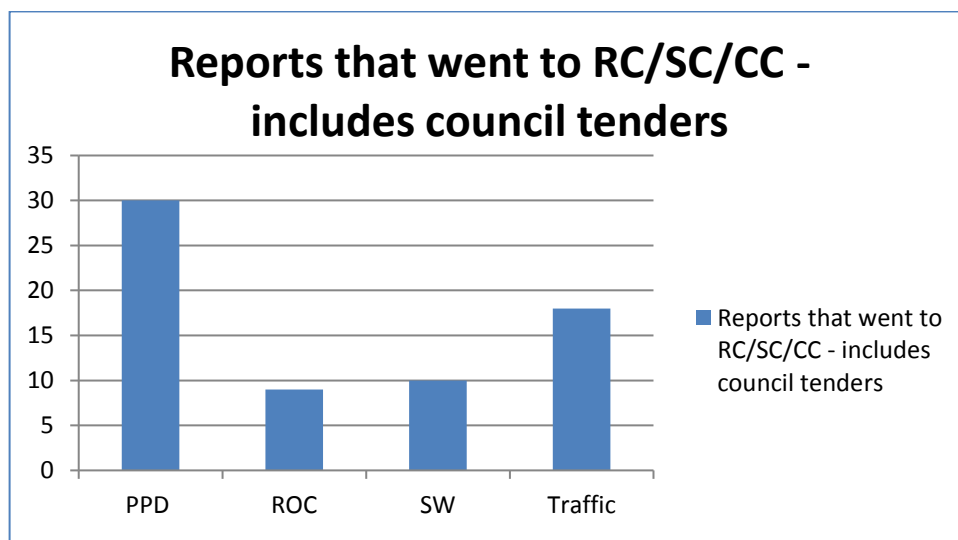
Director’s Office

17/18 – 18/19 Director’s Office Key Deliverables

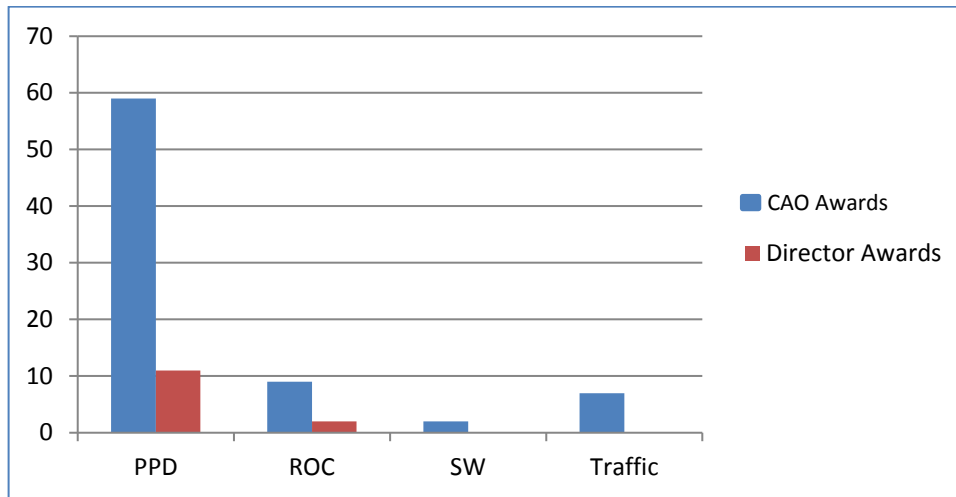
17/18 – 18/19 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
<p>HRM Municipal Design Guidelines (RedBook) (Est. Compl: Q4 17/18) Develop a project charter and phased approach to amendments to the municipal design guidelines with input from Planning and Design, Halifax Water, Halifax Transit and Parks and Recreation.</p>
Transportation – A Well Maintained Transportation Network
<p>Depot Review Project Charter (Est. Compl: Q2 17/18) Subject to funding approval from Capital studies funding committee, the Director's office will lead a comprehensive review and analysis of the geography, footprint, layout and service needs of our ‘public works’ depots including: Bell Road, Mackintosh, Turner Drive, Thornhill and Cowie Hill.</p>
Social Development- Equity and Inclusion
<p>Diversity and Inclusion Committee (Est. Compl: Q4 17/18) Provide continued leadership and support to the cross-functional diversity and inclusion committee; create opportunities for diversity and inclusion training and dialogue within the business unit.</p>

Service Delivery Measures

2016/17 TPW-led reports destined for Regional Council, Standing Committees and Community Councils



2016/17 TPW-led CAO and Director Award Reports



Director’s Office Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	351,100	354,800	354,800	351,700	(3,100)	351,700	
* Office	8,000	8,000	7,600	7,500	(500)	8,000	500
* External Services			63,100	6,000	6,000		(6,000)
* Supplies	1,000	1,000	500	1,000		1,000	
* Materials							
* Building Costs	30,000	25,000	15,500	20,000	(5,000)	20,000	
* Equipment & Communications	3,000	3,000	3,300	4,000	1,000	3,000	(1,000)
* Vehicle Expense			100				
* Other Goods & Services	357,600	357,600	240,000	406,100	48,500	423,400	17,300
* Interdepartmental			6,000				
** Total	750,700	749,400	690,900	796,300	46,900	807,100	10,800
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	750,700	749,400	690,900	796,300	46,900	807,100	10,800

Project Planning and Design

Project Planning and Design is committed to supporting Regional Council priorities through the delivery of road asset-related professional and technical services including surveying, engineering design, and road and street infrastructure management. Project Planning and Design also plans and delivers the Active Transportation priorities (as identified in the 2014-2019 Active Transportation Priorities Plan).

Services Delivered:

Transportation - A Well Maintained Transportation Network

Road Infrastructure Planning & Design - This service supports the construction and refurbishment of HRM's roadway assets.

Design Support - Non-Road Infrastructure Projects - This service provides design services to HRM business units to support their infrastructure needs.

Transportation – Interconnected and Strategic Growth

Active Transportation Management - This service supports the design and construction of HRM's active transportation (AT) roadway and regional trails assets.

Service Delivery Measures

Project Planning and Design Performance Measures	2015/16 Actual	2016/17 Estimated	2017/18 Projected	2018/19 Planned
Average SDI (Surface Distress Index)	7.48	7.45*	7.48	SDI to be replaced with Pavement Condition Index (PCI)

*Approximately 65% of the 2016/17 pavement related projects were constructed in that year (due to staff shortages). It is estimated the SDI will decline as a result of this.

Performance Analysis

With a focus on improving our data collection to better guide decision making, the Project Planning and Design Services team in Transportation and Public Works has engaged the services of an engineering consultant to conduct high speed pavement condition surveys on all paved roads in 2016.

In addition to increased efficiency and accuracy in the data collected, this new system will ensure the safety of our staff and residents while maintaining competitive costs compared to the previous method. The pavement condition information is collected through a specialized van that is equipped with high definition cameras, lasers and an inertial profiler which collects various distress types, smoothness and rut depth measurements. This equipment will enable Transportation and Public Works to collect extensive, reliable, and objective data. This data will help calculate a Pavement Condition Index (PCI) formerly known as SDI. The adoption of this new technology and the migration to the PCI aligns Transportation and Public Works with industry best-practice across North America.

In 17/18 Design and Construction staff will take part in Project Management Training to align processes across the division and in anticipation of adopting new Project Management software. The training and software upgrades will result in consistent project management approaches and an improved ability to share information on projects with other teams in the organization.

17/18 – 18/19 Project Planning and Design Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Transportation – Interconnected and Strategic Growth
Active Transportation - Priorities Plan Year 3 Implementation (Est. Compl: Q4 17/18) Implement projects identified in the 2017/18 capital plan for Active Transportation (AT) Priorities Plan which includes Strategic AT projects, regional trails, new sidewalks and bike lane facilities.
Transportation – A Well Maintained Transportation Network
Complete tenders (Est. Compl: Q3 17/18) Tender a minimum of 90% of capital budget for Project Planning and Design Services 2017/18 capital program by the fall of 2017.
Pavement Management System - Implement (Est. Compl: Q2 17/18) In partnership with ICT implement the new pavement management system by Q2 2017.
Bridge Inspection Program (Est Compl: Q3 17/18) Finalize the triennial Level II Bridge Inspection and develop a short, mid, and long term maintenance and capital program prior to the end of Q3.
Pavement Management Processes (Est. Compl: Q3 17/18) Begin to implement recommendations from the Pavement and Materials Technology Review that was initiated in fiscal 2016.
Development of the 2018/19 Streets and Roads Capital Program (Est. Compl: Q3 17/18) Develop the 2018/19 Streets and Roads Capital Program in a manner that supports proper planning, coordination and integration, and meets appropriate timeline submissions.

Project Planning and Design Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	2,844,200	2,809,800	2,787,400	2,964,300	154,500	2,964,300	
* Office	49,500	49,600	50,300	52,000	2,400	49,000	(3,000)
* External Services	39,700	14,700	12,100	14,700		14,700	
* Supplies	3,200	3,200	3,200	3,300	100	3,300	
* Equipment & Communications	22,800	22,000	22,000	22,600	600	22,600	
* Other Goods & Services	24,300	39,800	38,500	44,700	4,900	44,700	
* Interdepartmental							
** Total	2,983,700	2,939,100	2,913,500	3,101,600	162,500	3,098,600	(3,000)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues							
* Other Revenue			(8,400)				
** Total			(8,400)				
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	2,983,700	2,939,100	2,905,100	3,101,600	162,500	3,098,600	(3,000)

Road Operations and Construction

Road Operations and Construction is committed to supporting Regional Council priorities through the proactive maintenance and improvement of a safe, efficient, aesthetic and clean street, sidewalk, and walkway system for use by HRM residents and visitors. Provides construction inspection services on capital projects for Project Planning and Design and other business units (i.e. Traffic Management, Corporate Real Estate, etc.).

Services Delivered:

Transportation – A Well Maintained Transportation Network

Road Infrastructure Construction - This service is responsible for contracting and managing capital construction and repair projects related to streets, curbs, gutters, sidewalks, and bridges.

Bridge Maintenance - This service is responsible for the maintenance of bridges to ensure safety and cleanliness.

Snow and Ice Control - This service is responsible for the removal of snow and ice from HRM's sidewalks, streets, and roads.

Sidewalk Maintenance - This service is responsible for the maintenance of sidewalks to ensure safety and cleanliness.

Street Maintenance - This service is responsible for the maintenance of streets to ensure safety and cleanliness.

Urban Forest Management - This service is responsible for urban forest management, i.e. plant, maintain, and repair the urban forest.

Non-Road Infrastructure Projects - This service provides construction services to other HRM Business Units to support their infrastructure needs.

HRM-Wide Maintenance - This service provides maintenance services spanning multiple departments and is provided across the entire municipality.

Service Delivery Measures

Road Operations and Construction Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Cost for snow removal operations for 1 Lane km of street	\$5,058	\$5,882	\$5,441	\$5,557	\$4,971
Customer Service (requests addressed within standard)	87.4%	90.2 %	90%	90%	N/A
Potholes Completed	15,889	8,704	12,000	12,000	N/A

Road Operations and Construction Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Trees Planted	2,000	2,000	2,000	2,000	N/A

* Municipal Benchmarking Network Canada

Performance Analysis

Snow Removal

Existing sidewalk contracts are up for renewal in spring 2017. Per November 2016 Regional Council Direction, staff will implement a pilot program of merging street and sidewalk contracts in one zone to improve quality of service and accountability.

Customer Service

Road Operations and Construction continue to work with staff in 311 to improve processes within our internal call center management system (Hansen) to ensure customer service requests are addressed and closed properly in the system.

Road Maintenance

The decrease in 2016/17 potholes completed is a direct result of significant capital investment on main arterials. The program continues to find efficiencies such as producing hot-mix asphalt in house through the winter months resulting in a better quality repair.

17/18 – 18/19 Road Operations and Construction Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
Complete fifth year of Urban Forest Master Plan (Est. Compl: Q3 17/18) Complete fifth year of Urban Forest Master Plan including scheduled cyclical pruning and tree planting.
Transportation – A Well Maintained Transportation Network
Service Optimization (Est. Compl: Q2 17/18) Road Operations and Construction will implement changes to the sidewalk contracts set for tender in spring of 2017 including: Improving accessibility, maintaining service standards, and implementing a pilot of provision of streets and sidewalk services in one district to generate efficiencies. ROC continues to explore alternate methods for sidewalk maintenance repairs.
Social Development – Equity and Inclusion
Diversity (Est. Compl: Q2 17/18) Diversity & Inclusion - Road Operations & Construction continues to focus on actively participating in all processes and procedures as outlined in the Employment Systems Review (ESR) report, while focusing on being a leader in inclusiveness and diversity. Specific deliverables will include: Support the Human Resources department in implementing all initiatives associated with the ESR. Host Diversity & Inclusion committee meetings on a monthly basis. Host a "Work in Progress" meeting with all ROC employees, in partnership with the office of Diversity and Inclusion. Work with ANSIO to support/sponsor African NS mentorship program within ROC by end of 2017 per ESR.
Financial Responsibility – Responsibility for Resources

17/18 – 18/19 Deliverables with Estimated Completion**CityWorks** (Est. Compl: Q2 17/18)

Implement CityWorks for management of assets in the right of way by August 2017.

Fleet Plan (Est. Compl: Q3 17/18)

Work with Fleet to develop an achievable and manageable 10 year capital plan that meets the unit's needs and focuses on service improvements while being fiscally responsible.

Health and Safety – Safe Workplaces**Workplace Safety** (Est. Compl: Q2 17/18)

In order to ensure a focus on employee safety, ROC will be following operational safety protocols: Have bi-weekly safety meetings, where a different safety topic is discussed. Help develop an emergency plan for each work site, and set up muster stations. Ensure all employees are wearing the appropriate gear to help mitigate injury.

Road Operations and Construction Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	12,720,600	12,482,800	12,980,300	13,014,400	531,600	13,186,900	172,500
* Office	42,900	43,600	66,200	58,900	15,300	58,900	
* External Services	14,985,000	22,187,500	22,754,200	22,570,900	383,400	23,062,450	491,550
* Supplies	127,800	141,500	244,500	194,000	52,500	194,000	
* Materials	2,345,500	1,373,300	2,134,800	1,550,600	177,300	1,550,650	50
* Building Costs	231,900	229,200	235,200	234,500	5,300	234,500	
* Equipment & Communications	167,000	405,400	448,600	378,900	(26,500)	378,900	
* Vehicle Expense	6,200	5,900	19,500	12,500	6,600	12,500	
* Other Goods & Services	1,488,800	1,687,100	1,552,500	1,956,000	268,900	2,156,000	200,000
* Interdepartmental			11,700	10,000	10,000	10,000	
* Debt Service	17,400	17,100	17,100	13,300	(3,800)	12,900	(400)
* Other Fiscal	23,400	23,800	(176,200)	28,900	5,100	28,900	
** Total	32,156,500	38,597,200	40,288,400	40,022,900	1,425,700	40,886,600	863,700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Area Rate Revenue	(40,800)	(40,900)	(40,900)	(40,900)		(40,900)	
* Fee Revenues							
* Other Revenue		(8,000)	(82,500)	(8,000)		(8,000)	
** Total	(40,800)	(48,900)	(123,400)	(48,900)		(48,900)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	32,115,700	38,548,300	40,165,000	39,974,000	1,425,700	40,837,700	863,700

Solid Waste Resources

Solid Waste Resources is committed to supporting Regional Council priorities through the management of the municipal solid waste source separated collection and diversion programs for HRM residential properties and the facilities for processing, recycling, composting, marketing and disposal of solid waste resource materials for both residential and non-residential customers; as well as the delivery of education programs; and administering the C&D waste management strategy.

Services Delivered:**Healthy, Liveable Communities – Energy and Environment**

Chlorofluorocarbon Gas (CFC) Removal - This service provides residents with curbside service removal of CFC's from appliances.

Composting - Responsible for contracting for the operation of two compost facilities which process materials collected from HRM residents and from institutional, commercial, and industrial (ICI) sector deliveries.

Construction and Demolition - This service is responsible for administering the construction and demolition (C&D) program to maximize diversion including Bylaw L200 and Administrative Order 27.

Diversion Programming - This service provides education, outreach, inspections, enforcement and resources to support source separated recycling, composting, and diversion programming as guided by provincial legislation, HRM bylaws and Solid Waste Resources business planning objectives to enhance overall diversion.

Garbage - This service is responsible for contracting and overseeing the operation of the Otter Lake Landfill Facility and ancillary landfill operations for the processing and disposal of materials collected from HRM residents and from ICI Sector deliveries.

Highway 101 Landfill Site Management - This service manages site maintenance, and contracts for site monitoring and the operation of the site leachate plant. SWR also oversees an energy-from-waste project operating at the site.

Household Special Handling Waste - This service is responsible for the contracted operation of a special handling and household hazardous waste depot and multiple yearly mobile events for HRM residents to drop off household special waste.

Recycling - This service is responsible for contracting the operation of the Materials Recovery Facility (MRF) which processes recyclable materials collected from HRM residents, delivered by the ICI Sector, and from other municipalities with inter-municipal agreements with Halifax.

Rural Refuse Depot Operations - This service is responsible for the operation and maintenance of two consolidation depots for refuse on Eastern Shore and Musquodoboit.

Service Delivery Measures

Solid Waste Resources Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned
% of Residential Solid Waste Diverted through curbside collection	53%	55%	55%	55%
Annual Collection Cost/Service Unit (1)	\$106	\$109	\$111	\$113

Solid Waste Resources Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned
Cost of Waste Processing & Disposal Per Tonne – Residential (2)	TBD Subject to Contract	\$156	\$152	\$131
Cost of Composting Per Tonne – Residential & Commercial (3)	Subject to contract renegotiation	Subject to contract renegotiation	Subject to contract renegotiation	Subject to contract renegotiation
Cost of Recycling Per Tonne – Residential & Commercial (4)	\$119	\$123	\$125	\$127

- 1) Includes curb side and condominium collection, weekly summer organics and peak collections.
- 2) Tip fee for residential material at the Otter Lake Landfill operated under contract.
- 3) Operating cost of composting facilities including peak organics haulage and processing, leaf and yard waste and Christmas trees processing, bio-water costs and recapitalization.
- 4) Operating cost of the recycling facility program including recapitalization, but excluding revenues from the sale of recyclable materials and expansion costs which have yet to be negotiated.

Performance Analysis

When renegotiating contracts the driving factors are efficiencies, service improvements, value for money and risk mitigation. For the most part, Solid Waste has been able to align its main service contracts (collection / processing) adjustments to predetermined fixed amounts or inflation. This provides a relatively stable and consistent growth in known contract costs which provides for budget predictability. With the MRF expansion and the development of the organics management RFQ/RFP, the above driving factors are key to the department's fiscal and service delivery success. Solid Waste will also continue to educate residents, promote programs, and develop new initiatives to increase diversion from landfill. In 2017/18 staff will review textile recycling as a way to increase the residential diversion rate and potentially reduce waste disposal costs.

17/18 – 18/19 Solid Waste Resources Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Healthy, Liveable Communities – Energy and Environment
<p>Education and Promotion Staff will leverage data from the What Goes Where App to shape education programs based on search queries making our programming more effective and responsive.</p> <p>Solid Waste will work in multi-residential units and create partnerships with residents / building managers to enhance source separation and increase diversion.</p> <p>Solid Waste will continue to complete biannual waste audits of residential material at the Otter Lake Facility. In addition annual curbside monitoring will be completed in 8 districts to review set out rates and program participation.</p>
<p>Organics Management RFQ (Est. Compl: Q2 17/18) RFP (Est. Compl: Q4 17/18) Solid Waste will develop an RFQ/RFP and evaluate potential proponents for the delivery of the organics management program.</p>
<p>MRF Expansion. (Est. Compl: Q2 17/18) Solid Waste will expand the capacity of the materials recovery facility and enter into an expansion agreement contract with our facility operator. Staff will also oversee the construction of the asset.</p>
<p>MRF Regional Cooperation (Est. Compl: Q4 17/18) Solid Waste will investigate potential partnership agreements with other NS municipalities in order to provide them with recycling services to reduce processing costs for both regions.</p>

17/18 – 18/19 Deliverables with Estimated Completion

MRF New Material Business Case (Est. Compl: Q3 17/18)

Solid Waste will investigate the potential to add new materials to the recycling stream to increase diversion by moving materials away from landfills. The initial review will focus on textiles.

Solid Waste Resources Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	1,238,400	1,299,800	1,332,100	1,365,400	65,600	1,365,400	
* Office	91,100	85,100	81,800	133,900	48,800	133,900	
* External Services	44,351,700	37,229,100	36,505,500	36,918,000	(311,100)	36,620,000	(298,000)
* Supplies	4,100	4,100	6,200	4,100		4,100	
* Materials			200				
* Building Costs	21,300	21,300	15,700	21,300		21,300	
* Vehicle Expense			16,100	12,500	12,500	12,500	
* Other Goods & Services	645,000	340,000	338,800	451,900	111,900	455,600	3,700
* Interdepartmental	63,200	133,200	133,400	139,200	6,000	139,200	
* Debt Service	2,689,600	2,501,300	2,501,300	2,352,300	(149,000)	2,254,400	(97,900)
* Other Fiscal	(205,600)	(205,600)	(41,100)	76,600	282,200	72,900	(3,700)
** Total	48,898,800	41,408,300	40,890,000	41,475,200	66,900	41,079,300	(395,900)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Transfers from other Gov'ts	(2,123,100)	(2,623,100)	(2,323,100)	(2,154,100)	469,000	(2,154,100)	
* Fee Revenues	(12,629,500)	(2,789,500)	(3,115,500)	(3,080,000)	(290,500)	(3,080,000)	
* Other Revenue	(1,779,500)	(1,128,900)	(1,367,100)	(1,144,800)	(15,900)	(1,144,800)	
** Total	(16,532,100)	(6,541,500)	(6,805,700)	(6,378,900)	162,600	(6,378,900)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	32,366,700	34,866,800	34,084,300	35,096,300	229,500	34,700,400	(395,900)

Traffic Management

Traffic Management is committed to supporting Regional Council priorities by providing the safe and efficient management of HRM's transportation system network including traffic flow, traffic signal/street light maintenance, signage, and traffic markings. It also coordinates and manages HRM right of way balancing competing demands for space.

Services Delivered:

Transportation – A Safe and Accessible Transportation Network

Right of Way Approvals / Permitting / Utility Inspection - This service provides regulation of all activities within the right-of-way (ROW) to ensure that the integrity of the roadway infrastructure and operation is protected.

Traffic Operations - This service is responsible for the management and operation of the roadway network.

Service Delivery Measures

Traffic Management Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 target	2018/19 target
Customer Service (requests addressed within standard)	60.4%	80.9%	85%	85%

Performance Analysis

Traffic Management continues to reduce the number of overdue service requests. This has been achieved in part through a realignment of processes to deal with requests related to the installation of new, and repair of existing, street lights in conjunction with the LED streetlight conversion project. Once the project is completed service standards will further improve because of the installation of monitoring technology which will detect street light failures immediately.

Staff are provided with on-going support for monitoring and prioritizing service requests in order to ensure overdue requests are minimized. Monthly reports are produced for supervisors to assist them in their discussions with staff on the importance of closing service requests.

17/18 – 18/19 Traffic Management Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
<p>Traffic Signal Control Solution - Phase 2 (Est. Compl: Q4 17/18) 2017/18 - Complete the installation of equipment at 90 signalized intersections to integrate into the iNet traffic signal control system. 2018/19 - Complete the installation of equipment at the remaining (approximately 90) signalized intersections to integrate into the iNet traffic signal control system.</p>
<p>Strategic Road Safety Plan (Est. Compl: Q3 17/18) Develop a broader Strategic Road Safety Plan by the end of Q3.</p>
Economic Development – Promote and Maximize Growth
<p>Oversize Loads (Est. Compl: Q4 17/18) To streamline process and reduce red tape, Transportation and Public Works will complete the following deliverables: 2017/18 - Review and revise the policy for the movement of oversized loads within our roadway network. 2018/19 - Create a standardized process for on-line application and payments for oversized loads.</p>
<p>Streets and Encroachment By-Law Review (Est. Compl: Q4 17/18) To ensure consistency among bylaws, streamline process and reduce red tape, Transportation and Public Works will lead the comprehensive review of the Streets By-Law (S-300) and the Encroachments By-Law (E-200) and provide recommended amendments.</p>

Traffic Management Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	3,594,900	3,528,900	3,582,700	3,722,200	193,300	3,722,200	
* Office	24,100	26,400	26,600	26,400		26,400	
* External Services	2,305,600	1,832,900	2,134,400	1,443,000	(389,900)	1,578,100	135,100
* Supplies	84,500	107,500	134,500	119,000	11,500	119,000	
* Materials	202,500	224,400	213,900	230,400	6,000	230,400	
* Building Costs	4,900,700	2,913,900	3,772,700	2,778,400	(135,500)	2,608,700	(169,700)
* Equipment & Communications	23,700	34,500	31,500	34,500		34,500	
* Vehicle Expense	3,500	3,600	1,600	5,600	2,000	5,600	
* Other Goods & Services	114,100	166,700	118,200	120,500	(46,200)	120,500	
* Interdepartmental	(40,000)	(95,000)	(84,200)	(95,000)		(95,000)	
* Other Fiscal	676,400	4,116,800	2,794,300	4,934,300	817,500	5,205,000	270,700
** Total	11,890,000	12,860,600	12,726,200	13,319,300	458,700	13,555,400	236,100
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(370,000)	(320,000)	(270,000)	(320,000)		(320,000)	
* Other Revenue	(288,300)	(348,000)	(198,000)	(188,300)	159,700	(178,300)	10,000
** Total	(658,300)	(668,000)	(468,000)	(508,300)	159,700	(498,300)	10,000
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	11,231,700	12,192,600	12,258,200	12,811,000	618,400	13,057,100	246,100

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
R100 Directors Admin.	750,700	749,400	690,900	796,300	46,900	807,100	10,800
**** TPW Administration	750,700	749,400	690,900	796,300	46,900	807,100	10,800
**** Director/Administration	750,700	749,400	690,900	796,300	46,900	807,100	10,800
R170 Transportation Serv.	1,230,600	1,184,300	1,000,944	1,202,700	18,400	1,202,700	
**** Transportation Services	1,230,600	1,184,300	1,000,944	1,202,700	18,400	1,202,700	
R112 Rights of Way Approval	134,100	252,700	318,091	294,100	41,400	294,100	
**** Right of Way Services	134,100	252,700	318,091	294,100	41,400	294,100	
R747 Traffic Signs	1,592,800	1,599,100	1,767,563	1,723,700	124,600	1,740,700	17,000
**** Sign Shop	1,592,800	1,599,100	1,767,563	1,723,700	124,600	1,740,700	17,000
R825 Streetlighting	6,511,100	7,115,400	7,294,290	7,499,800	384,400	7,714,900	215,100
R827 Traffic Lights	1,763,100	2,041,100	1,877,312	2,090,700	49,600	2,104,700	14,000
**** Traffic Signals & Streetligh	8,274,200	9,156,500	9,171,602	9,590,500	434,000	9,819,600	229,100
**** Traffic Management	11,231,700	12,192,600	12,258,200	12,811,000	618,400	13,057,100	246,100
W120 Operations Admin	(500,800)	(406,700)	40,210	(110,600)	296,100	(110,600)	
W199 Fleet Maintenance			30,000				
W944 SH Streetscape Prog				1,300	1,300	900	(400)
**** Municipal Operations Admin	(500,800)	(406,700)	70,210	(109,300)	297,400	(109,700)	(400)
R710 Municipal Op Support	1,825,200	1,981,500	1,812,568	2,008,000	26,500	2,008,000	
**** Municipal Operations Support	1,825,200	1,981,500	1,812,568	2,008,000	26,500	2,008,000	
R845 Parks Urban Forestry	2,847,800	2,565,100	2,370,900	2,783,100	218,000	2,983,100	200,000
*** Urban Forestry	2,847,800	2,565,100	2,370,900	2,783,100	218,000	2,983,100	200,000
R120 Construction Ser	1,105,600	1,113,500	1,104,400	1,145,000	31,500	1,145,000	
*** Construction Services	1,105,600	1,113,500	1,104,400	1,145,000	31,500	1,145,000	
R723 Enhanced Maint Area	2,084,800	2,099,800	2,053,300	2,126,800	27,000	2,126,800	
*** Enhanced Maintenance Area	2,084,800	2,099,800	2,053,300	2,126,800	27,000	2,126,800	
R880 PB Contr. Streets	6,386,000	14,258,500	14,273,500	14,787,000	528,500	15,275,600	488,600
R881 PB Contr. Sidewalks	4,168,900	4,268,900	4,268,900	4,422,800	153,900	4,422,800	
** Performance Based Contracts	10,554,900	18,527,400	18,542,400	19,209,800	682,400	19,698,400	488,600
R882 WW Administration	309,300	312,900	322,900	330,800	17,900	330,800	
** Winter Works Administration	309,300	312,900	322,900	330,800	17,900	330,800	
R883 Hourly Based Contracts	2,024,000	1,024,000	1,016,900	1,077,600	53,600	1,077,600	
** Hourly Based Contracts	2,024,000	1,024,000	1,016,900	1,077,600	53,600	1,077,600	
R884 WW Infrastr Repairs	127,500	127,500	141,200	131,700	4,200	131,750	50
** Winter Infrastructure Repair	127,500	127,500	141,200	131,700	4,200	131,750	50
R885 Related Program Costs	2,917,300	2,064,900	3,504,900	2,108,900	44,000	2,281,400	172,500
** Related Program Costs	2,917,300	2,064,900	3,504,900	2,108,900	44,000	2,281,400	172,500
* Ice Control (East, West and							
* Plowing (East, West and Cen							
* Snow Removal (East, West an							
* Sidewalk Plowing/Ice Control							
* Related Program Costs(East,							
* Snow & Ice Control Priority							
** Prior Hierarchy, Locked							
*** Operation Coordinator/Snow &	15,933,000	22,056,700	23,528,300	22,858,800	802,100	23,519,950	661,150

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
R715 Administration - St.	1,618,100	1,531,700	1,591,322	1,745,500	213,800	1,745,500	
R718 Contracts-Asphalt E	282,500	507,700	507,700	176,800	(330,900)	178,275	1,475
R719 Contracts-Asphalt W	257,500	507,700	507,700	176,800	(330,900)	178,275	1,475
R720 Street Clean/Graffiti	1,263,000	1,290,200	1,129,300	1,227,500	(62,700)	1,227,500	
R735 Street Mtce-East Rgn	1,369,000	1,310,700	1,374,700	1,505,900	195,200	1,505,900	
R740 Concrete SW-Wst/Bedf	1,410,200	1,408,600	1,374,900	1,423,100	14,500	1,423,100	
R741 Asph-Crb/Wlkwy-East	766,700	773,300	793,800	828,200	54,900	828,200	
R742 Concrete Sdewlk East	820,000	750,200	750,100	763,000	12,800	763,000	
R743 Asphlt Patching West	1,033,100	1,058,300	1,195,800	1,314,800	256,500	1,314,800	
*** Streets & Roads	8,820,100	9,138,400	9,225,322	9,161,600	23,200	9,164,550	2,950
**** Public Works Operations	30,791,300	36,973,500	38,282,222	38,075,300	1,101,800	38,939,400	864,100
***** Road Operations & Constructi	32,115,700	38,548,300	40,165,000	39,974,000	1,425,700	40,837,700	863,700
R110 Design Admin.	517,000	264,800	332,300	299,400	34,600	296,400	(3,000)
R111 Design	1,129,000	1,190,900	1,193,300	1,307,900	117,000	1,307,900	
R130 Infrastr MgmtServ.	230,400	170,900	137,100	217,100	46,200	217,100	
R140 Surveying	747,900	749,300	777,300	792,900	43,600	792,900	
R150 Record Management	136,200	136,100	120,400	132,700	(3,400)	132,700	
R180 Active Transportation		421,700	344,700	343,700	(78,000)	343,700	
W943 Reg Trails/Streetsca	223,200	5,400		7,900	2,500	7,900	
***** Project Planning & Design	2,983,700	2,939,100	2,905,100	3,101,600	162,500	3,098,600	(3,000)
R311 MA Solid Waste Debt	98,900						
R314 Sckv. Landfill Site				15,300	15,300	15,300	
R315 Leach. Trt./FlareStc				325,000	325,000	325,000	
**** Former Solid Waste System	98,900			340,300	340,300	340,300	
R319 Community Monitoring	65,000	90,000	90,000	90,000		90,000	
R321 Administration - WR	(8,569,200)	1,007,500	991,954	984,700	(22,800)	984,700	
*** Admin WR	(8,504,200)	1,097,500	1,081,954	1,074,700	(22,800)	1,074,700	
R320 Otter Lake Operations		8,000,000	7,654,000	7,500,000	(500,000)	6,600,000	(900,000)
R326 Otter Lake WSF	2,201,400	543,300	541,000	522,000	(21,300)	499,700	(22,300)
R327 Otter Lake RDF	6,725,900	1,482,800	1,476,200	1,403,200	(79,600)	1,346,200	(57,000)
R329 Otter Lake FEP	8,050,200	467,300	453,000	449,500	(17,800)	430,800	(18,700)
*** Otter Lake	16,977,500	10,493,400	10,124,200	9,874,700	(618,700)	8,876,700	(998,000)
R322 Collection & RRFB	13,722,200	13,590,200	13,827,700	14,468,200	878,000	14,868,200	400,000
R323 Waste Res Sy Debt Ch	147,800	141,900	141,900	82,200	(59,700)	78,600	(3,600)
R324 Compost Fac.Burnside	3,369,500	4,293,500	4,293,500	3,870,000	(423,500)	3,940,000	70,000
R325 Compost Fac.RaggedLk	4,423,000	2,732,000	2,732,000	2,850,000	118,000	2,900,000	50,000
R328 Rural Depots	180,400	210,400	230,400	213,400	3,000	220,400	7,000
R330 Material Recov. Fac.	1,410,500	1,640,000	1,187,000	1,607,000	(33,000)	1,667,000	60,000
R331 RRFB Contract	(509,700)	(510,000)	(524,654)	(525,600)	(15,600)	(525,600)	
R333 C & E Progrms HRM	510,900	429,900	360,300	542,400	112,500	546,100	3,700
R334 Household Haz. Waste	539,900	748,000	630,000	699,000	(49,000)	714,000	15,000
*** SW Other	23,794,500	23,275,900	22,878,146	23,806,600	530,700	24,408,700	602,100
**** Waste Resources	32,267,800	34,866,800	34,084,300	34,756,000	(110,800)	34,360,100	(395,900)
***** Solid Waste Services	32,366,700	34,866,800	34,084,300	35,096,300	229,500	34,700,400	(395,900)
***** Locked Cost Centres							
***** Total	79,448,500	89,296,200	90,103,500	91,779,200	2,483,000	92,500,900	721,700

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
R100 Directors Admin.	750,700	749,400	690,900	796,300	46,900	807,100	10,800
**** TPW Administration	750,700	749,400	690,900	796,300	46,900	807,100	10,800
***** Director/Administration	750,700	749,400	690,900	796,300	46,900	807,100	10,800
R170 Transportation Serv.	1,230,600	1,184,300	1,000,944	1,202,700	18,400	1,202,700	
**** Transportation Services	1,230,600	1,184,300	1,000,944	1,202,700	18,400	1,202,700	
R112 Rights of Way Approval	692,400	696,000	711,391	737,400	41,400	737,400	
**** Right of Way Services	692,400	696,000	711,391	737,400	41,400	737,400	
R746 LockStreet Name Sign							
R747 Traffic Signs	1,612,800	1,619,100	1,787,563	1,743,700	124,600	1,760,700	17,000
**** Sign Shop	1,612,800	1,619,100	1,787,563	1,743,700	124,600	1,760,700	17,000
R825 Streetlighting	6,591,100	7,305,100	7,333,990	7,529,800	224,700	7,734,900	205,100
R827 Traffic Lights	1,763,100	2,056,100	1,892,312	2,105,700	49,600	2,119,700	14,000
**** Traffic Signals & Streetligh	8,354,200	9,361,200	9,226,302	9,635,500	274,300	9,854,600	219,100
***** Traffic Management	11,890,000	12,860,600	12,726,200	13,319,300	458,700	13,555,400	236,100
W120 Operations Admin	(500,800)	(406,700)	40,210	(110,600)	296,100	(110,600)	
W199 Fleet Maintenance			30,000				
W944 SH Streetscape Prog	40,800	40,900	40,900	42,200	1,300	41,800	(400)
**** Municipal Operations Admin	(460,000)	(365,800)	111,110	(68,400)	297,400	(68,800)	(400)
R710 Municipal Op Support	1,825,200	1,981,500	1,812,568	2,008,000	26,500	2,008,000	
**** Municipal Operations Support	1,825,200	1,981,500	1,812,568	2,008,000	26,500	2,008,000	
R845 Parks Urban Forestry	2,847,800	2,565,100	2,435,200	2,783,100	218,000	2,983,100	200,000
*** Urban Forestry	2,847,800	2,565,100	2,435,200	2,783,100	218,000	2,983,100	200,000
R120 Construction Ser	1,105,600	1,113,500	1,104,400	1,145,000	31,500	1,145,000	
*** Construction Services	1,105,600	1,113,500	1,104,400	1,145,000	31,500	1,145,000	
R723 Enhanced Maint Area	2,084,800	2,107,800	2,061,300	2,134,800	27,000	2,134,800	
*** Enhanced Maintenance Area	2,084,800	2,107,800	2,061,300	2,134,800	27,000	2,134,800	
R880 PB Contr. Streets	6,386,000	14,258,500	14,273,500	14,787,000	528,500	15,275,600	488,600
R881 PB Contr. Sidewalks	4,168,900	4,268,900	4,268,900	4,422,800	153,900	4,422,800	
** Performance Based Contracts	10,554,900	18,527,400	18,542,400	19,209,800	682,400	19,698,400	488,600
R882 WW Administration	309,300	312,900	322,900	330,800	17,900	330,800	
** Winter Works Administration	309,300	312,900	322,900	330,800	17,900	330,800	
R883 Hourly Based Contracts	2,024,000	1,024,000	1,016,900	1,077,600	53,600	1,077,600	
** Hourly Based Contracts	2,024,000	1,024,000	1,016,900	1,077,600	53,600	1,077,600	
R884 WW Infrastr Repairs	127,500	127,500	141,200	131,700	4,200	131,750	50
** Winter Infrastructure Repair	127,500	127,500	141,200	131,700	4,200	131,750	50
R885 Related Program Costs	2,917,300	2,064,900	3,504,900	2,108,900	44,000	2,281,400	172,500
** Related Program Costs	2,917,300	2,064,900	3,504,900	2,108,900	44,000	2,281,400	172,500
* Ice Control (East, West and							
* Plowing (East, West and Cen							
* Snow Removal (East, West an							
* Sidewalk Plowing/Ice Control							
* Related Program Costs(East,							
* Snow & Ice Control Priority							
** Prior Hierarchy, Locked							
*** Operation Coordinator/Snow &	15,933,000	22,056,700	23,528,300	22,858,800	802,100	23,519,950	661,150

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
R715 Administration - St.	1,618,100	1,531,700	1,592,322	1,745,500	213,800	1,745,500	
R718 Contracts-Asphalt E	282,500	507,700	507,700	176,800	(330,900)	178,275	1,475
R719 Contracts-Asphalt W	257,500	507,700	507,700	176,800	(330,900)	178,275	1,475
R720 Street Clean/Graffiti	1,263,000	1,290,200	1,129,800	1,227,500	(62,700)	1,227,500	
R735 Street Mtce-East Rgn	1,369,000	1,310,700	1,376,900	1,505,900	195,200	1,505,900	
R740 Concrete SW-Wst/Bedf	1,410,200	1,408,600	1,379,500	1,423,100	14,500	1,423,100	
R741 Asph-Crb/Wlkwy-East	766,700	773,300	793,800	828,200	54,900	828,200	
R742 Concrete Sewlwk East	820,000	750,200	750,100	763,000	12,800	763,000	
R743 Asphlt Patching West	1,033,100	1,058,300	1,197,700	1,314,800	256,500	1,314,800	
*** Streets & Roads	8,820,100	9,138,400	9,235,522	9,161,600	23,200	9,164,550	2,950
**** Public Works Operations	30,791,300	36,981,500	38,364,722	38,083,300	1,101,800	38,947,400	864,100
***** Road Operations & Constructi	32,156,500	38,597,200	40,288,400	40,022,900	1,425,700	40,886,600	863,700
R110 Design Admin.	517,000	264,800	332,300	299,400	34,600	296,400	(3,000)
R111 Design	1,129,000	1,190,900	1,193,300	1,307,900	117,000	1,307,900	
R130 Infrastr MgmtServ.	230,400	170,900	137,100	217,100	46,200	217,100	
R140 Surveying	747,900	749,300	777,300	792,900	43,600	792,900	
R150 Record Management	136,200	136,100	120,400	132,700	(3,400)	132,700	
R180 Active Transportation		421,700	353,100	343,700	(78,000)	343,700	
W943 Reg Trails/Streetsca	223,200	5,400		7,900	2,500	7,900	
***** Project Planning & Design	2,983,700	2,939,100	2,913,500	3,101,600	162,500	3,098,600	(3,000)
R311 MA Solid Waste Debt	98,900						
R314 Sckv. Landfill Site				15,300	15,300	15,300	
R315 Leach. Trt./FlareStc				325,000	325,000	325,000	
**** Former Solid Waste System	98,900			340,300	340,300	340,300	
R319 Community Monitoring	65,000	90,000	90,000	90,000		90,000	
R321 Administration - WR	1,373,600	1,110,300	1,252,954	1,065,500	(44,800)	1,065,500	
R601 See Cost Centre R321							
*** Admin WR	1,438,600	1,200,300	1,342,954	1,155,500	(44,800)	1,155,500	
R320 Otter Lake Operations		8,000,000	7,654,000	7,500,000	(500,000)	6,600,000	(900,000)
R326 Otter Lake WSF	2,201,400	543,300	541,000	522,000	(21,300)	499,700	(22,300)
R327 Otter Lake RDF	6,725,900	1,482,800	1,476,200	1,403,200	(79,600)	1,346,200	(57,000)
R329 Otter Lake FEP	8,700,800	467,300	453,000	449,500	(17,800)	430,800	(18,700)
*** Otter Lake	17,628,100	10,493,400	10,124,200	9,874,700	(618,700)	8,876,700	(998,000)
R322 Collection & RRFB	15,473,200	15,841,200	15,791,700	16,219,200	378,000	16,619,200	400,000
R323 Waste Res Sy Debt Ch	147,800	141,900	141,900	82,200	(59,700)	78,600	(3,600)
R324 Compost Fac.Burnside	3,976,000	4,900,000	4,900,000	4,500,000	(400,000)	4,570,000	70,000
R325 Compost Fac.RaggedLk	5,131,000	3,440,000	3,440,000	3,500,000	60,000	3,550,000	50,000
R328 Rural Depots	180,400	210,400	230,400	213,400	3,000	220,400	7,000
R330 Material Recov. Fac.	3,317,500	3,547,000	3,487,000	3,920,000	373,000	3,980,000	60,000
R331 RRFB Contract	397,400	397,100	382,446	412,500	15,400	412,500	
R332 Operating Reserve							
R333 C & E Progrms HRM	554,000	473,000	403,400	542,400	69,400	546,100	3,700
R334 Household Haz. Waste	555,900	764,000	646,000	715,000	(49,000)	730,000	15,000
*** SW Other	29,733,200	29,714,600	29,422,846	30,104,700	390,100	30,706,800	602,100
**** Waste Resources	48,799,900	41,408,300	40,890,000	41,134,900	(273,400)	40,739,000	(395,900)
***** Solid Waste Services	48,898,800	41,408,300	40,890,000	41,475,200	66,900	41,079,300	(395,900)
***** Locked Cost Centres							
***** Total	96,679,700	96,554,600	97,509,000	98,715,300	2,160,700	99,427,000	711,700

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
**** TPW Administration							
***** Director/Administration							
**** Transportation Services							
R112 Rights of Way Approval	(558,300)	(443,300)	(393,300)	(443,300)		(443,300)	
**** Right of Way Services	(558,300)	(443,300)	(393,300)	(443,300)		(443,300)	
R747 Traffic Signs	(20,000)	(20,000)	(20,000)	(20,000)		(20,000)	
**** Sign Shop	(20,000)	(20,000)	(20,000)	(20,000)		(20,000)	
R825 Streetlighting	(80,000)	(189,700)	(39,700)	(30,000)	159,700	(20,000)	10,000
R827 Traffic Lights		(15,000)	(15,000)	(15,000)		(15,000)	
**** Traffic Signals & Streetligh	(80,000)	(204,700)	(54,700)	(45,000)	159,700	(35,000)	10,000
***** Traffic Management	(658,300)	(668,000)	(468,000)	(508,300)	159,700	(498,300)	10,000
W944 SH Streetscape Prog	(40,800)	(40,900)	(40,900)	(40,900)		(40,900)	
**** Municipal Operations Admin	(40,800)	(40,900)	(40,900)	(40,900)		(40,900)	
**** Municipal Operations Support							
R845 Parks Urban Forestry			(64,300)				
*** Urban Forestry			(64,300)				
R723 Enhanced Maint Area		(8,000)	(8,000)	(8,000)		(8,000)	
*** Enhanced Maintenance Area		(8,000)	(8,000)	(8,000)		(8,000)	
** Winter Infrastructure Repair							
** Related Program Costs							
* Sidewalk Plowing/Ice Control							
** Prior Hierarchy, Locked							
**** Operation Coordinator/Snow &							
R715 Administration - St.			(1,000)				
R720 Street Clean/Graffiti			(500)				
R735 Street Mtce-East Rgn			(2,200)				
R738 LkdWaverley Sidewalk							
R740 Concrete SW-Wst/Bedf			(4,600)				
R743 Asphlt Patching West			(1,900)				
*** Streets & Roads			(10,200)				
**** Public Works Operations		(8,000)	(82,500)	(8,000)		(8,000)	
***** Road Operations & Construct	(40,800)	(48,900)	(123,400)	(48,900)		(48,900)	
R180 Active Transportation			(8,400)				
***** Project Planning & Design			(8,400)				
**** Former Solid Waste System							
R321 Administration - WR	(9,942,800)	(102,800)	(261,000)	(80,800)	22,000	(80,800)	
*** Admin WR	(9,942,800)	(102,800)	(261,000)	(80,800)	22,000	(80,800)	
R329 Otter Lake FEP	(650,600)						
*** Otter Lake	(650,600)						
R322 Collection & RRFB	(1,751,000)	(2,251,000)	(1,964,000)	(1,751,000)	500,000	(1,751,000)	
R324 Compost Fac.Burnside	(606,500)	(606,500)	(606,500)	(630,000)	(23,500)	(630,000)	
R325 Compost Fac.RaggedLk	(708,000)	(708,000)	(708,000)	(650,000)	58,000	(650,000)	
R330 Material Recov. Fac.	(1,907,000)	(1,907,000)	(2,300,000)	(2,313,000)	(406,000)	(2,313,000)	
R331 RRFB Contract	(907,100)	(907,100)	(907,100)	(938,100)	(31,000)	(938,100)	
R333 C & E Progrms HRM	(43,100)	(43,100)	(43,100)		43,100		
R334 Household Haz. Waste	(16,000)	(16,000)	(16,000)	(16,000)		(16,000)	
*** SW Other	(5,938,700)	(6,438,700)	(6,544,700)	(6,298,100)	140,600	(6,298,100)	
**** Waste Resources	(16,532,100)	(6,541,500)	(6,805,700)	(6,378,900)	162,600	(6,378,900)	
***** Solid Waste Services	(16,532,100)	(6,541,500)	(6,805,700)	(6,378,900)	162,600	(6,378,900)	
***** Total	(17,231,200)	(7,258,400)	(7,405,500)	(6,936,100)	322,300	(6,926,100)	10,000

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	16,848,300	16,575,700	16,285,299	16,918,100	342,400	16,918,100	
6002 Salaries - Overtime	1,280,200	1,260,200	1,867,500	1,282,600	22,400	1,282,600	
6005 PDP & Union Con Incr			(720,589)				
6051 Shift Agreements		12,500	12,500	12,500		185,000	172,500
6054 Vacation payout			7,500				
6100 Benefits - Salaries	3,580,100	3,592,900	3,594,590	3,643,100	50,200	3,643,100	
6110 Vacancy Management	(1,330,600)	(1,330,600)		(875,000)	455,600	(875,000)	
6152 Retirement Incentives	108,400	110,500	110,500	121,200	10,700	121,200	
6154 Workers' Compensation	262,800	254,900	266,200	315,500	60,600	315,500	
6155 Overtime Meals			1,200				
6156 Clothing Allowance			500				
6199 Comp & Ben InterDept			(70,500)				
9200 HR CATS Wage/Ben			9,100				
9210 HR CATS OT Wage/Ben			(326,500)				
* Compensation and Benefits	20,749,200	20,476,100	21,037,300	21,418,000	941,900	21,590,500	172,500
6201 Telephone	23,900	27,200	42,900	44,800	17,600	44,800	
6202 Courier/Postage	33,100	43,100	40,200	66,000	22,900	66,500	500
6203 Office Furn/Equip	25,900	25,700	26,700	21,600	(4,100)	23,100	1,500
6204 Computer S/W & Lic	15,500	13,500	16,600	15,500	2,000	13,500	(2,000)
6205 Printing & Reprod	62,200	46,200	45,100	71,000	24,800	71,500	500
6206 Microfilms	4,800	4,800		4,800		4,800	
6207 Office Supplies	50,200	52,200	55,200	55,000	2,800	52,000	(3,000)
6299 Other Office Expenses			5,800				
* Office	215,600	212,700	232,500	278,700	66,000	276,200	(2,500)
6301 Professional Fees	68,800	83,800	68,600	67,000	(16,800)	67,000	
6302 Legal Fees	20,000	20,000	51,600	20,000		20,000	
6303 Consulting Fees	287,700	179,700	72,000	29,700	(150,000)	29,700	
6304 Janitorial Services							
6308 Snow Removal	1,400,000	837,600	852,600	921,700	84,100	921,700	
6310 Outside Personnel	459,600	468,100	736,900	509,600	41,500	509,600	
6311 Security	16,500	49,500	89,900	131,000	81,500	131,000	
6312 Refuse Collection	46,000	46,500	66,500	71,500	25,000	71,500	
6399 Contract Services	59,383,400	59,579,000	59,531,200	59,202,100	(376,900)	59,524,750	322,650
* External Services	61,682,000	61,264,200	61,469,300	60,952,600	(311,600)	61,275,250	322,650
6401 Uniforms & Clothing	37,100	54,800	68,500	33,800	(21,000)	33,800	
6402 Med & First Aid Supp	2,000	2,000	18,500	1,400	(600)	1,400	
6404 Rec Prog Supplies			100				
6405 Photo Supp & Equip	500	300	800	300		300	
6406 Bridge Tolls	9,400	10,400	38,800	48,400	38,000	48,400	
6407 Clean/Sani Supplies	12,500	22,500	24,000	18,900	(3,600)	18,900	
6409 Personal Protect Equ	82,400	70,400	123,500	120,900	50,500	120,400	(500)
6499 Other Supplies	76,700	96,900	114,700	97,700	800	98,200	500
* Supplies	220,600	257,300	388,900	321,400	64,100	321,400	
6501 Asphalt	225,600	225,600	241,900	327,600	102,000	327,600	
6502 Chemicals	35,600	35,600	85,600	79,300	43,700	79,300	
6503 Fertilizer	300	300	300	300		300	
6504 Hardware	158,100	167,500	174,600	162,500	(5,000)	162,500	
6505 Lubricants	4,300	4,400	11,100	8,900	4,500	8,900	
6506 Lumber	16,800	16,800	25,500	16,800		16,800	
6507 Propane	2,200	2,200	2,900	2,200		2,200	
6508 Ready Mix Concrete	121,500	121,500	123,100	136,500	15,000	136,500	
6510 Road Oils	6,700	6,700	4,500	6,700		6,700	
6511 Salt	1,625,200	725,200	1,400,000	750,000	24,800	750,000	
6512 Sand	124,800	24,800	10,300	10,200	(14,600)	10,200	
6513 Seeds & Plants	1,200	1,200	3,900	2,700	1,500	2,750	50
6514 Sods	9,400	4,900	3,200	4,900		4,900	
6515 Stone and Gravel	28,700	52,700	56,200	52,500	(200)	52,500	
6516 Topsoil	4,900	4,900	9,500	10,700	5,800	10,700	
6517 Paint	119,100	138,600	124,100	144,600	6,000	144,600	
6518 Metal	35,600	35,600	38,600	35,600		35,600	
6519 Welding Supplies	1,500	2,500	4,500	2,500		2,500	
6599 Other Materials	26,500	26,700	29,100	26,500	(200)	26,500	
* Materials	2,548,000	1,597,700	2,348,900	1,781,000	183,300	1,781,050	50

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6602 Electrical	538,000	540,000	560,000	544,000	4,000	544,000	
6603 Grnds & Landscaping	15,300	15,300	6,500	15,300		15,300	
6605 Municipal Taxes	6,000	6,000	10,000	6,000		6,000	
6607 Electricity	4,372,600	2,385,800	3,218,500	2,245,600	(140,200)	2,075,900	(169,700)
6608 Water	10,100	10,100	20,200	16,100	6,000	16,100	
6611 Building - Interior	25,000	20,300	5,500	15,300	(5,000)	15,300	
6612 Safety Systems			6,500				
6614 Envir Assess/Cleanup	10,000	5,000	5,000	5,000		5,000	
6615 Vandalism Clean-up	201,900	201,900	201,900	201,900		201,900	
6699 Other Building Cost	5,000	5,000	5,000	5,000		5,000	
* Building Costs	5,183,900	3,189,400	4,039,100	3,054,200	(135,200)	2,884,500	(169,700)
6701 Equipment Purchase	56,300	51,300	79,800	52,700	1,400	52,700	
6702 Small Tools	44,300	53,300	68,300	59,000	5,700	59,000	
6703 Computer Equip/Rent	20,000	17,600	20,300	17,600		17,600	
6704 Equipment Rental	54,100	36,100	82,600	66,100	30,000	66,100	
6705 Equip - R&M	25,800	15,400	15,900	4,400	(11,000)	4,400	
6706 Computer R&M	1,000	1,000	1,700	500	(500)	500	
6711 Communication System	15,000	174,100	236,800	239,700	65,600	238,700	(1,000)
6731 Airtime		116,100			(116,100)		
* Equipment & Communications	216,500	464,900	505,400	440,000	(24,900)	439,000	(1,000)
6802 Vehicle R&M	1,200	1,400	5,400	7,200	5,800	7,200	
6803 Vehicle Fuel - Diesel	200	200	200	100	(100)	100	
6804 Vehicle Fuel - Gas	1,300	600	1,800	1,500	900	1,500	
6806 Vehicle Rentals	3,500	3,600	1,700	18,100	14,500	18,100	
6807 Vehicle Leases			14,200				
6811 Shop Supplies			300				
6899 Other Vehicle Expense	3,500	3,700	13,700	3,700		3,700	
* Vehicle Expense	9,700	9,500	37,300	30,600	21,100	30,600	
6901 Membership Dues	33,900	34,100	30,300	50,000	15,900	65,400	15,400
6902 Conferences/Workshop	45,200	45,200	37,200	77,000	31,800	45,200	(31,800)
6903 Travel - Local	299,700	294,800	314,900	337,900	43,100	339,900	2,000
6904 Travel - Out of Town	58,100	58,100	40,000	30,000	(28,100)	58,100	28,100
6905 Training & Education	87,200	87,200	46,100	60,000	(27,200)	90,000	30,000
6906 Licenses & Agreements	172,500	203,200	176,300	189,400	(13,800)	188,900	(500)
6908 Medical Examinations	4,000	7,000	13,000	4,500	(2,500)	4,500	
6910 Signage	56,500	56,500	51,000	55,500	(1,000)	55,500	
6911 Facilities Rental	17,300	8,300	8,300	8,300		8,300	
6912 Advertising/Promotio	275,500	290,200	279,400	357,850	67,650	361,050	3,200
6913 Awards			200				
6914 Recruiting			2,700				
6916 Public Education	146,000	91,000	75,000	134,500	43,500	134,500	
6917 Books and Periodicals	3,100	3,800	4,600	3,800		4,300	500
6918 Meals	16,700	19,300	21,800	20,300	1,000	20,300	
6919 Special Projects	1,361,000	1,111,000	1,095,500	1,375,400	264,400	1,550,000	174,600
6928 Committee Expenses	2,300	2,300	800	1,550	(750)	1,550	
6929 Procurement Card Clg		200	300	200		200	
6933 Community Events	6,000	6,000	6,100	6,000		6,000	
6936 Staff Relations		200	1,400	200		200	
6937 Corporate Training				4,000	4,000	4,000	
6938 Rewarding Excellence	19,700	17,700	10,700	17,700		17,200	(500)
6940 Fencing	12,000	12,100	3,100	3,000	(9,100)	3,000	
6943 Health and Wellness	700	700	11,200	2,700	2,000	2,700	
6999 Other Goods/Services	12,400	242,300	58,100	239,400	(2,900)	239,400	
* Other Goods & Services	2,629,800	2,591,200	2,288,000	2,979,200	388,000	3,200,200	221,000
7009 Internal Trfr Other	63,200	78,200	117,600	94,200	16,000	94,200	
7010 IntTrfr Insur Funds	(40,000)	(40,000)	(50,700)	(40,000)		(40,000)	
* Interdepartmental	23,200	38,200	66,900	54,200	16,000	54,200	
8010 Other Interest	30,000	30,000	30,000	30,000		30,000	
8011 Interest on Debentur	423,700	331,400	331,400	236,000	(95,400)	137,700	(98,300)
8012 Principal on Debentu	2,253,300	2,157,000	2,157,000	2,099,600	(57,400)	2,099,600	
* Debt Service	2,707,000	2,518,400	2,518,400	2,365,600	(152,800)	2,267,300	(98,300)

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
8001 Transf Outside Agenc	23,400	28,900	28,900	28,900		28,900	
8008 Transf to/fr Reserve	470,800	3,911,200	2,553,200	5,010,900	1,099,700	5,277,900	267,000
9000 Prior Yr. Sur/Def		(5,100)	(5,100)		5,100		
9001 Current Yr. Sur/Def							
* Other Fiscal	494,200	3,935,000	2,577,000	5,039,800	1,104,800	5,306,800	267,000
** Total	96,679,700	96,554,600	97,509,000	98,715,300	2,160,700	99,427,000	711,700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4201 Area Rate Residential	(40,800)	(40,900)	(40,900)	(40,900)		(40,900)	
* Area Rate Revenue	(40,800)	(40,900)	(40,900)	(40,900)		(40,900)	
4750 Other Grants	(2,123,100)	(2,623,100)	(2,323,100)	(2,154,100)	469,000	(2,154,100)	
* Transfers from other Gov'ts	(2,123,100)	(2,623,100)	(2,323,100)	(2,154,100)	469,000	(2,154,100)	
4905 St. Opening Permits	(180,000)	(130,000)	(130,000)	(130,000)		(130,000)	
4912 Signs & Encroachments	(190,000)	(190,000)	(140,000)	(190,000)		(190,000)	
5225 Tipping Fees-Waste R	(11,154,500)	(1,314,500)	(1,315,500)	(1,480,000)	(165,500)	(1,480,000)	
5250 Sales of Svcs-Other							
5255 Engineering Fees							
5403 Sale-Other Recycle	(1,475,000)	(1,475,000)	(1,800,000)	(1,600,000)	(125,000)	(1,600,000)	
* Fee Revenues	(12,999,500)	(3,109,500)	(3,385,500)	(3,400,000)	(290,500)	(3,400,000)	
5508 Recov External Parti	(1,589,700)	(1,100,800)	(1,171,900)	(900,100)	200,700	(890,100)	10,000
5600 Miscellaneous Revenue	(478,100)	(384,100)	(484,100)	(441,000)	(56,900)	(441,000)	
* Other Revenue	(2,067,800)	(1,484,900)	(1,656,000)	(1,341,100)	143,800	(1,331,100)	10,000
** Total	(17,231,200)	(7,258,400)	(7,405,500)	(6,936,100)	322,300	(6,926,100)	10,000
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	79,448,500	89,296,200	90,103,500	91,779,200	2,483,000	92,500,900	721,700

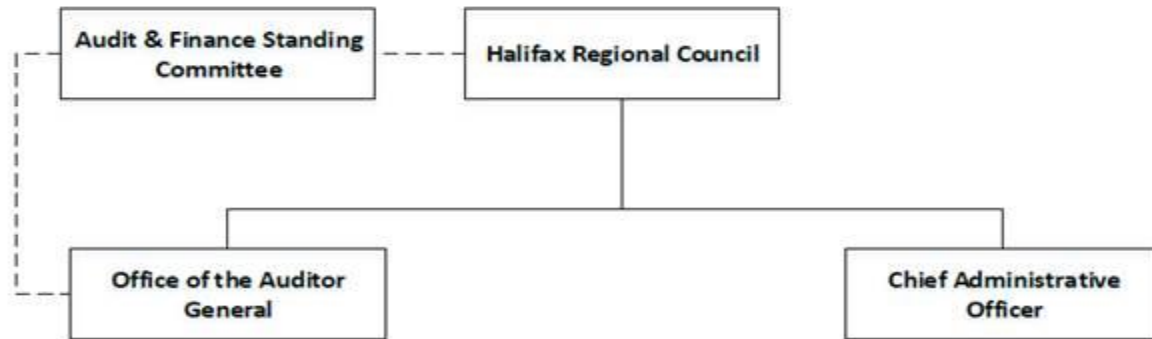
Office of the Auditor General

17/18 – 18/19 Multi-Year Budget and Business Plan

Mission: To make a significant contribution to the enhancement of Halifax Regional Municipality's (HRM's) performance, governance and accountability.

The Office of the Auditor General’s first responsibility is to the public. Providing assistance to Halifax Regional Council in holding itself and the administration accountable for the quality of stewardship over public funds and for achievement of value-for-money in the Municipality’s operations.

The Office of the Auditor General independently prepares and publishes its work plan and reports. Details can be found at: <http://www.halifax.ca/auditorgeneral>



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	10	-	10	10

Office of the Auditor General Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on the Office of the Auditor General Office	0.2%	0.2%	0.2%
Average tax bill amount spent on the Office of the Auditor General	\$3.70	\$4.00	\$4.10

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

Auditor General Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	898,500	888,900	628,624	984,800	95,900	984,800	
* Office	14,000	13,500	93,700	13,500		14,500	1,000
* External Services	11,600	8,600	5,900	6,000	(2,600)	7,000	1,000
* Equipment & Communications	2,000	2,000	600	2,000		2,000	
* Other Goods & Services	39,000	33,000	70,900	37,200	4,200	45,200	8,000
** Total	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue							
** Total							
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000

Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
A317 Bus Process & QA							
G100 Off of the Aud Gen	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000
* Total	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000

Summary of Gross Expenditures

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
A317 Bus Process & QA							
G100 Off of the Aud Gen	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000
* Total	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000

Summary of Gross Revenue

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
G100 Off of the Aud Gen							
* Total							

Additional Budget Detail

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	750,300	738,500	510,890	815,700	77,200	815,700	
6005 PDP & Union Con Incr			(9,200)				
6054 Vacation payout			11,500				
6100 Benefits - Salaries	135,900	138,500	105,684	151,700	13,200	151,700	
6152 Retirement Incentives	3,500	3,500	2,750	5,500	2,000	5,500	
6154 Workers' Compensation	8,800	8,400	7,000	11,900	3,500	11,900	
* Compensation and Benefits	898,500	888,900	628,624	984,800	95,900	984,800	
6201 Telephone			1,700				
6202 Courier/Postage	1,000	500	500	500		500	
6203 Office Furn/Equip	2,000	2,000	4,300	2,000		2,000	
6204 Computer S/W & Lic	4,000	4,000	85,400	4,000		7,000	3,000
6207 Office Supplies	7,000	7,000	1,800	7,000		5,000	(2,000)
* Office	14,000	13,500	93,700	13,500		14,500	1,000
6301 Professional Fees	1,000						
6302 Legal Fees	10,000	7,500	5,000	5,000	(2,500)	5,000	
6311 Security	300						
6399 Contract Services	300	1,100	900	1,000	(100)	2,000	1,000
* External Services	11,600	8,600	5,900	6,000	(2,600)	7,000	1,000
6703 Computer Equip/Rent	2,000	2,000	600	2,000		2,000	
* Equipment & Communications	2,000	2,000	600	2,000		2,000	
6901 Membership Dues	10,000	10,000	4,000	10,000		10,000	
6902 Conferences/Workshop	8,000	5,000	4,500	5,700	700	5,000	(700)
6903 Travel - Local	2,000	1,500	1,000	1,500		1,700	200
6904 Travel - Out of Town	1,000	1,000	400	2,000	1,000	3,000	1,000
6905 Training & Education	10,000	9,000	10,000	12,000	3,000	18,500	6,500
6914 Recruiting			49,000				
6917 Books and Periodicals	2,000	1,500	1,500	1,500		2,000	500
6919 Special Projects	5,000	4,000		3,500	(500)	4,000	500
6938 Rewarding Excellence	1,000	1,000	500	1,000		1,000	
* Other Goods & Services	39,000	33,000	70,900	37,200	4,200	45,200	8,000
** Total	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue							
** Total							
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	965,100	946,000	799,724	1,043,500	97,500	1,053,500	10,000

CAO Business Unit

17/18 – 18/19 Multi-Year Budget and Business Plan

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

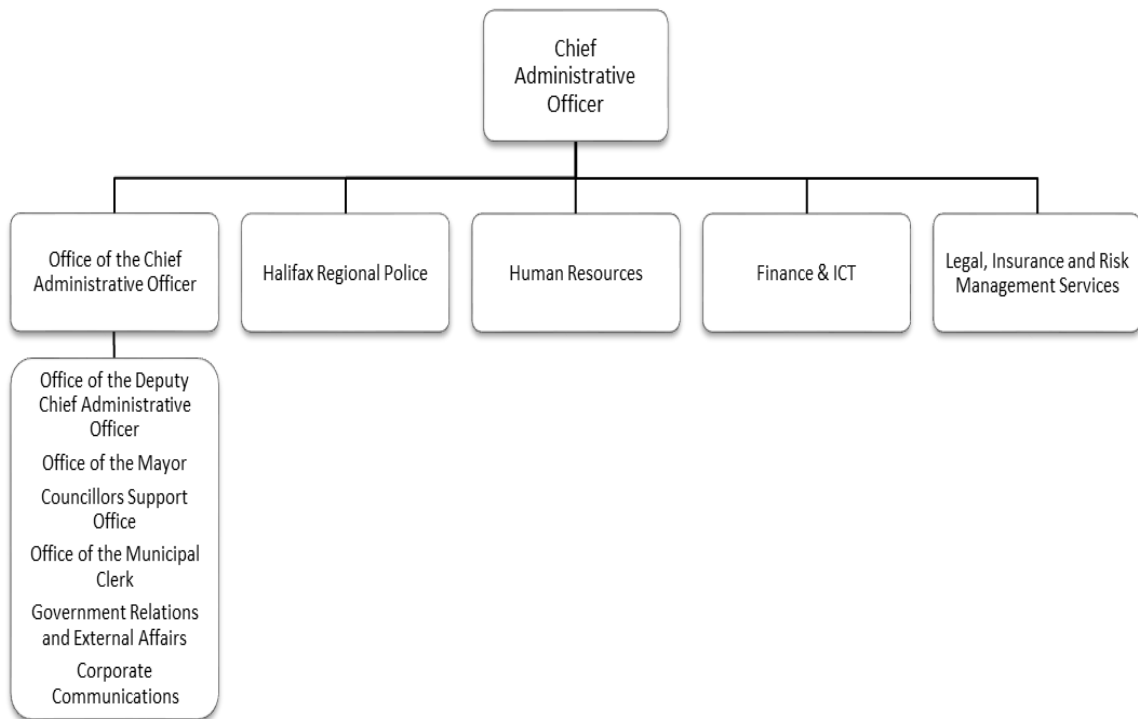
CAO BUSINESS UNIT OVERVIEW

The Chief Administrative Officer’s (CAO) business unit is committed to advancing Regional Council and administrative priority outcomes of:

- Governance and Engagement – Municipal Governance
- Governance and Engagement – Communications
- Governance and Engagement – Public Engagement
- Social Development - Equity and Inclusion
- Social Development - Accessible Community
- Service Excellence - Service Delivery
- Economic Development – Promote and Maximize Growth
- Economic Development – Attract and Retain Talent
- Healthy, Liveable Communities – Public Safety
- Our People - Culture

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

Chief Administrative Office Business Unit Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17	2017/18	2017/18	2018/19
	Approved	Planned Change (+/-)	Planned Total FTE's	Planned Total FTE's
Full Time	81	-2.0	79	79
Term	10.6*	-10.3	0.3	0.3
Casual	1.0	1.0	1.0	1.0
Student	2.9	2.9	2.9	2.9

* Includes temporary staff for 2016 Municipal Election

CAO Business Unit Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on CAO Business Unit	2.8%	2.8%	2.8%
Average tax bill amount spent on CAO Business Unit	\$52.00	\$53.00	\$52.80

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 CAO Business Unit Multi-Year Initiatives

Healthy, Liveable Communities – Public Safety

Enhance Crisis Communications Capacity

Natural disasters, extreme weather events, infrastructure disruption and other similar crises present a material risk to the livability and safety of the community. Robust inter-agency communications and effective public interactions are key components to minimizing the impact on HRM residents during these types of events.

The CAO business unit, through the Corporate Communications service area, will collaborate with emergency service providers to enhance HRM's emergency response capacity through the implementation of a coordinated program of crises communications simulations exercises.

Governance and Engagement – Public Engagement

Define Public Engagement Practices

Effective public engagement is an essential component to inspiring a wide range of residents in HRM to become active participants in the governance of the community. Development of consistent, predictable and meaningful public engagement practices appropriate for initiatives and issues of varying scale/scope will stimulate confidence among residents that they can play an active role in the municipal decision-making process.

The CAO business unit, through the Corporate Communications service area, will coordinate various HRM business units to review past and current engagement programs to define and guide more consistent, predictable and meaningful public engagement practices across the municipality. This will involve the reestablishment of a Community Engagement Steering Committee comprised of representatives of all business units involved in community engagement work.

Improve Public Access to Information and Services

The overall success of HRM's interactions with taxpayers is partially determined by residents' capacity to access information and services. Much of this resident engagement is accomplished through electronic media. HRM has recently refreshed its website (Halifax.ca) and the next step in continuous improvement of that engagement tool is to leverage benefits of the new halifax.ca.

The CAO business unit, through the Corporate Communications service area, will develop an enhanced strategy for use of social media and implement additional training for website authors to ensure residents have improved access to information and services through Halifax.ca.

Our People - Culture

Improve Employee Engagement

In addition to efforts to enhance engagement and collaboration with residents, the organization also recognizes the importance of developing an engaged and collaborative workforce. HRM uses various media to communicate and engage internally with public service staff and one of the major elements of that initiative is the use of a robust and accessible internal website (intranet). While there have been significant recent enhancements to this electronic tool, additional and continual improvement is planned for the 17/18 business cycle.

The CAO business unit, through the Corporate Communications service area, will implement a program to streamline processes and increase knowledge sharing capacity within HRM's intranet to enhance overall staff engagement.

Governance and Engagement – Municipal Governance

Halifax Charter Review

HRM is a unique municipality in Nova Scotia due to its land area, large population and its proportional contribution to the economy. This has already been recognized by the provincial government through the adoption of the HRM Charter. However, as HRM grows, residents, various industries and Regional Council have increasingly expressed a desire for increased municipal authority in certain areas that would allow an enhanced ability to respond to certain issues unique to HRM. Many of these changes require amendments to the Charter or other provincial legislation.

The CAO business unit will continue to identify municipal issues that require requests for legislative review, coordinate a process to document these requests and submit them to the province of Nova Scotia in a timely manner.

Economic Development – Promote and Maximize Growth

Economic Strategy Implementation and Tracking

Economic growth and increased commercial activity leads to a wide range of benefits for the municipality and its residents. HRM works collaboratively with a number of business organizations and outside agencies to develop effective strategies to promote this growth. Halifax’s Economic Growth Plan for 2016 – 2021 has four main strategic goals that are supported by various initiatives and deliverables. Implementing this plan and monitoring, tracking and reporting on progress is a key component to the successful delivery of the economic strategy.

The CAO business unit will lead the implementation and tracking of deliverables and outputs from the economic strategy.

Social Development – Equity and Inclusion

Promote Equitable Access to Municipal Services

Ensuring Halifax is a diverse and inclusive community that supports all residents is a fundamental priority for HRM. A key component of this objective is ensuring that all residents of HRM have enhanced and equal access to information, service and engagement with the municipality.

The CAO business unit will provide leadership and guidance to train and engage staff to develop and implement various diversity and inclusion plans and initiatives across the organization.

Service Excellence - Service Delivery

Promote a Positive Corporate Culture Related to Performance Excellence

Active promotion and reinforcement of a performance-based positive corporate culture is a key component of continuous improvement to service to residents of HRM. Development of a clear and corporate-wide understanding of a common set of service excellence principles is the first step toward sustainable improvement to service levels and the associated changes in corporate culture that make those improvements continuous and sustainable.

The CAO business unit will champion the implementation of a training program for key staff to learn and apply the service principles associated with the Lean Six Sigma service improvement program. This will be the initial stages of a corporate-wide program that will embed these principles in all HRM service areas.

CAO Business Unit Budget

Summary of Changes Included in Proposed CAO Business Unit Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Add implementation of Navigator Program	This change will provide support for homeless and street-involved individuals to access employment and housing, and navigate health, mental health and addictions support services.	\$45,000	\$45,000	\$90,000

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Add Red Tape Reduction Initiative	This change will allow continuance of existing work started with provincial Office of Regulatory Affairs and Service Effectiveness on a joint project to reduce or eliminate organizational impediments to timely or cost effective service delivery.	\$160,000	\$0	\$160,000
Destination Halifax Funding Adjustment	This is an adjustment to compensate for funding removed during the previous year. Replacement will facilitate continued service delivery from Destination Halifax at current levels.	\$104,500	\$104,500	\$209,000
Add Funding to Advance Accessibility Strategy Development	This change will support organized and effective delivery of accessibility related initiatives across the municipality	\$100,000	\$80,000	\$180,000
Miscellaneous budget reductions	No impact on service delivery	-\$39,900	-\$40,400	-\$80,300
Compensation adjustments (reductions)	No impact on service delivery	-\$6,000	-\$6,000	-\$12,000
Increase International Partnership Activity	This proposed change will improve the capacity work nationally and internationally to attract investment, increase trade and attract and retain talent.	\$30,000	\$30,000	\$60,000
Additional resources for the Access to Information Office	This new resource will increase administrative support to the team and to assist in coordinating and processing FOIPOP applications. It will also allow increased capacity for training to ensure that business units are in compliance with legislation.	\$60,000	\$60,000	\$120,000
Structural alterations to CAO reporting structure	This change will improve executive level reporting structures, generate significant sustainable cost reductions and create better functional alignment for a number of discrete municipal services.	-\$300,000	-\$300,000	-\$600,000
Implement French translation services for Municipal PSAs	This change will provide a significant new level of French language service to citizens and help build the municipality's relationship with the broader francophone community.	\$100,000	\$100,000	\$200,000
Develop Poverty Reduction Strategy	This change will provide the resources that would be applied to the development of foundational municipal policy in the Social Development priority area.	\$50,000	\$0	\$50,000

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Increase CAO-GREA budget by \$60,000 for diversity and inclusion for African and Aboriginal communities engagement	This change will be used to enhance Urban Aboriginal and African Nova Scotian Community Engagement by establishing a resource to do such things as develop and implement new policy, manage special projects, promote employment opportunities, develop new communications approaches, support activities under the United Nations Decade of People of African Descent and work with the Public Safety Advisor to do outreach, workshops and meetings.	\$60,000	\$60,000	\$120,000
Total		\$363,600	\$113,100	\$496,700

CAO Business Unit Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	8,893,600	9,054,400	8,992,480	8,706,700	(347,700)	8,706,700	
* Office	957,300	1,416,000	1,418,000	1,010,300	(405,700)	1,009,300	(1,000)
* External Services	278,400	1,501,750	1,498,050	366,600	(1,135,150)	311,600	(55,000)
* Supplies	83,400	83,950	83,950	83,400	(550)	83,400	
* Building Costs	13,000	33,000	33,000	13,000	(20,000)	13,000	
* Equipment & Communications	53,500	161,500	161,500	66,900	(94,600)	53,000	(13,900)
* Vehicle Expense	41,900	41,900	41,900	41,900		41,900	
* Other Goods & Services	786,100	979,000	1,004,960	881,300	(97,700)	880,700	(600)
* Interdepartmental		2,700	2,700		(2,700)		
* Other Fiscal	6,010,600	4,037,800	4,970,500	6,596,600	2,558,800	6,436,600	(160,000)
** Total	17,117,800	17,312,000	18,207,040	17,766,700	454,700	17,536,200	(230,500)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Area Rate Revenue	(2,049,800)	(2,209,000)	(2,209,000)	(2,209,000)		(2,209,000)	
* Payments in Lieu of taxes	(143,100)	(138,100)	(138,100)	(138,100)		(138,100)	
* Fee Revenues	(40,200)	(40,200)	(40,000)	(40,200)		(40,200)	
* Other Revenue	(1,609,000)	(1,609,000)	(2,554,400)	(1,609,000)		(1,609,000)	
** Total	(3,842,100)	(3,996,300)	(4,941,500)	(3,996,300)		(3,996,300)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	13,275,700	13,315,700	13,265,540	13,770,400	454,700	13,539,900	(230,500)

CAO Business Unit Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
CAO Office	706,700	826,900	810,400	778,200	(48,700)	778,200	
DCAO Operations	623,600	661,300	661,300	418,800	(242,500)	418,800	
Mayors Office	812,500	812,100	812,100	809,400	(2,700)	809,900	500
Councillor Support	2,587,300	2,621,500	2,621,500	2,656,700	35,200	2,656,700	
Municipal Clerks	2,126,000	2,188,300	2,184,200	2,253,500	65,200	2,253,500	
Government Relations & External Affairs	3,168,700	3,104,800	3,135,460	3,644,000	539,200	3,414,000	(230,000)
Corporate Communications	3,250,900	3,100,800	3,040,580	3,209,800	109,000	3,208,800	(1,000)
	13,275,700	13,315,700	13,265,540	13,770,400	454,700	13,539,900	(230,500)

17/18 - 18/19 CAO BUSINESS UNIT SERVICE AREA PLANS

Office of the Chief Administrative Officer (CAO Administrative Office)

The CAO Office is committed to supporting Regional Council priorities through strategic and operational guidance to ensure efficient delivery of highly professional public service in support of Regional Council.

Services Delivered:

Governance and Engagement – Municipal Governance

Corporate Direction - Overall strategic and operational direction to all HRM's business units.

Leadership - Leadership of the administrative branch of municipal government.

Operational Oversight - Direct oversight to Finance, Human Resources, Legal Services and Halifax Police Services.

Governance and Engagement – Fiscal Responsibility

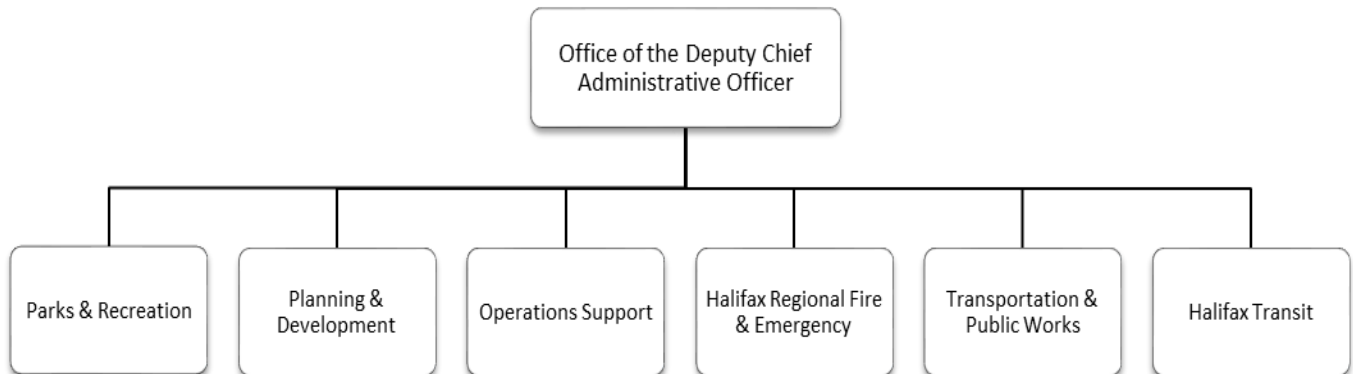
Resource Assignment - Assignment of corporate resources required to implement policies and programs as directed by Regional Council.

CAO Business Unit Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	592,800	711,100	694,600	662,400	(48,700)	662,400	
* Office	15,000	14,000	14,000	14,000		14,000	
* External Services	3,000	3,000	3,000	3,000		3,000	
* Supplies	3,000	3,000	3,000	3,000		3,000	
* Building Costs	13,000	13,000	13,000	13,000		13,000	
* Equipment & Communications	14,000	13,500	13,500	13,500		13,500	
* Vehicle Expense	4,700	4,700	4,700	4,700		4,700	
* Other Goods & Services	61,200	64,600	64,600	64,600		64,600	
** Total	706,700	826,900	810,400	778,200	(48,700)	778,200	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	706,700	826,900	810,400	778,200	(48,700)	778,200	

Office of the Deputy Chief Administrative Officer (DCAO Office)

The Office of the Deputy Chief Administrative Officer is committed to supporting Regional Council priorities through strategic and operational guidance to ensure efficient delivery of highly professional public service in support of Regional Council.



Services Delivered:

Governance and Engagement – Municipal Governance

CAO Support - Support for the CAO’s leadership of the administrative branch of municipal government.

Operational Oversight – Provides direct oversight to HRM’s operational business units – Transportation and Public Works, Planning and Development, Parks and Recreation, Halifax Transit, Operations Support and Halifax Regional Fire and Emergency Services.

Special Project Delivery - Delivery of special project objectives as directed by the CAO.

DCAO Office Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	500,000	512,700	512,700	277,600	(235,100)	277,600	
* Office	5,000	5,000	5,000		(5,000)		
* External Services	116,200	141,200	141,200	141,200		141,200	
* Other Goods & Services	2,400	2,400	2,400		(2,400)		
** Total	623,600	661,300	661,300	418,800	(242,500)	418,800	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	623,600	661,300	661,300	418,800	(242,500)	418,800	

Office of the Mayor

The Office of the Mayor is committed to supporting Regional Council priorities through coordination of constituent relations, communications, and administrative support to the Mayor. The office liaises with constituents and HRM staff to investigate issues or concerns and shares information to support the Mayor.

Services Delivered:

Governance and Engagement – Municipal Governance

Mayoral Support - Delivery of legislative and administrative support to the Mayor.

Issue Coordination - Coordination of resident issues, providing responses to residents' questions.

Mayoral Correspondence - Preparing correspondence and district communications on behalf of the Mayor.

Office of the Mayor Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	681,300	682,900	682,900	703,700	20,800	703,700	
* Office	22,200	13,200	13,200	13,200		13,200	
* External Services		25,000	25,000	10,000	(15,000)	10,000	
* Supplies	500	500	500	500		500	
* Equipment & Communications	500	500	500	500		500	
* Other Goods & Services	108,000	90,000	90,000	81,500	(8,500)	82,000	500
* Interdepartmental							
** Total	812,500	812,100	812,100	809,400	(2,700)	809,900	500
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue							
** Total							
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	812,500	812,100	812,100	809,400	(2,700)	809,900	500

Councillors Support Office

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

Services Delivered:

Governance and Engagement – Municipal Governance

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

Councillor Administrative Support - The Councillors' Support Office provides administrative support for members of Regional Council.

Councillor Operational Support - The Councillors' Support Office ensures that councillors have the tools, methods, training, and advice necessary to their position.

Councillor's Support Office Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	2,346,700	2,380,900	2,380,900	2,416,100	35,200	2,416,100	
* Office	24,300	26,300	26,300	26,300		26,300	
* Vehicle Expense	37,200	37,200	37,200	37,200		37,200	
* Other Goods & Services	217,600	215,600	215,600	215,600		215,600	
* Interdepartmental							
** Total	2,625,800	2,660,000	2,660,000	2,695,200	35,200	2,695,200	
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(38,500)	(38,500)	(38,500)	(38,500)		(38,500)	
* Other Revenue							
** Total	(38,500)	(38,500)	(38,500)	(38,500)		(38,500)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	2,587,300	2,621,500	2,621,500	2,656,700	35,200	2,656,700	

Office of the Municipal Clerk

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

Services Delivered:**Governance and Engagement – Municipal Governance**

Access and Privacy Management - This service is responsible for ensuring access to information and protection of privacy in accordance with applicable legislation (Municipal Government Act Part XX, the Personal Information International Disclosure Protection Act (PIIDPA) and HRM policy (Privacy Policy, Routine Access Policy).

By-Law and Administrative Order Legislative Support - This service is responsible for coordinating by-laws and administrative order approval, amendments, repeals, and record-keeping to ensure legislative responsibilities are met.

Civic Appointment to Boards, Committees, and Commissions Coordination - This service is responsible for coordinating appointment to all boards, committees, and commissions in accordance with the Halifax Regional Municipal Charter, the public appointment process adopted by Regional Council, and relevant administrative orders and policies.

Community Council, Committee, and Board Meeting Support - This service is responsible for coordinating and facilitating community council, committee and board processes in accordance with the Halifax Regional Municipal Charter and applicable administrative orders and policies.

Corporate Information Management - This service is responsible for the development and management of HRM's Corporate Information Management program, providing HRM business units and other entities with policies, standards and tools for managing records and information, the secure storage and preservation of semi-active and archival corporate records including access and disposition as appropriate, and management of the HRM Municipal Records Centre and Municipal Archives operations.

Municipal and School Board Elections - This service is responsible for preparing for and conducting general and by-elections for the mayor, councillors, and regional school boards in accordance with the provincial Municipal Elections and Education Acts. Elections can also include plebiscites as directed by Regional Council.

Records Management and Access - This service is responsible for carrying out the responsibilities of the Clerk in regard to service, execution, recording, and certification on behalf of the municipality as provided for under the Halifax Regional Municipal Charter.

Regional Council Meeting Support - This service is responsible for coordinating and facilitating the Regional Council process in accordance with the Halifax Regional Municipal Charter and applicable administrative orders and policies.

Service Delivery Measures

Office of the Municipal Clerk Performance Measures	2015/16 Actual	2016/17 Projected	MBNC Median* 2015
Cost per formal Freedom of Information Request	\$405 (based on actual expenses)	\$473 (based on projected expenses)	\$798

Office of the Municipal Clerk Performance Measures	2015/16 Actual	2016/17 Projected	MBNC Median* 2015
Number of Formal Freedom of Information (MFIPPA) Requests per 100,000 Population **	116	104	35
Percent of Regular Formal Freedom of Information Requests Handled Within 30 Days	91%	82%	84%
Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Handled within Legislated Timelines	93%	81%	94%

* Municipal Benchmarking Network Canada

** Population: 417,847

Performance Analysis

Timely and complete responses to Freedom of Information (FOI) requests are a clear legislative and operational service obligation. There has been a longer term trend toward increases in the volume and complexity of these requests over a number of business cycles while resource capacity in this division has remained constant. In the 15/16 business cycle, the majority of FOI responses were accommodated within legislative time frames and in a manner consistent with (or better than) industry standards despite per-capita volumes approximately three times the MBNC median. Performance reporting year over year indicates some reduction in output in 16/17 despite a marginal decrease in volume. This is attributed to the existence of additional temporary resources in the 15/16 business cycle that were not present in the 16/17 cycle.

These reporting statistics confirm the administration’s concern that current performance levels are not sustainable with existing resources given the expected trends in volume and complexity. Additional resources are planned for the 17/18 business cycle which will allow continued effective delivery of responses to FOI requests and increased capacity for other corporate deliverables related to information and privacy. The total annual budget impact of this additional resource is \$60,000 and the intended outcome is maintenance or improvement in FOI request handling and a material increase in capacity to train and develop internal corporate resources and expertise in information and privacy related matters.

17/18 – 18/19 Office of the Municipal Clerk Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Governance and Engagement – Public Engagement
<p>Campaign Finance Accountability (Est. Compl: Q3 17/18)</p> <p>Municipal effort on campaign election reform requiring extensive public engagement is planned during the life of this plan. The Clerk’s service area will develop a comprehensive public engagement framework in consultation with Corporate Communications focussing on input from stakeholders followed by direct outreach to the public. This program will also include an opportunity for the general public to provide feedback on their 2016 voter experience to improve election services for future electoral events.</p>
Governance and Engagement – Municipal Governance
<p>Regional Council Chamber Technological Refresh (Est. Compl: Q4 17/18)</p> <p>The technology in the Regional Council Chamber is required to be replaced. The Clerk’s service area, in collaboration with ICT, will develop a technical / operational scope of work for this project and procure the necessary software and equipment. It is anticipated that the Chamber technology will help to enhance the overall experience for all participants, including, Regional Council, staff and the public.</p>

17/18 – 18/19 Deliverables with Estimated Completion

Records Retention Plans – Six Business Units (Est. Compl: Q4 17/18)

The Clerk's service area will provide renewed focus on development and implementation of records retention management plans as required under the Administrative Order. Development and maintenance of these record retention plans is an ongoing deliverable for this service area and efforts will continue beyond this two-year business plan. However, the scope of work within the two-year business plan includes completion of business unit engagement and retention plan development / implementation for 6 business units.

Office of the Municipal Clerk Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	1,577,600	1,971,100	1,971,100	1,698,300	(272,800)	1,698,300	
* Office	62,500	454,200	454,200	57,500	(396,700)	57,500	
* External Services	116,400	1,289,750	1,286,050	116,400	(1,173,350)	116,400	
* Supplies	8,000	8,550	8,550	8,000	(550)	8,000	
* Building Costs		20,000	20,000		(20,000)		
* Equipment & Communications	4,400	112,900	112,900	4,400	(108,500)	4,400	
* Vehicle Expense							
* Other Goods & Services	55,600	265,100	268,800	55,600	(209,500)	55,600	
* Interdepartmental		2,700	2,700		(2,700)		
* Other Fiscal	303,200	(1,934,300)	(1,052,500)	315,000	2,249,300	315,000	
** Total	2,127,700	2,190,000	3,071,800	2,255,200	65,200	2,255,200	
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(1,700)	(1,700)	(1,500)	(1,700)		(1,700)	
* Other Revenue			(886,100)				
** Total	(1,700)	(1,700)	(887,600)	(1,700)		(1,700)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	2,126,000	2,188,300	2,184,200	2,253,500	65,200	2,253,500	

Government Relations and External Affairs

Government Relations and External Affairs is committed to supporting Regional Council priorities through the provision of strategic advice to the corporation on a range of initiatives focused on creating opportunities for effective integration with external partners.

Services Delivered:

Governance and Engagement – Municipal Governance

Audit Coordination - This service is responsible for coordinating corporate response to reports released by the Auditor General.

Corporate Policy Development and Coordination - This service is responsible for coordinating and developing corporate policy, conducting policy analysis, and providing related advice.

Economic Policy Coordination - This service provides policy advice and coordinates activities related to the region's economic agenda.

Government and External Relations - This service is responsible for ongoing management of relationships with other levels of government.

Social Development – Equity and Inclusion

Diversity and Inclusion Coordination - This service is responsible for promoting the value of diversity and inclusion throughout the organization and providing direction, tools, and support to advance HRM efforts. The service also develops community partnerships to understand barriers, needs, and the best path forward.

Healthy, Liveable Communities – Public Safety

Public Safety Coordination - This service is responsible for ensuring a coordinated and holistic approach for addressing the root causes of crime and enhancing public safety. This includes maintaining strong partnerships with various levels of government, social agencies, educational institutions, business associations, and community groups.

Service Delivery Measures

Government Relations and External Affairs Performance Measures	2015/16 Actual	2016/17 Projected
Number of pieces of legislation requested by Regional Council passed by province	2	5
Number of successful infrastructure project funding applications	2	22
Number of employees receiving diversity and inclusion training	41	420
Number of responses coordinated to Auditor General recommendations	84	31
Business Retention and Expansion Visits	289	285
Business Retentions and Expansions	40	32

17/18 – 18/19 Government Relations and External Affairs Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Economic Development – Promote and Maximize Growth
Economic Growth Plan Goal 1 - Tracking (Est. Compl: on-going) Track activities under Objectives 1.1-1.5 of the 2016-2021 Economic Growth Plan, which support the Plan's <i>Promote and Maximize Growth</i> goal.
Economic Growth Plan Goal 1 - Activities Est. Compl: Q4 18/19) Implement HRM activities under Objectives 1.1-1.5 of the 2016-2021 Economic Growth Plan, which support the Plan's <i>Promote and Maximize Growth</i> goal, including Red Tape Reduction Initiative and Leveraging International relationships.
Economic Development – Attract & Retain Talent
Economic Growth Plan Goal 2 - Tracking (Est. Compl: on-going) Track activities under Objectives 2.1-2.4 of the 2016-2021 Economic Growth Plan, which support the Plan's <i>Attract and Retain Talent</i> goal.

17/18 – 18/19 Deliverables with Estimated Completion**Economic Growth Plan Goal 2 – Activities** (Est. Compl: Q4 18/19)

Implement HRM activities under Objectives 2.1-2.4 of the 2016-2021 Economic Growth Plan, which support the Plan's *Attract and Retain Talent* goal. This includes:

- Review HRM policies, strategies, facilities and programs to ensure they are inclusive of diverse communities.
- Identify workforce matters of common interest with First Nations Councils in Halifax to maximize employment outcomes.
- Create a function within HRM that will work to improve the quality and level of service to residents and communities of African descent as it relates to employment. Align HRM's African Nova Scotian function and activities to the efforts of the newly created Ujamaa Council.
- Explore new opportunities for underrepresented groups, like youth, to link to employment opportunities

Healthy, Liveable Communities – Public Safety**Public Safety Strategy / Start Implementation** (Est. Compl: Q3 17/18 Strategy Completion)

Complete HRM Public Safety Strategy and begin implementation.

Public Safety Strategy Implementation - Year One (Est. Compl: Q4 18/19)

Complete implementation of year one components of the HRM Public Safety Strategy.

Social Development - Accessible Community**Accessibility Strategy** (Est. Compl: Q2 18/19)

Complete draft Accessibility Strategy and present to Regional Council.

Social Development – Equity and Inclusion**Diversity and Inclusion Framework / Start Implementation** (Est. Compl: Q1 17/18 Framework Completion)

Complete the Diversity and Inclusion framework and begin implementation.

Diversity and Inclusion Framework Implementation – Year One (Est. Compl: Q4 18/19)

Complete implementation of year one components of the Diversity and Inclusion framework.

Social Policy (Est. Compl: Q2 17/18)

Develop an approach to social policy and consider / evaluate development of an anti-poverty strategy.

Governmental Relations and External Affairs Summary of Expenses & Revenues Budget**Summary of Expense & Revenue Types**

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	1,238,400	1,064,000	1,086,400	1,097,700	33,700	1,097,700	
* Office	1,200	1,200	3,200	1,200		1,200	
* External Services				50,000	50,000		(50,000)
* Other Goods & Services	13,600	13,600	28,260	159,600	146,000	139,600	(20,000)
* Interdepartmental							
* Other Fiscal	5,707,400	5,972,100	6,023,000	6,281,600	309,500	6,121,600	(160,000)
** Total	6,960,600	7,050,900	7,140,860	7,590,100	539,200	7,360,100	(230,000)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Area Rate Revenue	(2,049,800)	(2,209,000)	(2,209,000)	(2,209,000)		(2,209,000)	
* Payments in Lieu of taxes	(143,100)	(138,100)	(138,100)	(138,100)		(138,100)	
* Other Revenue	(1,599,000)	(1,599,000)	(1,658,300)	(1,599,000)		(1,599,000)	
** Total	(3,791,900)	(3,946,100)	(4,005,400)	(3,946,100)		(3,946,100)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	3,168,700	3,104,800	3,135,460	3,644,000	539,200	3,414,000	(230,000)

Corporate Communications

Corporate Communications is committed to supporting Regional Council priorities through the delivery of all services related to internal and external communications, marketing, brand management, creative development, printing and distribution/mail, media relations and issue management for HRM's Business Units and the Corporation as a whole.

Services Delivered:

Governance and Engagement – Communications

Integrated Communications Plan Development - This proactive service is responsible for the development of an annual integrated communication plan based on HRM business units' approved business plans. The integrated plan forms the basis for business unit specific work throughout the year.

Internal Communications - This service is responsible for establishing the overall tone for communication across the organization and facilitates effective communication and engagement between departments, elected officials, managers, and employees to help influence and align behaviour with the municipality's mission, values, and priorities.

Mail - Coordination - This service is responsible for coordinating external and internal mail services for staff and Regional Council.

Brand Management - This service is responsible for providing strategic direction and tactical implementation of the Halifax brand by collaborating with municipal departments to make projects and initiatives more effective through a cohesive look and feel aligned with the corporate direction and brand voice.

Marketing - This service is responsible for promoting Halifax services, products, programs, and initiatives to external audiences to improve awareness, understanding, and engagement and to help to manage with reputation and image of the municipality.

Print Production - This service is responsible for delivery of printing, copying, bindery, and distribution services for the organization and Regional Council.

Public Affairs - This service provides strategic communications advice and issues management / crisis communications leadership and support to the organization, and acts as the official spokespersons for the organization, when required.

Service Delivery Measures

Corporate Communications Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Number of digital screens (public & internal)	41	44	55	75	N/A
Number of followers on @hfxgov	35,000	42,000	50,000	60,000	N/A

Corporate Communications Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Number of tweets on @hfxgov	2,500	2,800	3,100	3,400	N/A
Engagement rate on Twitter (audience reach/user interactions)	1%	1.6%	3%	5%	N/A
Number of likes/followers on MyHRM Facebook	3,000	3,700	4,000	5,000	N/A
Number of actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	1,550	2,700	3,700	4,700	N/A
Number of registered users of Shape Your City Halifax	4,000	5,700	6,700	7,700	N/A
Polls/surveys conducted on municipal matters via Halifax Opinion Panel	n/a	4	7	10	N/A

Performance Analysis

Public Engagement

Creating and maintaining a two-way dialogue with citizens, businesses and stakeholders on matters related to municipal services, programs and planning is an ongoing concern for the entire organization. Better and more frequent engagement with the municipality is also an increasing public expectation. A corporate social media strategy and associated training for channel content and engagement owners across the organization will be implemented to improve the online interactions between the municipality and the public, and the effectiveness of this approach should be reflected in the service delivery measures. Costs for employee training in 2017/18 are estimated to be \$20,000 with another \$10,000 in 2018/19.

Employee Engagement

While employee engagement has not been formally measured since 2009, various feedback channels clearly indicate that employees don't feel as connected to the bigger picture and future plans of the organization as they would like. Working with Human Resources and ICT, Internal Communications will lead the development of a refreshed intranet site to connect employees with relevant and desired information and to improve knowledge sharing and productivity. Costs to refresh the intranet are dependent on the technology platform used to deliver the service, with \$50,000 identified in each of the 2017/18 and 2018/19 budgets.

17/18 – 18/19 Corporate Communications Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion

Governance and Engagement - Communications

Renew business model and technology solution to expand digital sign network (Est. Compl: Q3 17/18)

The current supplier is not reliable and does not support a sustainable or scalable network. ICT is taking over the management of the licensing agreement and maintenance of the new network, and will collaborate with Corporate Communications to develop a business model that identifies capital and operating funding requirements for the 2017/18 and 2018/19 budgets.

17/18 – 18/19 Deliverables with Estimated Completion

Social Media Enhancement Program (Est. Compl: Q4 17/18)

The governance and use of social media requires a corporate review that includes the rollout of a new corporate policy and strategy. Corporate Communications will undertake a full social media audit (benchmarking current positions of existing channels) and then implement key improvements identified through research including training of a “social media team” members across the organization. Content plans for each channel will be developed to deliver consistent communications, increase engagement from existing followers and connections, and draw in new audiences through organic and paid activity. Throughout the year, the social media team will proactively engage audiences through all social channels to learn about community interests and shape future growth of social media audiences and interactions with them.

Refresh Employee Intranet (Est. Compl: Q1 18/19)

The existing intranet is long overdue for a strategic overhaul. Despite its technological and content shortcomings, it is still a well-used source of information for employees who have no other option. Internal Communications will use the results of a site audit along with internal stakeholder consultations to develop a project charter and roadmap that includes a technology solution defined by ICT and a web product that allows individual employees to tailor their own intranet home page to their specific interests and needs including self-serve functions for individual HR information and functions.

Conduct Crises Communications Simulation Exercises (Est. Compl: Q4 18/19)

The municipality’s Emergency Management Office regularly conducts tabletop crisis simulations for diverse scenarios involving municipal operations. Following Incident Command System protocols, Corporate Communications will participate in two simulations in each of 17/18 and 18/19 fiscal years to implement the corporate Crisis Communications Plan, assess its effectiveness, and make adjustments based on the outcome of the exercises.

Refresh Governance and Program Delivery Practices of HRM’s Community Engagement Strategy (Est. Compl: Q4 18/19)

The strategy’s governance has not been reviewed in years, and the formal structure to evaluate and maintain its effectiveness no longer exists. Corporate Communications will collaborate with all relevant business units to re-establish a Community Engagement Steering Committee that will conduct an audit of recent and current engagement programs, make recommendations on improvements to engagement program delivery, and reconnect the governance of the strategy to the Senior Leadership Team.

Corporate Communications Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	1,956,800	1,731,700	1,663,880	1,850,900	119,200	1,850,900	
* Office	827,100	902,100	902,100	898,100	(4,000)	897,100	(1,000)
* External Services	42,800	42,800	42,800	46,000	3,200	41,000	(5,000)
* Supplies	71,900	71,900	71,900	71,900		71,900	
* Equipment & Communications	34,600	34,600	34,600	48,500	13,900	34,600	(13,900)
* Other Goods & Services	327,700	327,700	335,300	304,400	(23,300)	323,300	18,900
* Interdepartmental							
** Total	3,260,900	3,110,800	3,050,580	3,219,800	109,000	3,218,800	(1,000)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue	(10,000)	(10,000)	(10,000)	(10,000)		(10,000)	
** Total	(10,000)	(10,000)	(10,000)	(10,000)		(10,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	3,250,900	3,100,800	3,040,580	3,209,800	109,000	3,208,800	(1,000)

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
E200 Councillor's Support	2,587,300	2,621,500	2,621,500	2,656,700	35,200	2,656,700	
*** Councillor Support	2,587,300	2,621,500	2,621,500	2,656,700	35,200	2,656,700	
E300 Mayor's office	812,500	812,100	812,100	809,400	(2,700)	809,900	500
*** Mayors Office	812,500	812,100	812,100	809,400	(2,700)	809,900	500
** GOVN Blocked							
E110 CAO Office	661,000	781,200	764,700	732,500	(48,700)	732,500	
E113 City Hall Operations	45,700	45,700	45,700	45,700		45,700	
*** CAO Office	706,700	826,900	810,400	778,200	(48,700)	778,200	
C711 Destination Halifax	390,300	282,100	294,400	386,600	104,500	386,600	
E121 Greater Hlfx Partner	1,633,400	1,737,500	1,737,500	1,737,500		1,737,500	
E400 Intergovrn. Relation	738,700	557,900	610,160	1,075,000	517,100	845,000	(230,000)
E401 Diversity-Inclusion	406,300	527,300	493,400	444,900	(82,400)	444,900	
*** Government Relations & Externa	3,168,700	3,104,800	3,135,460	3,644,000	539,200	3,414,000	(230,000)
A124 Office Services	630,700	632,700	669,880	648,500	15,800	643,500	(5,000)
A620 Mrkt & Promotions	1,718,700	1,251,700	1,180,300	1,145,600	(106,100)	1,152,100	6,500
A622 Public Affairs	403,000	413,300	387,300	613,100	199,800	613,100	
A623 Internal Communications	315,500	401,600	401,600	389,700	(11,900)	387,200	(2,500)
A624 Brand Management		213,700	213,700	221,600	7,900	221,600	
E112 Corp.Comm.Admin.	183,000	187,800	187,800	191,300	3,500	191,300	
*** Corporate Communications	3,250,900	3,100,800	3,040,580	3,209,800	109,000	3,208,800	(1,000)
A121 Municipal Clerk	1,099,100	1,127,300	1,127,300	1,092,500	(34,800)	1,092,500	
A125 Elections	303,200	328,200	328,200	315,000	(13,200)	315,000	
A722 Access & Privacy	201,400	205,800	201,700	268,800	63,000	268,800	
A725 Information Management	522,300	527,000	527,000	577,200	50,200	577,200	
*** Municipal Clerks	2,126,000	2,188,300	2,184,200	2,253,500	65,200	2,253,500	
C001 DCAO - Operations	623,600	661,300	661,300	418,800	(242,500)	418,800	
*** DCAO Operations	623,600	661,300	661,300	418,800	(242,500)	418,800	
**** Total	13,275,700	13,315,700	13,265,540	13,770,400	454,700	13,539,900	(230,500)

Summary of Gross Expenditures

Summary of Gross Expenditures

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
E200 Councillor's Support	2,625,800	2,660,000	2,660,000	2,695,200	35,200	2,695,200	
*** Councillor Support	2,625,800	2,660,000	2,660,000	2,695,200	35,200	2,695,200	
E300 Mayor's office	812,500	812,100	812,100	809,400	(2,700)	809,900	500
*** Mayors Office	812,500	812,100	812,100	809,400	(2,700)	809,900	500
** GOVN Blocked							
E110 CAO Office	661,000	781,200	764,700	732,500	(48,700)	732,500	
E113 City Hall Operations	45,700	45,700	45,700	45,700		45,700	
*** CAO Office	706,700	826,900	810,400	778,200	(48,700)	778,200	
C511 Downtown Dartmouth BID	269,600	299,000	299,000	299,000		299,000	
C512 Downtown Halifax BID	940,300	993,700	993,700	993,700		993,700	
C513 Spring Garden Road BID	379,100	392,000	392,000	392,000		392,000	
C514 Quinpool Road BID	114,000	109,200	109,200	109,200		109,200	
C515 Spryfield & District BID	92,100	92,600	92,600	92,600		92,600	
C516 Sackville Drive BID	176,100	185,200	185,200	185,200		185,200	
C517 Dart Main St BID	93,700	105,500	105,500	105,500		105,500	
C518 Agricola/Gottingen BID	128,000	169,900	169,900	169,900		169,900	
C711 Destination Halifax	1,989,300	1,881,100	1,893,400	1,985,600	104,500	1,985,600	
E121 Greater Hlfx Partner	1,633,400	1,737,500	1,737,500	1,737,500		1,737,500	
E400 Intergovrn. Relation	738,700	557,900	631,160	1,075,000	517,100	845,000	(230,000)
E401 Diversity-Inclusion	406,300	527,300	531,700	444,900	(82,400)	444,900	
*** Government Relations & Externa	6,960,600	7,050,900	7,140,860	7,590,100	539,200	7,360,100	(230,000)
A124 Office Services	640,700	642,700	679,880	658,500	15,800	653,500	(5,000)
A620 Mrkt & Promotions	1,718,700	1,251,700	1,180,300	1,145,600	(106,100)	1,152,100	6,500
A622 Public Affairs	403,000	413,300	387,300	613,100	199,800	613,100	
A623 Internal Communications	315,500	401,600	401,600	389,700	(11,900)	387,200	(2,500)
A624 Brand Management		213,700	213,700	221,600	7,900	221,600	
E112 Corp.Comm.Admin.	183,000	187,800	187,800	191,300	3,500	191,300	
*** Corporate Communications	3,260,900	3,110,800	3,050,580	3,219,800	109,000	3,218,800	(1,000)
A121 Municipal Clerk	1,099,100	1,127,300	1,127,300	1,092,500	(34,800)	1,092,500	
A125 Elections	303,200	328,200	1,210,000	315,000	(13,200)	315,000	
A722 Access & Privacy	201,600	206,000	206,000	269,000	63,000	269,000	
A725 Information Management	523,800	528,500	528,500	578,700	50,200	578,700	
*** Municipal Clerks	2,127,700	2,190,000	3,071,800	2,255,200	65,200	2,255,200	
C001 DCAO - Operations	623,600	661,300	661,300	418,800	(242,500)	418,800	
*** DCAO Operations	623,600	661,300	661,300	418,800	(242,500)	418,800	
**** Total	17,117,800	17,312,000	18,207,040	17,766,700	454,700	17,536,200	(230,500)

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
E200 Councillor's Support	(38,500)	(38,500)	(38,500)	(38,500)		(38,500)	
** Councillor Support	(38,500)	(38,500)	(38,500)	(38,500)		(38,500)	
E300 Mayor's office							
** Mayors Office							
E110 CAO Office							
** CAO Office							
C511 Downtown Dartmouth BID	(269,600)	(299,000)	(299,000)	(299,000)		(299,000)	
C512 Downtown Halifax BID	(940,300)	(993,700)	(993,700)	(993,700)		(993,700)	
C513 Spring Garden Road BID	(379,100)	(392,000)	(392,000)	(392,000)		(392,000)	
C514 Quinpool Road BID	(114,000)	(109,200)	(109,200)	(109,200)		(109,200)	
C515 Spryfield & District BID	(92,100)	(92,600)	(92,600)	(92,600)		(92,600)	
C516 Sackville Drive BID	(176,100)	(185,200)	(185,200)	(185,200)		(185,200)	
C517 Dartmouth Main Street BID	(93,700)	(105,500)	(105,500)	(105,500)		(105,500)	
C518 Agricola/Gottingen BID	(128,000)	(169,900)	(169,900)	(169,900)		(169,900)	
C711 Destination Halifax	(1,599,000)	(1,599,000)	(1,599,000)	(1,599,000)		(1,599,000)	
E400 Intergovrn. Relation			(21,000)				
E401 Diversity-Inclusion			(38,300)				
** Government Relations & External	(3,791,900)	(3,946,100)	(4,005,400)	(3,946,100)		(3,946,100)	
A124 Office Services	(10,000)	(10,000)	(10,000)	(10,000)		(10,000)	
A620 Mrkt & Promotions							
** Corporate Communications	(10,000)	(10,000)	(10,000)	(10,000)		(10,000)	
A125 Elections			(881,800)				
A722 Access & Privacy	(200)	(200)	(4,300)	(200)		(200)	
A725 Information Management	(1,500)	(1,500)	(1,500)	(1,500)		(1,500)	
A122 Info Resource Mgmt							
** Municipal Clerks	(1,700)	(1,700)	(887,600)	(1,700)		(1,700)	
*** Total	(3,842,100)	(3,996,300)	(4,941,500)	(3,996,300)		(3,996,300)	

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	7,538,200	7,674,500	7,558,200	7,375,800	(298,700)	7,375,800	
6002 Salaries - Overtime	19,400	20,400	20,400	19,400	(1,000)	19,400	
6003 Wages - Regular		25,000	25,000		(25,000)		
6005 PDP & Union Con Incr			(67,020)				
6054 Vacation payout							
6099 Other Allowances		15,000	15,000		(15,000)		
6100 Benefits - Salaries	1,377,300	1,366,000	1,365,400	1,352,400	(13,600)	1,352,400	
6101 Benefits - Wages		100	100		(100)		
6110 Vacancy Management	(138,100)	(156,100)	(33,300)	(156,100)		(156,100)	
6151 Vehicle Allowance	3,000	3,000	3,000	3,000		3,000	
6152 Retirement Incentives	42,400	43,500	43,200	46,200	2,700	46,200	
6153 Severance							
6154 Workers' Compensation	78,800	90,400	89,900	93,400	3,000	93,400	
6199 Comp & Ben InterDept	(27,400)	(27,400)	(27,400)	(27,400)		(27,400)	
9200 HR CATS Wage/Ben							
* Compensation and Benefits	8,893,600	9,054,400	8,992,480	8,706,700	(347,700)	8,706,700	
6201 Telephone	42,400	78,800	79,800	37,100	(41,700)	37,100	
6202 Courier/Postage	617,900	890,300	890,700	617,400	(272,900)	617,400	
6203 Office Furn/Equip	135,200	145,200	144,600	132,700	(12,500)	131,700	(1,000)
6204 Computer S/W & Lic	14,600	89,600	89,600	88,100	(1,500)	88,100	
6205 Printing & Reprod	90,300	152,200	152,200	89,100	(63,100)	89,100	
6207 Office Supplies	55,200	58,200	59,600	44,200	(14,000)	44,200	
6299 Other Office Expenses	1,700	1,700	1,500	1,700		1,700	
* Office	957,300	1,416,000	1,418,000	1,010,300	(405,700)	1,009,300	(1,000)
6301 Professional Fees	10,600	10,600	6,900	10,600		10,600	
6303 Consulting Fees	1,800	126,800	126,800		(126,800)		
6310 Outside Personnel		401,350	401,350		(401,350)		
6311 Security		10,000	10,000		(10,000)		
6312 Refuse Collection		2,000	2,000		(2,000)		
6399 Contract Services	266,000	951,000	951,000	356,000	(595,000)	301,000	(55,000)
* External Services	278,400	1,501,750	1,498,050	366,600	(1,135,150)	311,600	(55,000)
6405 Photo Supp & Equip	900	900	900	900		900	
6406 Bridge Tolls	500	550	550	500	(50)	500	
6499 Other Supplies	82,000	82,500	82,500	82,000	(500)	82,000	
* Supplies	83,400	83,950	83,950	83,400	(550)	83,400	
6611 Building - Interior		20,000	20,000		(20,000)		
6699 Other Building Cost	13,000	13,000	13,000	13,000		13,000	
* Building Costs	13,000	33,000	33,000	13,000	(20,000)	13,000	
6701 Equipment Purchase	5,000	105,000	105,000	5,000	(100,000)	5,000	
6702 Small Tools	2,500	2,500	2,500	2,500		2,500	
6703 Computer Equip/Rent	5,500	13,000	13,000	5,500	(7,500)	5,500	
6704 Equipment Rental	3,000	3,000	3,000	3,000		3,000	
6705 Equip - R&M	35,900	36,900	36,900	35,900	(1,000)	35,900	
6706 Computer R&M	1,600	1,100	1,100	15,000	13,900	1,100	(13,900)
* Equipment & Communications	53,500	161,500	161,500	66,900	(94,600)	53,000	(13,900)
6804 Vehicle Fuel - Gas	2,400	2,400	2,400	2,400		2,400	
6899 Other Vehicle Expense	39,500	39,500	39,500	39,500		39,500	
* Vehicle Expense	41,900	41,900	41,900	41,900		41,900	

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6901 Membership Dues	14,800	14,800	16,160	14,300	(500)	14,300	
6902 Conferences/Workshop	47,100	44,600	45,700	43,600	(1,000)	43,600	
6903 Travel - Local	67,950	77,950	80,150	66,550	(11,400)	66,550	
6904 Travel - Out of Town	56,800	46,300	54,000	63,400	17,100	63,900	500
6905 Training & Education	34,350	35,850	32,650	31,850	(4,000)	31,850	
6911 Facilities Rental	7,000	97,000	97,000	7,000	(90,000)	7,000	
6912 Advertising/Promotio	137,100	231,200	238,000	135,200	(96,000)	129,200	(6,000)
6913 Awards	5,200	4,700	4,700	4,700		4,700	
6915 Research Data Acquis	4,900	4,900	6,500	4,900		4,900	
6916 Public Education	27,000	32,000	32,000	32,000		32,000	
6917 Books and Periodicals	5,500	7,000	7,800	5,500	(1,500)	5,500	
6918 Meals	22,000	26,000	26,000	22,000	(4,000)	22,000	
6919 Special Projects	302,600	302,600	296,600	392,200	89,600	398,600	6,400
6933 Community Events	48,700	45,500	59,000	49,500	4,000	49,500	
6936 Staff Relations		2,000	2,000	3,500	1,500	2,000	(1,500)
6999 Other Goods/Services	5,100	6,600	6,700	5,100	(1,500)	5,100	
* Other Goods & Services	786,100	979,000	1,004,960	881,300	(97,700)	880,700	(600)
7007 ltnTrsf Paper Recyc		200	200		(200)		
7009 Internal Trfr Other		500	500		(500)		
7015 Int Trf FacilityRent		2,000	2,000		(2,000)		
* Interdepartmental		2,700	2,700		(2,700)		
8001 Transf Outside Agenc	4,074,000	4,234,600	4,345,000	4,339,100	104,500	4,339,100	
8004 Grants	1,633,400	1,737,500	1,782,500	1,942,500	205,000	1,782,500	(160,000)
8008 Transf to/fr Reserve	303,200	(1,934,300)	(1,157,000)	315,000	2,249,300	315,000	
* Other Fiscal	6,010,600	4,037,800	4,970,500	6,596,600	2,558,800	6,436,600	(160,000)
** Total	17,117,800	17,312,000	18,207,040	17,766,700	454,700	17,536,200	(230,500)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4202 Area Rate Commercial	(2,049,800)	(2,209,000)	(2,209,000)	(2,209,000)		(2,209,000)	
* Area Rate Revenue	(2,049,800)	(2,209,000)	(2,209,000)	(2,209,000)		(2,209,000)	
4601 Grant in Lieu-Fed	(22,900)	(25,300)	(25,300)	(25,300)		(25,300)	
4602 Grant in Lieu-Prov.	(120,200)	(112,800)	(112,800)	(112,800)		(112,800)	
* Payments in Lieu of taxes	(143,100)	(138,100)	(138,100)	(138,100)		(138,100)	
4950 Other Lic. & Permits	(1,500)	(1,500)	(1,500)	(1,500)		(1,500)	
5206 Stipends	(38,500)	(38,500)	(38,500)	(38,500)		(38,500)	
5227 Photocopier Revenue	(200)	(200)		(200)		(200)	
* Fee Revenues	(40,200)	(40,200)	(40,000)	(40,200)		(40,200)	
5508 Recov External Parti	(1,609,000)	(1,609,000)	(2,554,400)	(1,609,000)		(1,609,000)	
* Other Revenue	(1,609,000)	(1,609,000)	(2,554,400)	(1,609,000)		(1,609,000)	
** Total	(3,842,100)	(3,996,300)	(4,941,500)	(3,996,300)		(3,996,300)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	13,275,700	13,315,700	13,265,540	13,770,400	454,700	13,539,900	(230,500)

Finance and Information, Communication, and Technology

17/18 – 18/19 Multi-Year Budget and Business Plan

Mission: Leading Financial and Technological Stewardship

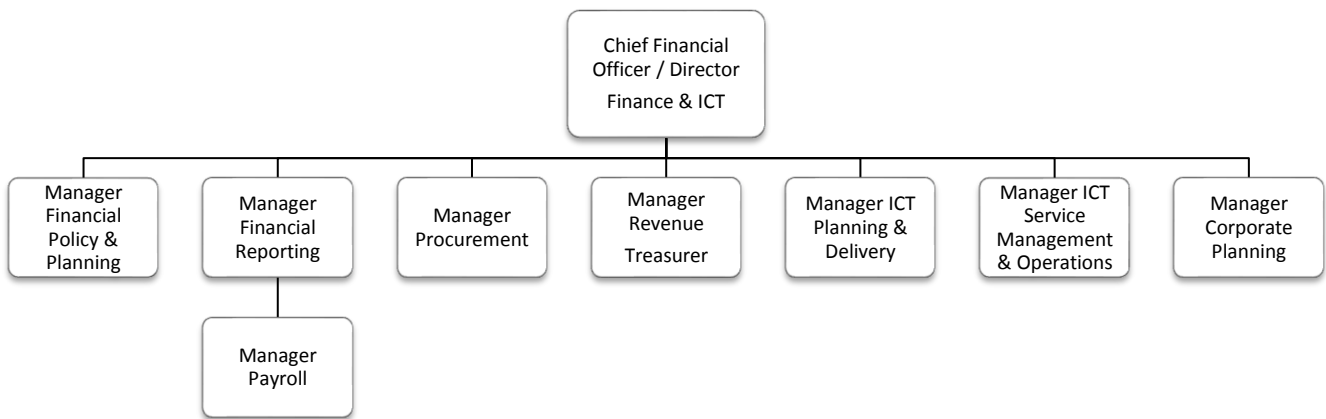
We lead financial stewardship through advice, services and policy.
We provide timely and supported solutions, in partnership with business units, to enable the efficient and effective delivery of municipal services.

FINANCE AND INFORMATION, COMMUNICATION, AND TECHNOLOGY OVERVIEW

Finance and Information, Communication, and Technology is committed to advancing Regional Council and administrative priority outcomes of:

- Governance and Engagement - Fiscal Responsibility
- Service Delivery - Innovation
- Service Excellence - Service Delivery
- Service Excellence - Service Improvements
- Social Development - Social Infrastructure

This is achieved through leadership of financial responsibility activities and providing services and advice to internal clients, Regional Council and residents of Halifax. ICT supports Service Excellence by providing reliable, cost effective, information and technology services to internal clients, Regional Council and residents of Halifax. Corporate Planning provides support to the organization by assisting business units in service improvement; strategic and operational decision making; performance management and maximizing collaboration on Regional Council’s priorities.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	281.6	-3.0	278.6	278.6
Seasonal	3.4	+0.2	3.6	3.6

Finance and Information, Communication, and Technology Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Finance and Information, Communication, and Technology	6.1%	6.4%	6.4%
Average tax bill amount spent on Finance and Information, Communication, and Technology	\$112.20	\$120.50	\$122.40

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Finance and Information, Communication, and Technology Multi-Year Initiatives

Governance and Engagement - Fiscal Responsibility

Expenditure and Performance Management

Inflation and increased demand for service (growth and enhancements) exerts constant upward pressure on service costs. A key mechanism to help offset that pressure is understanding and continuously examining service costs and performance. Finance & ICT will implement processes and supporting systems to provide service costing and performance analysis throughout the organization.

Financial Policy

With the goal of supporting transparency, equity, and the alignment of expenditures with Regional Council's priorities, Finance & ICT will undertake studies and reports and provide recommendations that inform public financial policy and related governance.

Financial Sustainability

Finance & ICT will enable the long-term financial sustainability of the municipality through the development, enhancement, and implementation of best practice tools and methods. Work will progress in the areas of fiscal modeling, strategic planning, and supporting tools and processes.

Administrative Policy

To ensure effective internal controls and responsible stewardship of municipal financial resources, Finance & ICT will create, revise and implement administrative policy and practices.

Service Delivery – Innovation

Service Innovation and Transformation

Finance & ICT will partner with business units in providing relevant and timely service analysis and technology solutions that enable service innovation and transformation consistent with Regional Council's service delivery priorities.

Service Excellence – Service Delivery

Building and Enhancing Client Relationships

Create respectful and collaborative relationships with business unit clients that ensure role clarity and service predictability.

Finance and Information, Communication, and Technology Budget

Finance and Information, Communication, and Technology Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	17/18 -18/19 Capital Cost	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact
Governance and Engagement					
Fiscal Responsibility	Application Recapitalization	\$1,700,000	\$77,000	\$137,000	\$214,000
Service Delivery					
Service to our People	Revenue Management Solution	\$1,770,000	\$0	\$200,000	\$200,000
	Web Transformation	\$250,000	\$145,000	\$50,000	\$195,000
Economic Development					
Focus on the Regional Centre	Public Wi-Fi	\$375,000	\$430,000	\$430,000	\$860,000
Service Excellence					
Service Improvements	Business Intelligence Program	\$179,000	\$55,400	\$160,000	\$215,400

Summary of Changes Included in Proposed Finance and Information, Communication, and Technology Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Operating cost of new capital*	Improve and provide new services through technology	\$2,114,400	\$2,114,400	\$4,228,800
Compensation increases	No impact on service delivery	\$489,800	\$461,600	\$951,400
Reduction in Recoveries – Procurement, ICT	No impact on service delivery	\$284,000	\$284,000	\$568,000
Corporate services - SAP, IT Equipment, Print (inflation & growth)	No impact on service delivery	\$277,200	\$325,500	\$602,700
Landline contract savings	Process improvements	-\$442,600	-\$428,000	-\$870,600
False Alarm Fee Increase – FICT portion	No impact on service delivery	-\$140,000	-\$140,000	-\$280,000
Total Impact of changes		\$2,582,800	\$2,617,500	\$5,200,300

* Includes capital work executed by Finance & ICT on behalf of other business units

Finance and Information, Communication, and Technology Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	21,813,200	21,942,600	20,968,239	22,817,700	875,100	22,779,700	(38,000)
* Office	4,905,250	5,414,100	5,630,623	5,829,300	415,200	5,896,300	67,000
* External Services	1,695,700	2,124,200	2,362,201	3,093,700	969,500	3,120,800	27,100
* Supplies	17,000	17,000	17,742	15,200	(1,800)	15,200	
* Materials	23,000	25,000	35,000	35,000	10,000	35,000	
* Building Costs			600				
* Equipment & Communications	1,684,300	1,742,600	1,765,242	1,942,000	199,400	1,942,000	
* Vehicle Expense	26,500	1,500	2,750		(1,500)		
* Other Goods & Services	681,350	651,800	1,266,996	651,200	(600)	650,800	(400)
* Interdepartmental			(8,931)				
** Total	30,846,300	31,918,800	32,040,462	34,384,100	2,465,300	34,439,800	55,700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(2,260,000)	(2,495,000)	(2,442,000)	(2,650,000)	(155,000)	(2,670,000)	(20,000)
* Other Revenue	(393,400)	(671,500)	(780,672)	(399,000)	272,500	(400,000)	(1,000)
** Total	(2,653,400)	(3,166,500)	(3,222,672)	(3,049,000)	117,500	(3,070,000)	(21,000)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	28,192,900	28,752,300	28,817,790	31,335,100	2,582,800	31,369,800	34,700

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

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Admin-Finance & ICT Summary of Expense & Revenue Types	977,100	872,600	872,600	821,800	(50,800)	821,800	
Finance Summary of Expense & Revenue Types	5,419,700	5,206,600	4,947,464	5,238,600	32,000	5,180,700	(57,900)
Procurement Summary of Expense & Revenue Types	4,093,300	4,010,600	4,578,109	4,389,700	379,100	4,399,900	10,200
Information Technology Summary of Expense & Revenue Types	17,125,700	18,078,000	17,835,117	20,290,600	2,212,600	20,373,000	82,400
Corporate Planning Summary of Expense & Revenue Types	577,100	584,500	584,500	594,400	9,900	594,400	
	28,192,900	28,752,300	28,817,790	31,335,100	2,582,800	31,369,800	34,700

17/18 - 18/19 FINANCE AND INFORMATION, COMMUNICATION, AND TECHNOLOGY SERVICE AREA PLANS

FICT Administrative Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	450,600	446,000	449,000	395,200	(50,800)	395,200	
* Office	24,500	17,500	19,000	17,500		17,500	
* External Services	343,500	253,800	119,900	253,800		253,800	
* Supplies	300	300	300	300		300	
* Building Costs			600				
* Equipment & Communications			30,000				
* Other Goods & Services	158,200	155,000	252,100	155,000		155,000	
* Interdepartmental			1,700				
** Total	977,100	872,600	872,600	821,800	(50,800)	821,800	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	977,100	872,600	872,600	821,800	(50,800)	821,800	

Finance Divisions

Finance, which includes the three divisions of Financial Policy and Planning, Financial Reporting and Payroll, and Revenue, is committed to supporting Regional Council and administrative priorities through leadership of financial responsibility activities and providing services and advice to internal clients, Regional Council, and residents of Halifax.

Services Delivered:

Financial Policy and Planning

Governance and Engagement - Fiscal Responsibility

Budget Coordination - Development of the annual Operating, Capital, and Reserve budgets for the Municipality.

Financial Advisory Services - The provision of advisory services and support to HRM Business Units across a wide-spectrum of finance-related issues.

Regional Council Report Review & Support - Provide support and financial review to the Regional Council report process.

Tax and Fiscal Policy Development - The review and development of principles and policies to guide taxation and fiscal policy.

Social Development - Social Infrastructure

Grants and Contributions Program Support - Provision of leadership and support in the policy and program delivery regarding grants.

Financial Reporting

Governance and Engagement - Fiscal Responsibility

Accounts Payable Payment Processing – This service is responsible for the accurate and timely processing and payment of HRM invoices.

Accounting Controls and Reporting – This service is responsible for preparing consolidated financial statements and accurate and timely management reports.

Revenue and Expenditure Reporting and Analysis – This service provides oversight of accounting functions and maintains effective internal controls.

Service Delivery - Responsible for assisting business units with budget, projections, and revenue and expenditure review and analysis.

Payroll Services - Provide payroll administration services to HRM and Agencies, Boards, and Commissions

Position Management - Maintains Organizational Management structure in SAP. Prepares and reconciles wage model budget.

Revenue

Governance and Engagement - Fiscal Responsibility

Cash Management - This service provides receipts processing, coordination of banking services, monitoring of deposits, and administration of internal cash controls and Payment Card Industry (PCI) Compliance.

Transit and Parking Meter Revenue Processing - This service is responsible for processing, depositing, and safeguarding HRM's coin revenue as well as maintenance of parking meter assets.

Collections - This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.

General Revenue - This service is responsible for the billing and administration of all non-property tax revenues.

Taxation Services - This service is responsible for the billing and administration of property tax revenues.

Treasury Services - This service ensures that investments are made in accordance with the HRM Investment Policy and manages changes to the policy through consultation with the HRM Investment Policy Advisory Committee.

Service Delivery Measures

Buildings & Compliance Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
% of Prior Year's Tax Arrears Not Collected in the Current Year as a % of the Current Year Levy	1.3%	1.3%	1.3%	1.3%	1.5%
Total Uncollected Current Year Taxes as a % of Current Year Tax Levy	3.2%	3.0%	2.6%	2.6%	2.6%

Buildings & Compliance Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
% of General Revenue Receivables Over 90 Days	3.6%	2%	2%	2%	N/A
% of Resident Inquiries Completed Within 2 Business Days	98.6%	98.0%	98%	98%	N/A
% of Billed Revenue Written Off	0.02%	0.01%	0.01%	0.01%	0.01%

* Municipal Benchmarking Network Canada

Performance Analysis

Staff will continue to develop strategy and policy to enable continuous improvement in corporate collections with a focus on resolving problem tax accounts. Staff's goal is to meet or exceed all MBNC benchmarks for collections.

Staff's focus with respect to customer service metrics will be to maintain the 98% service level, through daily reporting, analysis and follow-up.

17/18 – 18/19 Finance Divisions Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Governance and Engagement - Fiscal Responsibility
<p>Multi-Year Budget Process and Tools (Est. Completion: Q3 18/19) Continue to support business units in multi-year budgeting through: (1) guidelines, improved communications, and processes (Q2 17/18), (2) improved public engagement (Q3 17/18) and (3) better tools such as compensation modelling (Q2 18/19).</p>
<p>Reserves (Est. Completion: Q4 17/18) As the Reserves project continues, each reserve will be analysed to determine the long-term funding requirements and minimum and maximum balances.</p>
<p>Long-term Fiscal Model (Est. Completion: Q3 17/18) Improved long-term fiscal modelling that integrates operating, capital, debt and reserves and ties into Regional Council deliverables and plans. Plan is to deliver an initial estimate of demand for longer-term services (4 years+) and its impact on future costs.</p>
<p>Taxation Direction (Est. Completion: Q2 17/18) Complete requested reviews for Regional Council on Stormwater Charges, the Assessment Cap, Small Business Taxation and Transit Taxation.</p>
<p>PILT Resolution (Est. Completion: Q4 17/18) Work to continue on resolving outstanding Payment in Lieu of Taxes (PILT) issues and accounts receivable with the Federal Government and other Crown Corporations.</p>
<p>Management Accounting Framework and Reporting (Est Completion: Q1 18/19) Initial work is to assess the reporting needs of management and consider options as to how the financial system can be adapted to provide better reporting.</p>

17/18 – 18/19 Deliverables with Estimated Completion**Service Excellence – Service Delivery****FICT Service Delivery Model** (Est. Completion: Q2 17/18)

Develop a service model that meets business unit clients' needs and ensures corporate standards and outcomes are achieved.

E-Payment (Est. Completion: Q1 17/18)

The Revenue division will provide project sponsorship of the E-Payment project. In collaboration with ICT, requirements will be defined, options recommended, and a strategic vendor selected to provide services.

Social Development-Social Infrastructure**Grants Direction** (Est. Completion: Q3 17/18)

Recommend an initial framework to Regional Council as to how it designs and administers various grant programs, one-off grants and non-profit taxation; and how these integrate into corporate and budget decisions. Includes a timetable to revise the existing programs/grants.

Finance Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	7,216,300	7,237,700	7,067,944	7,387,500	149,800	7,349,500	(38,000)
* Office	67,350	64,300	63,207	61,000	(3,300)	61,000	
* External Services	346,200	364,200	325,293	406,600	42,400	407,800	1,200
* Supplies	3,300	3,300	2,300	2,300	(1,000)	2,300	
* Materials	23,000	25,000	35,000	35,000	10,000	35,000	
* Equipment & Communications	8,600	7,600	10,598	8,600	1,000	8,600	
* Other Goods & Services	223,950	226,500	189,422	226,600	100	226,500	(100)
* Interdepartmental			2,700				
** Total	7,888,700	7,928,600	7,696,464	8,127,600	199,000	8,090,700	(36,900)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(2,260,000)	(2,495,000)	(2,442,000)	(2,650,000)	(155,000)	(2,670,000)	(20,000)
* Other Revenue	(209,000)	(227,000)	(307,000)	(239,000)	(12,000)	(240,000)	(1,000)
** Total	(2,469,000)	(2,722,000)	(2,749,000)	(2,889,000)	(167,000)	(2,910,000)	(21,000)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	5,419,700	5,206,600	4,947,464	5,238,600	32,000	5,180,700	(57,900)

Procurement

Procurement is committed to supporting Regional Council and administrative priorities through coordination of the acquisition of goods, services, construction and facilities; coordination and administration of contracts; surplus storage and disposal; and management and warehousing of inventory.

Services Delivered:**Governance and Engagement - Fiscal Responsibility**

Inventory Management - This service is responsible for stocking, storing, and issuing goods from warehouses, salt domes, and fuel depots, and managing and safeguarding these assets.

Purchasing - This service is responsible for the administration of procurement policy, and the purchase of goods (stock and non-stock), services, construction, and facilities.

Service Delivery Measures

Procurement Planning Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Idle stock inventory		\$575,000**			
% of inventory on contract		36%			

* Municipal Benchmarking Network Canada

** Items in inventory that are no longer used by HRM

Performance Analysis

Idle stock inventory management

Through the implementation of the Inventory Stocking Policy, business units will be informed quarterly of their inventory that has not moved in the past twelve months. They will then identify what is required to keep and what can be removed. It is through this process that HRM can limit their exposure to liability related to idle stock. The actual financial impact is difficult to predict since this is a new issue being addressed.

Inventory on contract

Procurement is actively working towards increasing the percentage of inventory items on contract which should provide a more efficient process for buyers and a positive fiscal result through contract pricing.

17/18 – 18/19 Procurement Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Governance and Engagement - Fiscal Responsibility
<p>Procurement Policy (Est. Completion: Q1 17/18) The new Procurement Policy was ratified by Regional Council Feb 7, 2017. Rollout and implementation of the policy will be completed including new forms and templates, revised director delegated approval authority, and business unit education.</p>
<p>Inventory Stocking Policy (Est. Completion: (Q1 17/18) Quarterly business unit meetings will begin to review data reports of stock not used over the past twelve months. Business units will determine if stock is to remain in inventory to be used or if stock should be eliminated.</p>
<p>Fuel Management Governance (supporting role) Participate in the development of Fuel Management Governance as it relates to Procurement's role with fuel as an inventoried resource.</p>
Service Excellence – Service Improvements
<p>SAP Release Strategy (Est. Completion: Q1 17/18) Based on the documented business requirements completed March 2017, develop a project plan for Release Strategy (electronic procurement approvals) implementation.</p>
<p>SAP Steering Committee (Est. Completion: Q1 17/18) Develop and implement an SAP Steering Committee that will establish SAP as an Enterprise Asset.</p>

Procurement Summary of Expenses & Revenue Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	3,870,600	3,894,200	3,830,584	4,059,100	164,900	4,059,100	
* Office	43,300	43,300	43,955	45,300	2,000	45,300	
* External Services	43,500	191,500	233,470	229,000	37,500	239,000	10,000
* Supplies	13,400	13,400	14,900	12,600	(800)	12,600	
* Building Costs							
* Equipment & Communications	65,700	83,600	63,600	80,400	(3,200)	80,400	
* Vehicle Expense	25,000		2,000				
* Other Goods & Services	31,800	44,600	619,600	43,300	(1,300)	43,500	200
* Interdepartmental							
** Total	4,093,300	4,270,600	4,808,109	4,469,700	199,100	4,479,900	10,200
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues							
* Other Revenue		(260,000)	(230,000)	(80,000)	180,000	(80,000)	
** Total		(260,000)	(230,000)	(80,000)	180,000	(80,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	4,093,300	4,010,600	4,578,109	4,389,700	379,100	4,399,900	10,200

Information, Communication and Technology (ICT)

Information, Communication, and Technology is committed to supporting Regional Council and administrative priorities through development, delivery, and management of technology-based business solutions.

Services Delivered:

Service Excellence - Service Delivery

Service Desk - Break/Fix and Service Request Management - Service requests are filtered through the ICT Service Desk to ensure that they are logged, assigned to the most appropriate group, monitored, resolved, and tracked for service performance monitoring and reporting.

Data Management and Analytics - This service comprises all the disciplines related to managing spatial and non-spatial data as a valuable resource and the application of business rules and tools to deliver information that allows business units to make informed decisions.

Personal Computing Services - This service provides mobile and personal computing technology.

Telecommunications Services - This service is responsible for providing telecommunications related services including voice, audio conferencing, mobile and radio, Internet, network, and remote access.

ICT Business Applications Management - This service is responsible for operation, maintenance, and support of software applications that support the service delivery of HRM business units.

ICT Infrastructure Management - This service provides server, network, and security infrastructure to support the operation of and access to HRM business applications and ICT services. Also provided are the operation, maintenance, and support of Emergency Services applications and the corporate email system along with the supporting systems.

Service Excellence - Service Improvements

Enable New and Enhanced Business Solutions - This service facilitates ICT clients' business success through the introduction of beneficial changes to process and technology. In partnership with clients, this service ensures joint responsibility for maximizing HRM investments.

Service Delivery Measures

ICT Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
ICT Service Desk - Contact Volume	34,720	33,223	28,240	27,110	N/A
ICT Service Desk - Grade of Service	68%	66%	75%	80%	N/A
ICT-Service Desk - Customer Satisfaction	97%	98%	97%	97%	N/A
Total Operating Cost for Information Technology Services (thousands)	\$16,724	\$17,866	\$17,078	\$17,078	\$13,558**
Cost Operating for Information Technology Services per Municipal Staff	\$3,976.72	\$4,273.58	\$4,227.99	\$4,227.99	N/A

* Municipal Benchmarking Network Canada

** MBNC Median 2013

Performance Analysis

Total Operating Cost of Information Technology Services

Managing technology cost and monitoring against the Municipal Benchmarking Network Canada will aid in supporting Regional Council's Governance and Engagement - Fiscal Responsibility priority as the cost for HRM can be compared with other municipalities across Canada and will allow us to see why our numbers may differ and where improvements can be made where there are like for like comparators.

Cost operating and Capital for Information Technology Services per Municipal Staff

Understanding the cost of technology services per municipal employee will support HRM in planning the cost of changing our workforce and how technology is leveraged to make informed decisions to support Regional Council's Governance and Engagement - Fiscal Responsibility Priority.

17/18 – 18/19 ICT Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion

Service Excellence - Service Improvements

Enterprise Content Management Strategy (Est. Completion: Q4 17/18)

An Enterprise Content Management strategy will be developed with a recommendation for proceeding with a corporate solution. This strategy will support multiple business unit requests for content management.

17/18 – 18/19 Deliverables with Estimated Completion	
Customer Relationship Management Strategy (Est. Completion: Q4 17/18)	A Customer Relationship Management strategy will be developed with a recommendation for proceeding with a corporate solution. This strategy will support multiple business unit requests for customer relationship management solutions.
GIS Strategy (Est. Completion: Q4 17/18)	A GIS Strategy will be developed to lay out a path for how HRM will advance the support, utilization, and funding of HRM's GIS solution platform to meet the growing needs of business units and citizens.
Business Unit Support (Est. Completion: Q4 18/19)	To create transparency and consistency in the work being completed, ICT will develop and refine mechanisms for monitoring and reporting on business unit change projects that leverage technology tools.
Service Delivery - To our People	
Web Transformation (Est. Completion: Ongoing until Q4 20/21)	Develop service solutions and frameworks that support our multi-channel service model through a digital environment.
Development of a Service Delivery Channel Framework (Est. Completion: Q1 17/18)	Service Delivery Channel Framework will be developed to guide, coordinate and integrate HRM services to citizens and businesses across the primary service channels in support of Regional Council's Service Delivery priorities.
Governance and Engagement - Fiscal Responsibility	
ICT Strategic Plan (Est. Completion: Q4 19/20)	ICT will develop action plans and sequence initiation of the activities based on the recommendation from the ICT strategy review.
ICT Governance (Est. Completion: Q4 17/18)	Working together with business units, ICT will further refine the decision-making model for technology-based solutions. Through this model, ICT will provide recommendations including impacts and risks to projects, finances, and the overall framework that will allow business units to vet priorities and make informed decisions.
IT Asset Management (Est. Completion: Q4 17/18)	Definition and refinement of ongoing IT asset (hardware and software) lifecycle management processes. This will improve the organizations capability to minimize risks and related costs once capital investments are made.

Information, Communication and Technology (ICT) Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	9,723,700	9,793,900	9,049,911	10,395,200	601,300	10,395,200	
* Office	4,765,600	5,288,300	5,502,261	5,704,800	416,500	5,771,800	67,000
* External Services	962,500	1,314,700	1,683,538	2,204,300	889,600	2,220,200	15,900
* Supplies			242				
* Building Costs							
* Equipment & Communications	1,610,000	1,651,400	1,661,044	1,853,000	201,600	1,853,000	
* Vehicle Expense	1,500	1,500	750		(1,500)		
* Other Goods & Services	246,800	212,700	194,424	213,300	600	212,800	(500)
* Interdepartmental			(13,381)				
** Total	17,310,100	18,262,500	18,078,789	20,370,600	2,108,100	20,453,000	82,400
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue	(184,400)	(184,500)	(243,672)	(80,000)	104,500	(80,000)	
** Total	(184,400)	(184,500)	(243,672)	(80,000)	104,500	(80,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	17,125,700	18,078,000	17,835,117	20,290,600	2,212,600	20,373,000	82,400

Corporate Planning

Corporate Planning is committed to supporting Regional Council and administrative priorities by assisting business units in business planning and reporting; performance reporting and benchmarking; outcome and accountability reporting; and risk management - all in an effort to enable Regional Council's priorities.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Strategic and Business Planning - This service provides guidance and support to business units in their strategic and operational planning and decision-making, ensuring that these processes are tightly integrated with HRM's budgeting processes; and maximizing collaboration on HRM's priorities.

Enterprise Risk Management - This service is responsible for the development of Enterprise Risk Management processes ensuring that risks are appropriately identified, evaluated, managed by the responsible business unit, and reported to executive management.

Service Excellence - Service Improvements

Performance Measurement - This service provides methods and tools that allow for the coordinated, focussed, and objective reporting on service performance, priority outcomes, and business plan accountability for the organization.

Service Analysis and Business Process Improvement - This service provides the organization with methods, tools, and support that allow for a coordinated, focussed, and objective review of service delivery.

Service Delivery Measures

Corporate Planning Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
% of Service Areas with signed-off service catalogues	N/A	72%	100%	100%	N/A
% of Service Area Service Catalogues Reviewed and Updated Annually	N/A	53%	30%	30%	N/A

* Municipal Benchmarking Network Canada

Performance Analysis

Development and maintenance of the HRM Service Catalogue is an important enabler to provide the organization, Regional Council, and the public with foundational information that will support future planning, service and budget allocation decisions. What we do, why we do it, how much it costs, and how well we are performing are all critical pieces of information that will facilitate more informed decision-making.

17/18 – 18/19 Corporate Planning Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Governance and Engagement - Fiscal Responsibility
MBNCanada Phase 1 Rehearsal Report (Est. Completion: Q3 17/18) In support of expenditure and performance management, the Corporate Planning Office is leading the implementation of MBNCanada data collection and reporting. The Phase 1 service areas will be conducting a rehearsal report in November of 2017.
Risk Management (Est. Completion: Q2 17/18) Enhance administrative risk governance and implement formal reporting cycle with the Audit and Finance Committee
Service Excellence - Service Improvements
Service Analysis Engagements (Est. Completion: varies by engagement) Continue to lead targeted service and process improvement engagements with business unit clients in an effort to create efficiencies and better align resources with priority outcomes.
Service Catalogue Update (Est. Completion: Q3 17/18) Complete the update and validation of the corporate service catalogue including alignment of services with Regional Council outcomes.

Corporate Planning Summary of Expenses & Revenue Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	552,000	570,800	570,800	580,700	9,900	580,700	
* Office	4,500	700	2,200	700		700	
* External Services							
* Other Goods & Services	20,600	13,000	11,450	13,000		13,000	
* Interdepartmental			50				
** Total	577,100	584,500	584,500	594,400	9,900	594,400	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	577,100	584,500	584,500	594,400	9,900	594,400	

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
A301 Admin-FICT	777,100	722,600	722,600	671,800	(50,800)	671,800	
M351 Managers Contingency	200,000	150,000	150,000	150,000		150,000	
*** Admin - Finance & IT	977,100	872,600	872,600	821,800	(50,800)	821,800	
A302 Corporate Planning	577,100	584,500	584,500	594,400	9,900	594,400	
*** Corporate Planning	577,100	584,500	584,500	594,400	9,900	594,400	
A331 General Purchasing	736,500	737,200	807,460	751,100	13,900	751,100	
A332 Inventory & Asset Mg	223,400	161,500	759,155	386,200	224,700	396,200	10,000
A333 Stores-Transit/Fire	537,100	532,200	552,200	529,000	(3,200)	529,100	100
A334 Stores-East/West	564,300	562,000	548,210	583,600	21,600	583,700	100
A335 Procurement PSRs	536,600	534,400	534,400	554,800	20,400	554,800	
A336 Procurement Staff	614,800	613,300	589,192	647,900	34,600	647,900	
A337 Disp.of Surplus Equi			15,000				
A338 Stores- Ragged Lake	381,500	372,900	299,492	367,300	(5,600)	367,400	100
A339 Inventory Administration	499,100	497,100	473,000	569,800	72,700	569,700	(100)
*** Procurement	4,093,300	4,010,600	4,578,109	4,389,700	379,100	4,399,900	10,200
C771 BID's Contributions Fund	107,000	107,000	107,000	107,000		107,000	
* Grants	107,000	107,000	107,000	107,000		107,000	
A810 Fiscal & Tax Policy	1,137,900	1,158,900	1,153,747	1,265,000	106,100	1,265,000	
A811 Community Grants	237,600	243,600	243,600	250,700	7,100	250,700	
** Fiscal Policy & Financial Plan	1,482,500	1,509,500	1,504,347	1,622,700	113,200	1,622,700	
A311 Revenue - Administration	422,600	328,200	266,340	214,900	(113,300)	214,900	
A312 Coin Room	262,500	227,600	193,976	150,100	(77,500)	198,300	48,200
A313 Cash Management	339,300	340,000	362,515	400,800	60,800	400,800	
A314 General Revenue	223,550	215,200	249,591	37,400	(177,800)	(68,600)	(106,000)
A316 Taxation	(1,526,000)	(1,678,000)	(1,653,361)	(1,609,800)	68,200	(1,609,800)	
A325 Collections	92,450	147,500	97,990	157,600	10,100	157,600	
A360 Parking Meters	237,400	219,000	216,487	170,700	(48,300)	170,700	
** Revenue	51,800	(200,500)	(266,462)	(478,300)	(277,800)	(536,100)	(57,800)
A321 Accounting Admin	514,600	502,500	517,265	506,600	4,100	506,600	
A322 Payment Processing	651,700	588,800	522,150	610,700	21,900	610,700	
A323 Accounting Ctrl's/Rpt	512,400	517,450	517,068	539,900	22,450	539,900	
A324 Accounting Svce Del	858,100	859,550	849,898	875,900	16,350	875,800	(100)
* Accounting	2,536,800	2,468,300	2,406,381	2,533,100	64,800	2,533,000	(100)
A615 Payroll Ctrl's & Rptg	452,300	472,000	426,300	470,900	(1,100)	470,900	
A616 Payroll Service Delivery	577,300	635,300	715,678	783,300	148,000	783,300	
A617 Payroll Processing	319,000	322,000	161,220	306,900	(15,100)	306,900	
* Payroll	1,348,600	1,429,300	1,303,198	1,561,100	131,800	1,561,100	
** Financial Reporting	3,885,400	3,897,600	3,709,579	4,094,200	196,600	4,094,100	(100)
*** Finance	5,419,700	5,206,600	4,947,464	5,238,600	32,000	5,180,700	(57,900)
A410 Business Intel/Data	1,500,900	1,524,800	1,414,674	1,735,800	211,000	1,735,300	(500)
A721 Chief Info Office	556,500	541,600	795,169	676,600	135,000	676,100	(500)
** Chief Information Office	2,057,400	2,066,400	2,209,843	2,412,400	346,000	2,411,400	(1,000)
A724 Enterprise Architect	576,300	575,700	545,783	389,200	(186,500)	389,200	
A642 Portfolio Management	398,600	414,500	388,388	337,300	(77,200)	337,300	
A645 Strategic Plan/Deliv	176,000	174,700	53,649	154,400	(20,300)	153,900	(500)
A734 ICT Proj Mgmt (PMO)	1,131,300	1,164,900	1,148,754	1,171,400	6,500	1,171,400	
** Strategic Planning & Delivery	2,282,200	2,329,800	2,136,574	2,052,300	(277,500)	2,051,800	(500)
A421 ICT Corporate Services	3,020,013	3,114,600	3,036,633	2,977,500	(137,100)	3,005,800	28,300
A723 ITSM-Info Tech Sys	1,697,200	1,743,600	1,796,714	1,969,100	225,500	1,985,000	15,900
A732 Business App Mgt	3,909,305	4,491,300	4,463,425	6,371,600	1,880,300	6,412,300	40,700
A733 L:Enterprise Applic.	111,900	3,000			(3,000)		
A741 Svc Mgt & Ops Admin	221,500	211,400	281,564	183,500	(27,900)	182,500	(1,000)
A742 Technology Infrastructure	2,059,349	2,217,900	2,014,209	2,208,600	(9,300)	2,208,600	
A743 ICT Asset Management	1,766,834	1,900,000	1,896,154	2,115,600	215,600	2,115,600	
** Service Management & Operation	12,786,100	13,681,800	13,488,699	15,825,900	2,144,100	15,909,800	83,900
*** Information Technology	17,125,700	18,078,000	17,835,117	20,290,600	2,212,600	20,373,000	82,400
*** Hurricane Juan							
**** Total	28,192,900	28,752,300	28,817,790	31,335,100	2,582,800	31,369,800	34,700

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
A301 Admin-FICT	777,100	722,600	722,600	671,800	(50,800)	671,800	
M351 Managers Contingency	200,000	150,000	150,000	150,000		150,000	
*** Admin - Finance & IT	977,100	872,600	872,600	821,800	(50,800)	821,800	
A302 Corporate Planning	577,100	584,500	584,500	594,400	9,900	594,400	
*** Corporate Planning	577,100	584,500	584,500	594,400	9,900	594,400	
A331 General Purchasing	736,500	777,200	837,460	791,100	13,900	791,100	
A332 Inventory & Asset Mg	223,400	371,500	949,155	416,200	44,700	426,200	10,000
A333 Stores-Transit/Fire	537,100	532,200	552,200	529,000	(3,200)	529,100	100
A334 Stores-East/West	564,300	562,000	548,210	583,600	21,600	583,700	100
A335 Procurement PSRs	536,600	534,400	534,400	554,800	20,400	554,800	
A336 Procurement Staff	614,800	613,300	589,192	647,900	34,600	647,900	
A337 Disp.of Surplus Equi		10,000	25,000	10,000		10,000	
A338 Stores- Ragged Lake	381,500	372,900	299,492	367,300	(5,600)	367,400	100
A339 Inventory Administration	499,100	497,100	473,000	569,800	72,700	569,700	(100)
*** Procurement	4,093,300	4,270,600	4,808,109	4,469,700	199,100	4,479,900	10,200
C771 BID's Contributions Fund	107,000	107,000	107,000	107,000		107,000	
* Grants	107,000	107,000	107,000	107,000		107,000	
A810 Fiscal & Tax Policy	1,137,900	1,158,900	1,153,747	1,265,000	106,100	1,265,000	
A811 Community Grants	237,600	243,600	243,600	250,700	7,100	250,700	
** Fiscal Policy & Financial Plan	1,482,500	1,509,500	1,504,347	1,622,700	113,200	1,622,700	
A311 Revenue - Administration	422,600	328,200	266,340	214,900	(113,300)	214,900	
A312 Coin Room	292,500	262,600	243,976	195,100	(67,500)	243,300	48,200
A313 Cash Management	339,300	340,000	362,515	400,800	60,800	400,800	
A314 General Revenue	363,550	365,200	363,591	379,400	14,200	294,400	(85,000)
A316 Taxation	479,000	552,000	561,639	585,200	33,200	585,200	
A325 Collections	307,450	362,500	362,990	372,600	10,100	372,600	
A360 Parking Meters	237,400	219,000	216,487	170,700	(48,300)	170,700	
** Revenue	2,441,800	2,429,500	2,377,538	2,318,700	(110,800)	2,281,900	(36,800)
A321 Accounting Admin	514,600	502,500	517,265	506,600	4,100	506,600	
A322 Payment Processing	686,700	638,800	572,150	660,700	21,900	660,700	
A323 Accounting Ctrls/Rpt	512,400	517,450	517,068	539,900	22,450	539,900	
A324 Accounting Svce Del	858,100	859,550	849,898	875,900	16,350	875,800	(100)
* Accounting	2,571,800	2,518,300	2,456,381	2,583,100	64,800	2,583,000	(100)
A615 Payroll Ctrls & Rptg	452,300	472,000	426,300	470,900	(1,100)	470,900	
A616 Payroll Service Delivery	621,300	677,300	770,678	825,300	148,000	825,300	
A617 Payroll Processing	319,000	322,000	161,220	306,900	(15,100)	306,900	
* Payroll	1,392,600	1,471,300	1,358,198	1,603,100	131,800	1,603,100	
** Financial Reporting	3,964,400	3,989,600	3,814,579	4,186,200	196,600	4,186,100	(100)
*** Finance	7,888,700	7,928,600	7,696,464	8,127,600	199,000	8,090,700	(36,900)
A410 Business Intel/Data	1,500,900	1,524,800	1,416,352	1,735,800	211,000	1,735,300	(500)
A721 Chief Info Office	556,500	541,600	795,169	676,600	135,000	676,100	(500)
** Chief Information Office	2,057,400	2,066,400	2,211,521	2,412,400	346,000	2,411,400	(1,000)
A724 Enterprise Architect	576,300	575,700	545,783	389,200	(186,500)	389,200	
A642 Portfolio Management	398,600	414,500	388,388	337,300	(77,200)	337,300	
A645 Strategic Plan/Deliv	176,000	174,700	53,649	154,400	(20,300)	153,900	(500)
A734 ICT Proj Mgmt (PMO)	1,131,300	1,164,900	1,148,754	1,171,400	6,500	1,171,400	
** Strategic Planning & Delivery	2,282,200	2,329,800	2,136,574	2,052,300	(277,500)	2,051,800	(500)
A421 ICT Corporate Services	3,022,500	3,117,100	3,036,633	2,977,500	(139,600)	3,005,800	28,300
A723 ITSM-Info Tech Sys	1,697,200	1,743,600	1,798,714	1,970,100	226,500	1,986,000	15,900
A732 Business App Mgt	4,036,600	4,618,600	4,636,661	6,450,600	1,832,000	6,491,300	40,700
A733 L:Enterprise Applic.	111,900	3,000			(3,000)		
A741 Svc Mgt & Ops Admin	221,500	211,400	281,564	183,500	(27,900)	182,500	(1,000)
A742 Technology Infrastructure	2,106,800	2,265,400	2,073,767	2,208,600	(56,800)	2,208,600	
A743 ICT Asset Management	1,774,000	1,907,200	1,903,354	2,115,600	208,400	2,115,600	
** Service Management & Operation	12,970,500	13,866,300	13,730,693	15,905,900	2,039,600	15,989,800	83,900
*** Information Technology	17,310,100	18,262,500	18,078,789	20,370,600	2,108,100	20,453,000	82,400
*** Hurricane Juan							
**** Total	30,846,300	31,918,800	32,040,462	34,384,100	2,465,300	34,439,800	55,700

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
*** Admin - Finance & IT							
A331 General Purchasing		(40,000)	(30,000)	(40,000)		(40,000)	
A332 Inventory & Asset Mg		(210,000)	(190,000)	(30,000)	180,000	(30,000)	
A337 Disp.of Surplus Equi		(10,000)	(10,000)	(10,000)		(10,000)	
*** Procurement		(260,000)	(230,000)	(80,000)	180,000	(80,000)	
* Grants							
** Fiscal Policy & Financial Plan							
A312 Coin Room	(30,000)	(35,000)	(50,000)	(45,000)	(10,000)	(45,000)	
A314 General Revenue	(140,000)	(150,000)	(114,000)	(342,000)	(192,000)	(363,000)	(21,000)
A316 Taxation	(2,005,000)	(2,230,000)	(2,215,000)	(2,195,000)	35,000	(2,195,000)	
A325 Collections	(215,000)	(215,000)	(265,000)	(215,000)		(215,000)	
** Revenue	(2,390,000)	(2,630,000)	(2,644,000)	(2,797,000)	(167,000)	(2,818,000)	(21,000)
A322 Payment Processing	(35,000)	(50,000)	(50,000)	(50,000)		(50,000)	
* Accounting	(35,000)	(50,000)	(50,000)	(50,000)		(50,000)	
A616 Payroll Service Delivery	(44,000)	(42,000)	(55,000)	(42,000)		(42,000)	
* Payroll	(44,000)	(42,000)	(55,000)	(42,000)		(42,000)	
** Financial Reporting	(79,000)	(92,000)	(105,000)	(92,000)		(92,000)	
*** Finance	(2,469,000)	(2,722,000)	(2,749,000)	(2,889,000)	(167,000)	(2,910,000)	(21,000)
A410 Business Intel/Data			(1,678)				
** Chief Information Office			(1,678)				
A421 ICT Corporate Services	(2,487)	(2,500)			2,500		
A723 ITSM-Info Tech Sys			(2,000)	(1,000)	(1,000)	(1,000)	
A732 Business App Mgt	(127,295)	(127,300)	(173,236)	(79,000)	48,300	(79,000)	
A733 L:Enterprise Applic.							
A742 Technology Infrastructure	(47,451)	(47,500)	(59,558)		47,500		
A743 ICT Asset Management	(7,166)	(7,200)	(7,200)		7,200		
** Service Management & Operation	(184,400)	(184,500)	(241,994)	(80,000)	104,500	(80,000)	
*** Information Technology	(184,400)	(184,500)	(243,672)	(80,000)	104,500	(80,000)	
**** Total	(2,653,400)	(3,166,500)	(3,222,672)	(3,049,000)	117,500	(3,070,000)	(21,000)

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	17,897,100	17,982,700	17,575,125	18,451,800	469,100	18,451,800	
6002 Salaries - Overtime	296,100	288,100	385,087	362,100	74,000	362,100	
6005 PDP & Union Con Incr			(873,346)				
6051 Shift Agreements	2,200	2,200	2,200	2,200		2,200	
6054 Vacation payout			10,188				
6100 Benefits - Salaries	3,661,600	3,756,500	3,687,980	3,800,400	43,900	3,800,400	
6110 Vacancy Management	(446,200)	(575,300)	(233,000)	(656,800)	(81,500)	(694,800)	(38,000)
6120 Comp OCC Budget Yr 1		80,000	80,000	385,000	305,000	385,000	
6150 Honorariums	1,000	1,000	1,750	1,000		1,000	
6152 Retirement Incentives	105,800	112,900	112,695	126,200	13,300	126,200	
6153 Severance			10,000				
6154 Workers' Compensation	289,500	288,400	285,008	339,700	51,300	339,700	
6155 Overtime Meals	2,000	2,000	1,000	2,000		2,000	
6199 Comp & Ben InterDept			(80,599)				
9200 HR CATS Wage/Ben			50				
* Compensation and Benefits	21,813,200	21,942,600	20,968,239	22,817,700	875,100	22,779,700	(38,000)
6201 Telephone	1,409,900	1,490,500	1,379,851	1,153,300	(337,200)	1,167,600	14,300
6202 Courier/Postage	37,050	34,800	40,036	43,900	9,100	43,900	
6203 Office Furn/Equip	32,100	25,100	31,173	25,400	300	25,400	
6204 Computer S/W & Lic	2,729,100	3,145,600	3,417,064	3,780,700	635,100	3,821,400	40,700
6205 Printing & Reprod	611,300	643,600	691,624	759,000	115,400	772,500	13,500
6207 Office Supplies	80,800	69,500	65,431	62,000	(7,500)	60,500	(1,500)
6299 Other Office Expenses	5,000	5,000	5,444	5,000		5,000	
* Office	4,905,250	5,414,100	5,630,623	5,829,300	415,200	5,896,300	67,000
6301 Professional Fees	165,000	163,300	113,440	211,800	48,500	211,800	
6303 Consulting Fees	348,500	250,000	138,610	250,000		250,000	
6311 Security	30,000	40,000	40,348	40,000		40,000	
6312 Refuse Collection	3,000	1,000	1,570	500	(500)	500	
6399 Contract Services	1,149,200	1,669,900	2,068,233	2,591,400	921,500	2,618,500	27,100
* External Services	1,695,700	2,124,200	2,362,201	3,093,700	969,500	3,120,800	27,100
6401 Uniforms & Clothing	13,000	13,000	13,500	12,000	(1,000)	12,000	
6402 Med & First Aid Supp	300	300	300	300		300	
6406 Bridge Tolls	300	300	300	300		300	
6407 Clean/Sani Supplies	1,700	1,700	1,700	1,000	(700)	1,000	
6409 Personal Protect Equ	1,700	1,700	1,700	1,600	(100)	1,600	
6499 Other Supplies			242				
* Supplies	17,000	17,000	17,742	15,200	(1,800)	15,200	
6504 Hardware	23,000	25,000	35,000	35,000	10,000	35,000	
6699 Other Building Cost			600				
* Building Costs			600				
6701 Equipment Purchase	7,100	7,100	77,155	6,100	(1,000)	6,100	
6702 Small Tools	1,500	1,500	1,500	1,300	(200)	1,300	
6703 Computer Equip/Rent	1,003,000	1,002,000	1,003,098	1,080,000	78,000	1,080,000	
6704 Equipment Rental			51				
6705 Equip - R&M	64,600	82,500	64,500	81,500	(1,000)	81,500	
6706 Computer R&M	237,100	279,500	248,938	403,100	123,600	403,100	
6711 Communication System	371,000	370,000	370,000	370,000		370,000	
* Equipment & Communications	1,684,300	1,742,600	1,765,242	1,942,000	199,400	1,942,000	
6806 Vehicle Rentals	1,500	1,500	750		(1,500)		
* Vehicle Expense	26,500	1,500	2,750		(1,500)		
6901 Membership Dues	174,550	168,000	189,885	171,400	3,400	171,400	
6902 Conferences/Workshop	36,500	34,100	26,727	33,100	(1,000)	33,100	
6903 Travel - Local	56,050	55,350	51,520	67,000	11,650	66,900	(100)
6904 Travel - Out of Town	52,100	52,100	42,330	54,600	2,500	54,600	
6906 Licenses & Agreements	700	1,000	1,000	800	(200)	800	
6912 Advertising/Promotio	14,200	13,200	4,700	12,200	(1,000)	11,700	(500)
6913 Awards	3,600	3,600	1,000	3,600		3,600	
6918 Meals	9,700	9,850	8,675	6,700	(3,150)	6,900	200
6919 Special Projects	107,000	107,000	126,300	107,000		107,000	
6999 Other Goods/Services	1,000	1,000	575,450	1,000		1,000	
* Other Goods & Services	681,350	651,800	1,266,996	651,200	(600)	650,800	(400)
7009 Internal Trfr Other			(10,405)				
7013 Int Trf Extra Duty			1,600				
* Interdepartmental			(8,931)				
** Total	30,846,300	31,918,800	32,040,462	34,384,100	2,465,300	34,439,800	55,700

Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4909 False Alarm Recovery	(110,000)	(120,000)	(82,000)	(310,000)	(190,000)	(330,000)	(20,000)
4951 By-Law F300 Revenue	(1,735,000)	(1,960,000)	(1,985,000)	(1,985,000)	(25,000)	(1,985,000)	
5205 Tax Certificates	(270,000)	(270,000)	(230,000)	(210,000)	60,000	(210,000)	
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(145,000)	(145,000)		(145,000)	
* Fee Revenues	(2,260,000)	(2,495,000)	(2,442,000)	(2,650,000)	(155,000)	(2,670,000)	(20,000)
5508 Recov External Parti	(393,400)	(671,500)	(780,672)	(399,000)	272,500	(400,000)	(1,000)
* Other Revenue	(393,400)	(671,500)	(780,672)	(399,000)	272,500	(400,000)	(1,000)
** Total	(2,653,400)	(3,166,500)	(3,222,672)	(3,049,000)	117,500	(3,070,000)	(21,000)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	28,192,900	28,752,300	28,817,790	31,335,100	2,582,800	31,369,800	34,700

Human Resources

17/18 – 18/19 Multi-Year Budget and Business Plan

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

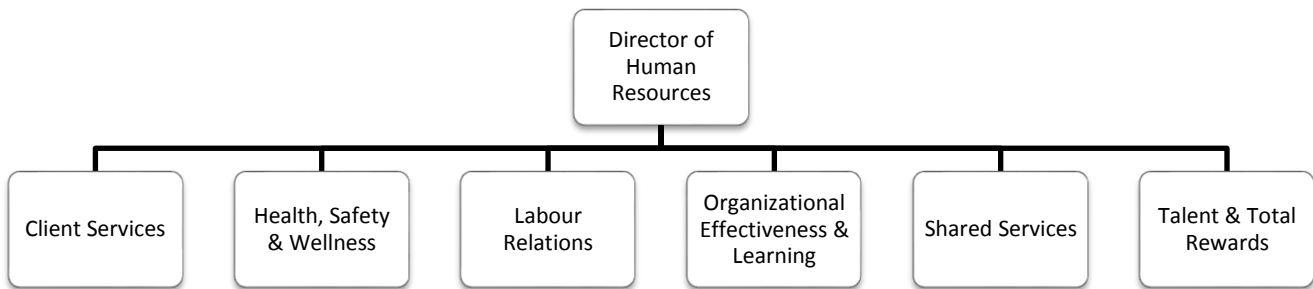
HUMAN RESOURCES OVERVIEW

Human Resources is committed to advancing the administrative priority outcomes of:

- Our People – Talent;
- Our People – Leadership;
- Our People – Culture
- Our People – Performance
- Health and Safety – Healthy Workforce
- Health and Safety – Safe Workplaces

This is achieved through providing a framework to guide the application of all aspects of HRM’s human resource practices to support organizational effectiveness.

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



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE’s	2018/19 Planned Total FTE’s
Full Time	54	-	54	54
Term	0.2	-	0.2	TBD
Student	2.1	-1.2	0.9	TBD

Human Resources Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Human Resources	1.1%	1.2%	1.2%
Average tax bill amount spent on Human Resources	\$21.10	\$23.00	\$23.20

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Human Resources Multi-Year Initiatives

Our People - Talent

Organizational Capacity

Organizational capacity across the organization is enhanced through innovative attraction and retention initiatives as well as by inspiring a culture of continuous learning and inclusion. HRM's Human Capital Strategy (HRM's People Plan) is a multiyear strategy which is focused on ensuring that our people resources are prepared to meet the changing business needs and deliver on our municipality's priorities. Key priorities include talent management, workforce planning, recruitment and leadership development.

Our People - Culture

Corporate Culture and Performance

One of the most important ways in which HRM can build capacity to achieve its strategic goals is through the intentional development of our organizational culture. Workplace culture impacts the way our employees interact with Regional Council, citizens, stakeholders and each other. To build a great municipality, we must align our behaviours, structures and processes with the vision, values and goals of Halifax Regional Council through the Plan on a Page. Key priorities include the delivery of a corporate Employee Engagement survey with the results being a key driver in business unit annual operational plans to enhance employee and organizational performance.

Health and Safety - Safe Workplaces

Corporate Health and Wellness Workplace Strategy

To improve the workplace and employee health and well-being, HR will build and lead the consultation for a multi-year Corporate Health and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the Municipality's leading health indicators, mental health awareness, absenteeism indicators, and reducing Worker's Compensation costs. The strategy will have a multiple-year focus and a staged implementation.

Service Excellence - Service Delivery

HR Core Service Delivery

Modernizing the Human Resources business is critical due to an ever-changing labour market, increasing client demands and the impacts of demographic changes. To ensure that HR is well positioned to support HRM in the achievement of business goals and Regional Council's priorities, HR will continue to focus on the modernization of HR systems, programs, services, tools and related technologies. Key priorities include improved access for all stakeholders to utilize HR services, modernizing standardized HR programs, policies and service levels, and enhanced client-focused service delivery through strategic partnering and quality consultation.

Human Resources Budget

Human Resources Operating Budget

Summary of Changes Included in Proposed Human Resources Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Compensation and vacancy savings	Compensation adjustments consisting mostly of a major reduction in Vacancy Management, which was unsustainable moving forward with the HR Modernization Plan.	\$388,800	\$403,000	\$791,800
Goods and Services	Inflationary increases	\$9,500	\$5,300	\$14,800
Employee & Family Assistance Program (EFAP) – projected contract increase	Pressure on staffing due to higher target for vacancy savings (e.g. inability to be at full staff) which impacts service delivery levels to clients.	\$34,000	\$34,000	\$68,000
Expansion of Corporate Leadership Training Program	Long-term goal is to develop and support leaders and future leaders to build strong productive teams, think strategically, and lead fast paced change.	\$100,000	\$100,000	\$200,000
Employee Engagement Survey	Results will identify areas for improvement, assist with establishing a bench mark and provide the framework for enhanced workforce strategies and practices that can potentially enhance engagement and ultimately improve corporate performance and service delivery to our citizens.	\$60,000	\$0	\$60,000
Total		\$592,300	\$542,300	\$1,134,600

Human Resources Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	4,761,500	4,794,900	4,762,700	5,183,700	388,800	5,197,900	14,200
* Office	34,600	33,600	26,250	34,200	600	30,000	(4,200)
* External Services	683,100	215,600	572,600	309,600	94,000	249,600	(60,000)
* Supplies	1,500	1,500	550	1,500		1,500	
* Materials							
* Building Costs							
* Equipment & Communications	3,000	3,000	500	1,000	(2,000)	1,000	
* Other Goods & Services	439,300	427,800	439,050	538,700	110,900	538,700	
* Interdepartmental			(339,600)				
* Other Fiscal	(389,600)						
** Total	5,533,400	5,476,400	5,462,050	6,068,700	592,300	6,018,700	(50,000)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue	(80,000)	(80,000)	(80,000)	(80,000)		(80,000)	
** Total	(80,000)	(80,000)	(80,000)	(80,000)		(80,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.

Human Resources Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Administration Summary of Expense & Revenue Types	481,400	358,000	467,000	519,500	161,500	521,400	1,900
Client Services Summary of Expense & Revenue Types	1,529,800	1,542,800	1,288,200	1,385,000	(157,800)	1,387,000	2,000
Hlth Safety & Wellness Summary of Expense & Revenue Types	439,900	374,100	629,550	1,010,500	636,400	1,015,000	4,500
Labour Relations Summary of Expense & Revenue Types	597,200	560,900	695,500	730,150	169,250	733,850	3,700
Org. Effec. & Learning Summary of Expense & Revenue Types	1,707,000	1,831,700	1,396,000	1,203,400	(628,300)	1,145,700	(57,700)
Shared Services Summary of Expense & Revenue Types			297,000	572,200	572,200	568,500	(3,700)
Talent & Total Compensation Summary of Expense & Revenue Types	698,100	728,900	608,800	567,950	(160,950)	567,250	(700)
	5,453,400	5,396,400	5,382,050	5,988,700	592,300	5,938,700	(50,000)

17/18 - 18/19 HUMAN RESOURCES SERVICE AREA PLANS

Director's Office

The Director's Office provides leadership and develops HR strategic priorities that align with business needs. It ensures HR structure, resources, policies and business practices are aligned to support organizational efficiency and effectiveness.

Services Delivered:

Our People - Performance

Strategic Human Resource Leadership - This service is responsible for development and oversight of Human Resource strategies and policies.

HR Advice and Expertise - This service is responsible for provision of HR advice and expertise on a variety of human resource management topics.

Service Delivery Measures

In the 2017/18 business cycle, Human Resources will undertake a client survey with other business units to measure client satisfaction and the effectiveness of its service delivery modernization.

Performance Analysis

In today's business environment, as external and internal pressures to increase productivity mount, organizations are demanding more and more value from their conventional cost centres, including Human Resources. HR has the requirement to not only improve its own performance but also have a sustainable impact on the success of HRM as a whole – "The right skills (people), in the right jobs, doing the right things at the right cost."

Key Benefits of HR Transformation

There are a number of business reasons that support a change in the way HR is currently providing services:

- Increase value-added HR functions that are aligned with business needs,
 - develop talent management and human capital management strategies that drive business success;
- Improve or streamline HR operations,
 - increase scalability and flexibility of operational support to better align with corporate strategy and business needs;
- Improve the employee/manager experience,
 - employees/managers are able to better access HR solutions and information with the establishment of a shared services centre and the integration of technology;
- Improve compliance and reporting capabilities;
- Drive process efficiency to better align with business needs;
- Drive corporate cultural change/employee engagement to improve productivity and capability;
- Improve workforce reporting, benchmarks/analytics and performance measurement; and

- Corporate Cost Containment,
 - the impact of providing high value HR services can be seen in the alignment of HR resources with corporate cost containment priorities such as pension reform, restructuring of benefit plans, collective bargaining, workforce planning, and organizational effectiveness.

17/18 – 18/19 Director’s Office Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion	
Our People - Performance	
HR Service Modernization (Est. Compl: Q3 18/19)	To ensure that HR is well positioned to support the organization in the achievement of business goals, HR will implement phase 2 activities of the HR Service Modernization plan. Focus will be on the establishment of the Shared Services Centre and centres of expertise.
Modernization of HR Policies (Est. Compl: Q3 18/19)	To support the building of organizational capacity, Human Resources will modernize HR policies and business practices over the next two business cycles based on corporate priorities.

Director’s Office Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	357,600	309,600	429,000	480,000	170,400	481,900	1,900
* Office	26,800	25,800	15,700	27,000	1,200	27,000	
* External Services	467,500		352,300				
* Building Costs							
* Equipment & Communications	2,000	2,000	500		(2,000)		
* Other Goods & Services	17,100	20,600	9,500	12,500	(8,100)	12,500	
* Interdepartmental			(340,000)				
* Other Fiscal	(389,600)						
** Total	481,400	358,000	467,000	519,500	161,500	521,400	1,900
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	481,400	358,000	467,000	519,500	161,500	521,400	1,900

Client Services

Client Services is committed to supporting administrative priorities through collaboration with the business units to identify key business issues and develop solutions in partnership with the Human Resources Centres of Expertise to drive employee engagement and meet or exceed operational mandates. Areas of delivery include: staffing, recruitment, performance management, workforce planning, succession planning, policy interpretation, organizational design, change management, and employee engagement.

Services Delivered:**Our People - Performance**

Performance Management - This service is responsible for partnering with the business units on identifying areas of opportunity to improve employee engagement and drive overall operational performance.

Our People - Talent

Workforce Planning and Career Development - Client Services, in conjunction with the Human Resources Centres of Expertise and the business units, is responsible for developing a comprehensive workforce planning approach that will assist all groups in effectively staffing to meet operational needs. This will allow the creation of a framework for a supportive career development program to enhance the skills of existing team members, allowing them to pursue various career opportunities.

Recruitment and Retention - This service is responsible for the creation of dynamic recruitment strategies and driving employee engagement practices to attract and retain talent and meet current and future operational staffing requirements.

Our People – Leadership

Succession Planning - Client Services, in partnership with the business unit's leadership team, is responsible for leveraging the succession planning program to identify internal and external talent to fill future leadership positions, and create development programs for internal candidates to round out their skillsets in preparation for new opportunities.

Service Excellence – Service Delivery

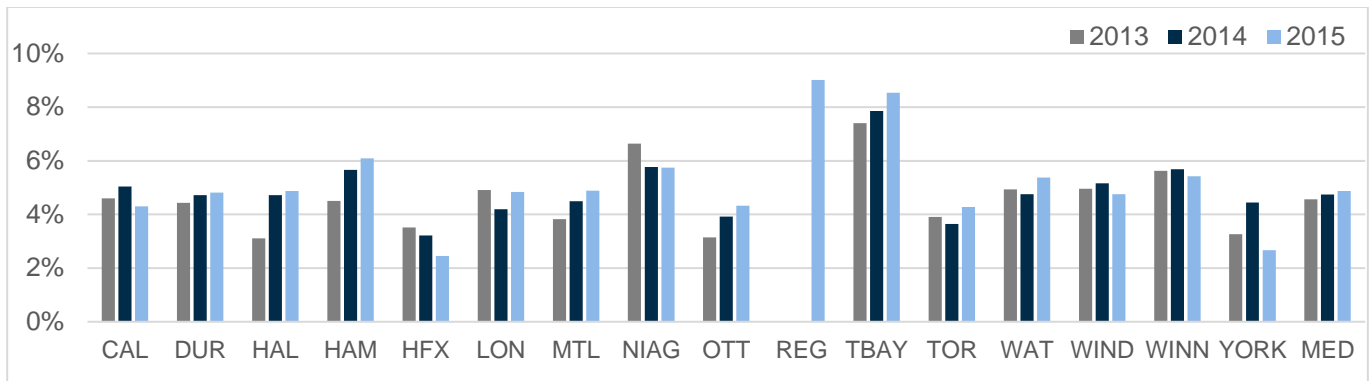
HR Consulting - This service works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

Service Delivery Measures

Client Services Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC* Median 2015
Turnover rate	2.45%	4.03% ytd	3.5%	3.5%	-
Overall Permanent Voluntary Employee Turnover	2.45%	4.03% ytd	3.3%	3.3%	4.87%
# Jobs Filled	921	744 ytd	1000	950	-
Internal Hire Rate	54%	52% ytd	54%	57%	-
External Hire Rate	46%	48% ytd	46%	43%	-

* Municipal Benchmarking Network Canada

Turnover Rate



* External Data Source MBNCanada - 2015 Performance Report

Note: Turnover rate refers to the total number of voluntary separations of permanent staff (full time and part time) expressed as a percent of total permanent staff.

YEAR	CAL	DUR	HAL	HAM	HFX	LON	MTL	NIAG	OTT	REG	TBAY	TOR	WAT	WIND	WINN	YORK	MED
2013	4.60%	4.43%	3.11%	4.51%	3.52%	4.91%	3.83%	6.64%	3.14%	N/A	7.40%	3.91%	4.93%	4.96%	5.63%	3.26%	4.56%
2014	5.04%	4.72%	4.72%	5.66%	3.22%	4.19%	4.49%	5.77%	3.92%	N/A	7.85%	3.65%	4.76%	5.16%	5.68%	4.44%	4.74%
2015	4.30%	4.81%	4.87%	6.09%	2.45%	4.84%	4.89%	5.74%	4.33%	9.01%	8.53%	4.28%	5.37%	4.75%	5.42%	2.67%	4.87%

Performance Analysis

Employee Engagement

To effectively identify the areas of opportunity to improve employee engagement and organization performance, HR will develop and deploy an employee engagement survey to all HRM employees. With the results, HR will be able to work on addressing organization-wide engagement strategies as well as action plans for each business unit. In collaborating with the operations group in addressing the areas of opportunity, HRM will drive its brand as an employer of choice.

Workforce Planning and Recruitment Strategy

Client Services will leverage the workforce planning framework and work in partnership with the business units to map out recruitment requirements over the coming years. This will provide the organization with the data necessary to craft the recruitment strategy that will meet business units hiring needs, reduce length of time to fill positions, and enable HR to work with the business unit to develop internal candidates for future growth opportunities.

17/18 – 18/19 Client Services Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion

Our People - Talent

Recruitment and Staffing (Est. Compl: Q4 17/18)

To further align recruitment and staffing activities with HRM's talent requirements and public service priorities, Human Resources will implement recommendations from the Hiring Policy/Business Practice review as well as the Employment Systems Review. This will include revising current policy and practices, updating tools and training for managers and supervisors, as well as refreshing the employment section on halifax.ca.

Strategic Partnering (Est. Compl: Q3 17/18)

In order to support client-focused service delivery and achievement of business unit operational objectives, HR will continue to strengthen strategic business unit partnerships through the Human Resources Business Partners (HRBP's).

Client Services Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	1,412,400	1,425,300	1,152,300	1,265,000	(160,300)	1,267,000	2,000
* Office	4,500	4,500	4,500	2,000	(2,500)	2,000	
* External Services	57,400	57,400	57,400	57,400		57,400	
* Supplies			150				
* Materials							
* Other Goods & Services	55,500	55,600	77,450	60,600	5,000	60,600	
* Interdepartmental			(3,600)				
** Total	1,529,800	1,542,800	1,288,200	1,385,000	(157,800)	1,387,000	2,000
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	1,529,800	1,542,800	1,288,200	1,385,000	(157,800)	1,387,000	2,000

Health, Safety & Wellness

Health, Safety & Wellness is committed to supporting administrative priorities through the administration of the Corporate Health and Safety Plan, including strategies to reduce incident/accident trends and risk while focusing on consistency of awareness and compliance.

Services Delivered:

Health and Safety – Healthy Workforce

Corporate Health & Wellness - This service provides leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), duty to accommodate, ergonomic assessments, health monitoring, health promotion and the Employee and Family Assistance Program (EFAP).

Health and Safety – Safe Workplaces

Corporate Safety - This service is responsible for developing a Corporate Occupational Health and Safety Plan that includes strategies to reduce incident/accident trends and risk while focussing on consistency of awareness and compliance. Corporate Safety also provides leadership and expertise to support a “Safety First” culture.

Service Delivery Measures

Health, Safety & Wellness Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
# of workplace programs provided Workplace Violence Prevention Environment, Health, Safety Management	339	461	TBD	TBD	-
Flu Clinic participation	696	700	N/A	N/A	-
# of participants in workplace health / wellness programs	358	419	N/A	N/A	-
Health File Referrals	506	423	N/A	N/A	-
# of workplace safety assessments completed	15	42	15	N/A	-
Total Accident Frequency	10	10	N/A	N/A	-
Lost Time Accident Frequency	7	6	N/A	N/A	-

* Municipal Benchmarking Network Canada

Performance Analysis

Workplace Violence Prevention

The Workplace Violence Policy training program has been developed to reduce the risk of workplace violence at the municipality and to help employees understand their role in the program. Three hundred and thirty-nine (93%) of identified supervisors/managers attended the training. Prevention involves the business units undertaking violence risk assessment and completing a prevention plan.

Environment, Health and Safety Management

The Accident Investigation and “SAP Environment, Health and Safety Management (EHSM) Reporting” training assists supervisors/managers to understand their requirements for reporting and investigation. Comprised of Accident Theory, root cause and critical reporting, the system provides analytics for the prevention of accidents and building a safety-first culture. Four hundred and sixty-one supervisors/managers have been trained in understanding root cause and prevention recurrence.

Flu Clinics

The flu clinic program supports colleagues in their health and attendance support. In 2016/17, 700 employees participated in the program versus 696 in 2015/16. Moving forward, it is hoped that the number of participants continues to increase, in support of employees being well and at work.

Workplace Health & Wellness Programs

A variety of health and wellness training programs are offered throughout the year to support Employee & Family Assistance, wellness seminars, mental health, first aid and strategies for managing stress. In 2015/16, 358 employees attended these training sessions and, in 2016/17, there were 419 employees who attended programs and lunch and learn sessions.

Health File Referrals

There were 423 health file referrals in 2016/17, down from 506 in 2015/16. Health file referrals include disability health file management and ergonomic assessments.

Workplace Safety Assessments

42 Workplace safety assessments that involve a visit to locations and a review of conditions measured against the Occupational Health and Safety Act were completed in 2016/17. Reports and findings offer the business unit an understanding of where to work towards prevention and an analysis of remedies reported.

Total Accident Frequency

In 2015/16, the Municipality’s total accident frequency was 10, down from 12 in 2014/15 (a 14% decrease). The Total Accident Frequency Rate indicates the number of total accidents per year for every 100 employees. Total accidents include health care and lost time accidents only.

Lost Time Accident Frequency

In 2015/16 the Municipality’s Lost Time Accident Frequency was 7, the same as it was in 2014/15. The Lost Time Accident Frequency Rate calculates the total number of Lost Time Accidents per year for every 100 employees.

17/18 – 18/19 Health, Safety & Wellness Key Deliverables

17/18 Deliverables
Health and Safety - Healthy Workforce
<p>Corporate Health & Wellness Strategy (Est. Compl: Q4 17/18) To improve the workplace and employee health, safety and well-being, Human Resources will build and lead consultation of a multi-year Corporate Health and Wellness Workplace Strategy with business units to align with HRM’s Human Capital Strategy (HRM’s People Plan). The strategy will focus on areas of high importance for the prevention of the municipality’s leading health indicators, mental health awareness, occupational injuries and absenteeism indicators. Implementation will be staged. In 17/18, HR will:</p> <ul style="list-style-type: none"> • Meet with business units on their known indicators for absenteeism, health file referral trends and accident trends. • Consult with business units for a needs assessment and build the framework for the Health and Wellness Strategy; areas of focus are enhanced Stay at work/Return to work to reduce time loss and absenteeism. • Introduce preferred provider access for physiotherapy for employees accessing WCB to provide earlier support and functional information for a safe and early return to work.
<p>Attendance Support Program (Ongoing through 17/18) The goal of this deliverable is to improve employee attendance by supporting the business units with the revised Attendance Support Program with a focus of understanding trends and health indicators, supporting management/colleagues in improving attendance, reducing absenteeism costs, utilizing enhanced stay-at-work/return-to-work, and linking trends to the Corporate Health & Wellness Strategy.</p>
Health and Safety - Safe Workplaces
<p>Corporate Occupational Health & Safety Plan - Year 4 (Est. Compl: Q4 17/18)</p>

To prevent and reduce accidents in the workplace and to build a safety-first culture, Human Resources will complete Year 4 of the Occupational Health and Safety Plan for HRM in partnership with business units. Areas of concentration in Year 4 include:

- Trending and analytics via Environment
- Health, Safety Management System (EHSM)
- Enhanced Stay-at-Work/Return-to-Work corporate procedure
- Reducing accidents and lost time days
- Reducing WCB premiums paid

Provision of Corporate Safety Services to all Community Facilities (Est. Compl: Q4 17/18)

To support the improvement of safety in HRM community recreation facilities, Human Resources will continue to provide baseline health and safety assessments, communication of OHS Responsibilities (under OHS Act and Regulations), and support for health and safety programming.

Healthy, Safety & Wellness Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	427,400	362,500	609,500	812,900	450,400	817,400	4,500
* Office			1,950	200	200	200	
* External Services			4,500	172,200	172,200	172,200	
* Supplies	1,500	1,500	400	1,500		1,500	
* Equipment & Communications	1,000	1,000		1,000		1,000	
* Other Goods & Services	10,000	9,100	11,600	22,700	13,600	22,700	
* Interdepartmental			1,600				
** Total	439,900	374,100	629,550	1,010,500	636,400	1,015,000	4,500
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	439,900	374,100	629,550	1,010,500	636,400	1,015,000	4,500

Labour Relations

Labour Relations is committed to supporting administrative priorities and serves as the employer's negotiator in collective bargaining with various unions representing its employees. It provides expertise and consulting to business units to ensure efficient and consistent delivery of labour relations service and integration of labour relations strategy and principles to support sustainable municipal services.

Services Delivered:

Our People - Talent

Labour Relations Consulting - This service is responsible for the provision of consultative service and advice to management related to the unionized workforce.

Our People - Culture

Grievance Management - This service is responsible for supporting and facilitating the management of the grievance process.

Governance and Engagement – Fiscal Responsibility

Collective Bargaining - This service, on behalf of HRM administration, leads negotiations on collective agreements between HRM and its six union organizations.

Service Delivery Measures

Labour Relations Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
# of new grievances	57	53	n/a	n/a	-
# of grievances resolved	-	41	n/a	n/a	-

* Municipal Benchmarking Network Canada

Performance Analysis

Collective Bargaining - One of the goals of collective bargaining is to meet the Municipality's obligations and support the delivery of sustainable, efficient, and effective municipal services. Labour Relations staff will be bargaining five collective agreements concurrently in 2017/18, in addition to ongoing consulting and grievance management services, which will have an impact on capacity levels for staff.

17/18 – 18/19 Labour Relations Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Our People - Talent
<p>Collective Bargaining (Est. Compl: Q3 17/18)</p> <p>To meet our employer obligations and support the delivery of efficient, effective municipal services, Human Resources will advance collective bargaining and interest arbitration initiatives scheduled for 2017-18, 2018-19, and those carried forward from prior years.</p>

Labour Relations Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	569,600	532,300	666,900	701,400	169,100	705,100	3,700
* Office	800	800	1,200		(800)		
* External Services			200				
* Other Goods & Services	26,800	27,800	25,600	28,750	950	28,750	
* Interdepartmental			1,600				
** Total	597,200	560,900	695,500	730,150	169,250	733,850	3,700
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	597,200	560,900	695,500	730,150	169,250	733,850	3,700

Organizational Effectiveness and Learning

Organizational Effectiveness and Learning is committed to supporting administrative priorities through the management of the Corporate Learning & Development strategy, provision of training and professional development programs, change management, policy development and conflict resolution services. The service area supports organizational effectiveness through policy and program design that improves employee and corporate performance.

Services Delivered:

Our People – Talent

Corporate Training and Leadership Development - This service is responsible for development/improvement and delivery of employee and leadership training programs.

Organizational Development - This service is responsible for providing expert advice based on a thorough knowledge of current organizational development theory and methodologies such as policy development, project management, coaching, change management, performance management.

Our People - Culture

Conflict Resolution (Workplace Rights / Human Rights) - This service is responsible for providing expertise in conflict resolution including conducting initial assessments, mediation, facilitated discussions, workplace assessments, harassment investigations and other types of conflict resolution tools. The goal is also to coach business unit leaders to effectively and efficiently deal with conflict on their teams in a timely manner.

Service Delivery Measures

Organizational Effectiveness and Learning Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
# of training programs provided	118	144	125	TBD	-
# of training program participants	1,612	2,413	2,000	TBD	-
# of new Workplace Rights complaints	36	20	n/a	n/a	-

* Municipal Benchmarking Network Canada

Performance Analysis

Employee Engagement Survey - Organizational Effectiveness and Learning (OEL) will be conducting an Employee Engagement survey in 17/18. Results will assist the OEL team in identifying key performance areas that need to be addressed or improved in the whole organization. The results and the team's analysis will allow us to move from "estimating" organizational needs into real time planning for addressing specific issues by developing and using adequate organizational effectiveness tools.

Leadership Development Program - This program will consist of a 3-tier system program, specifically created to assist our aspiring leaders as well as current supervisors and managers. Each tier will consist of a renewed list of elective and mandatory programs, including learning and development paths for: managing self, managing others, leading organizations and managing projects.

17/18 – 18/19 Organizational Effectiveness and Learning Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Our People - Talent
<p>Human Capital Strategy (Est. Compl: Q3 17/18) To support the achievement of corporate business goals, HR will lead a refresh of the HRM People Plan (3-5 year Human Capital Strategy) and begin implementation of priority initiatives in partnership with the business units.</p>
<p>Employee Learning and Development (Est. Compl: Q3 17/18) To align with recommendations from the Auditor General's Report and to achieve economy, efficiency, and effectiveness gains for HRM, Human Resources will continue to improve the organization-wide Learning & Development Strategy and programs in partnership with business units.</p>
Our People - Culture
<p>Employee Engagement (Est. Compl: 17/18) To improve organizational performance, HR will support the CAO through the development and implementation of an employee engagement survey in 2017. The results will act as a key driver in business unit annual operational plans over the next two years to enhance employee and organizational performance.</p>
<p>Workplace Culture (Est. Compl: Q4 18/19) To promote a harassment-free workplace culture, HR will complete the roll out of the revised Workplace Rights policy and deliver new training programs to leaders across the organization.</p>
Our People - Leadership
<p>Leadership Development (Est. Compl: Q4 18/19) To support succession planning and talent management, HR will develop formal, module-based cohort learning programs which integrate position competencies and align with HRM'S core values and leadership principles. Programs will be designed to develop and support three cohorts – Aspiring Leaders, Front Line Supervisors, and Managers.</p> <p>Leadership development programs will also be designed, and/or enhanced, to support employees from under-represented communities so our organization can better reflect the community we serve.</p>

Organizational Effectiveness & Learning Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	1,300,300	1,441,500	1,004,400	801,800	(639,700)	804,100	2,300
* Office	1,800	1,800	2,200	100	(1,700)	100	
* External Services	138,200	138,200	138,200	60,000	(78,200)		(60,000)
* Building Costs							
* Equipment & Communications							
* Other Goods & Services	266,700	250,200	250,400	341,500	91,300	341,500	
* Interdepartmental			800				
** Total	1,707,000	1,831,700	1,396,000	1,203,400	(628,300)	1,145,700	(57,700)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	1,707,000	1,831,700	1,396,000	1,203,400	(628,300)	1,145,700	(57,700)

Shared Services

Shared Services is new division, created in 2016/17 as part of HR's Modernization project.

Shared Services is committed to supporting administrative priorities as HR's first point of contact for employee inquiries/service requests. It provides foundational support for HR programs and services including training administration, compensation/benefits and pension inquiries, and collects and administers HR data, information, and reporting.

Services Delivered:

Our People – Performance

HR Performance Reporting and Data Management - This service is responsible for workforce data reporting including reporting on Attendance Support, Workforce Profile, Labour Relations trends, Recruitment and Retention, and Training and Conflict Resolution. The majority of this reporting will be formatted under the Workforce Profile Report, the HRBP Quarterly Report, and the Attendance Support reports.

Service Excellence – Service Delivery

HR Client Service Delivery - This service is the first point of contact for all foundational HR Service Requests, including a single phone number for more accessible service, HR Service Representatives for immediate response to requests, and a centralized department responsible for processing service requests and completing transactional work in all HR functional areas including: Pension and Benefits Administration, Recruitment and Onboarding, Conflict Resolution and Training logs, Public Service Recognition, Employee Separation Management, Salary Administration and Public Service Management.

Our People – Talent

Benefits Administration - This service is responsible for the design and administration of HRM's benefit plans.

Pension Administration - This service is responsible for pension reporting and reconciliation required for the employer.

Retirement Benefit Administration - This service is responsible for payment and processing of additional retirement compensation.

Service Delivery Measures

Shared Services Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
PRL (Pre-Retirement Leave) Processing Time	2 Weeks	2 Weeks	2 Weeks	2 Weeks	-
Customer Service Request Processing Times	2 Days	2 Days	2 Days	2 Days	-
Retirements	158	161	175	175	-

Performance Analysis

Shared Services Client Service Delivery - The centralized, first point of contact for internal service requests will improve access for all stakeholders to HR services as well as enhance client-focused service. It will ensure better coordination across all elements of HR services implementation and efficient use of HR resources.

Performance Reporting and Data Management - The establishment of service delivery measures will help provide analytical data and measurable performance metrics for better guidance and decision-making. Additional service delivery measures will be developed over the coming year.

17/18 – 18/19 Shared Services Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Service Excellence - Service Delivery
<p>Client Focused Service Delivery (Est. Compl: Q3 17/18) To support client-focused service delivery, HR will build the Shared Services division in order to commence centralizing HR transactional service delivery and improve efficiency and effectiveness through business process redesign.</p>
Our People - Performance
<p>HR Data Reporting (Est. Compl: Q3 17/18) To improve business unit human capital decision making, Human Resources will further develop workforce data reporting and analytics in partnership with ICT. During 17/18, HR will focus on Health & Safety and business unit workforce reporting.</p>

Shared Services Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits			297,000	556,400	556,400	556,100	(300)
* Office				3,600	3,600	200	(3,400)
* Other Goods & Services				12,200	12,200	12,200	
** Total			297,000	572,200	572,200	568,500	(3,700)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit			297,000	572,200	572,200	568,500	(3,700)

Talent and Total Rewards

Talent and Total Rewards is committed to supporting administrative priorities through the development of HRM's Talent Management Blueprint and Total Compensation Strategy including policy framework, program design, pension & benefits plan consulting and administration.

Services Delivered:

Our People – Talent

Talent Management Blueprint - This service is responsible for the development of a corporate strategy and related tools to enhance HRM's ability to grow, acquire, and maintain the talent it requires to deliver municipal services.

Total Compensation Design - This service is responsible for designing a total compensation plan, including salary, benefits and pension.

Salary Administration - This service is responsible for the application of salary policy.

Our People - Culture

Public Service Recognition - This service is responsible for the administration of HRM's Public Service Awards program, including coordination of the Awards event.

Service Delivery Measures

Talent and Total Rewards Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Critical Succession Positions Identified	N/A	90%	100%	100%	-
Critical Succession Plan Gap Analysis Completed	N/A	50%	75%	100%	-

* Municipal Benchmarking Network Canada

Performance Analysis

Talent Management Framework (Succession) - In alignment with the Talent Management Framework principles, business units will identify critical succession positions. Once identified, gap analysis tools will be utilized to identify key requirements for the development of succession candidates. It is anticipated that some business units will have more mature succession plans than others and the expectation is that a majority of the identification will be completed in 17/18. Similarly, the gap analysis tools will be deployed later in 2017 and the completion of gap analysis will extend into 18/19.

17/18 – 18/19 Talent and Total Rewards Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion	
Our People - Talent	
Talent Management Framework (Est. Compl: Q3 17/18)	To support business unit operational priorities, HR will develop a corporate talent management framework that will guide the development and delivery of HR programs and tools. Year 1 will focus on recruitment, succession planning, employee learning, rewards and recognition.
Employee Benefits (Est. Compl: Q3 17/18)	To support the Municipality's financial and human capital priorities, HR will conduct a market study through RFP to engage benefits provider(s). HR will also continue to work toward consolidating benefit coverages through collective bargaining.
Financial Responsibility - Financial Impact	
HRM Pension Reform (Est. Compl: Q4 17/18)	To support HRM's financial and human capital priorities, HR will work with internal and external stakeholders to advance changes to the pension plan to ensure an affordable pension benefit for both employees and the taxpayer.

Talent and Total Rewards Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	694,200	723,700	603,600	566,200	(157,500)	566,300	100
* Office	700	700	700	1,300	600	500	(800)
* External Services	20,000	20,000	20,000	20,000		20,000	
* Equipment & Communications							
* Other Goods & Services	63,200	64,500	64,500	60,450	(4,050)	60,450	
* Interdepartmental							
** Total	778,100	808,900	688,800	647,950	(160,950)	647,250	(700)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Other Revenue	(80,000)	(80,000)	(80,000)	(80,000)		(80,000)	
** Total	(80,000)	(80,000)	(80,000)	(80,000)		(80,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	698,100	728,900	608,800	567,950	(160,950)	567,250	(700)

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
A205 Administration	481,400	358,000	467,000	519,500	161,500	521,400	1,900
A210 Org.Effec.& Learning	1,707,000	1,831,700	1,396,000	1,203,400	(628,300)	1,145,700	(57,700)
A220 Client Services	1,529,800	1,542,800	1,288,200	1,385,000	(157,800)	1,387,000	2,000
A221 Locked WCB							
A230 Talent & Total Rewards	698,100	728,900	608,800	567,950	(160,950)	567,250	(700)
A235 Shared Services			297,000	572,200	572,200	568,500	(3,700)
A240 Labour Relations	597,200	560,900	695,500	730,150	169,250	733,850	3,700
F182 Health Safety & Wellness	439,900	374,100	629,550	1,010,500	636,400	1,015,000	4,500
** Total	5,453,400	5,396,400	5,382,050	5,988,700	592,300	5,938,700	(50,000)

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
A205 Administration	481,400	358,000	467,000	519,500	161,500	521,400	1,900
A210 Org.Effec.& Learning	1,707,000	1,831,700	1,396,000	1,203,400	(628,300)	1,145,700	(57,700)
A220 Client Services	1,529,800	1,542,800	1,288,200	1,385,000	(157,800)	1,387,000	2,000
A221 Locked WCB							
A230 Talent & Total Rewards	778,100	808,900	688,800	647,950	(160,950)	647,250	(700)
A235 Shared Services			297,000	572,200	572,200	568,500	(3,700)
A240 Labour Relations	597,200	560,900	695,500	730,150	169,250	733,850	3,700
F182 Health Safety & Wellness	439,900	374,100	629,550	1,010,500	636,400	1,015,000	4,500
** Total	5,533,400	5,476,400	5,462,050	6,068,700	592,300	6,018,700	(50,000)

Summary of Gross Revenue

Summary of Gross Revenue

Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	17 Bud V	2018 Budget	2018 Bud Var.
A230 Talent & Total Rewards	(80,000)	(80,000)	(80,000)	(80,000)		(80,000)	
** Total	(80,000)	(80,000)	(80,000)	(80,000)		(80,000)	

Summary Details

HR Summary Detail							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	4,277,100	4,302,700	4,191,000	4,373,900	71,200	4,373,900	
6002 Salaries - Overtime	1,500	1,000	(3,000)	1,000		1,000	
6005 PDP & Union Con Incr			(90,300)				
6054 Vacation payout			1,200				
6100 Benefits - Salaries	793,100	817,400	783,400	830,800	13,400	830,800	
6110 Vacancy Management	(387,900)	(424,800)		(115,200)	309,600	(101,000)	14,200
6152 Retirement Incentives	25,400	26,700	26,800	29,300	2,600	29,300	
6154 Workers' Compensation	52,300	51,700	58,600	63,900	12,200	63,900	
6199 Comp & Ben InterDept		20,200	(205,000)		(20,200)		
* Compensation and Benefits	4,761,500	4,794,900	4,762,700	5,183,700	388,800	5,197,900	14,200
6201 Telephone	3,700	3,700	6,500	7,700	4,000	6,000	(1,700)
6202 Courier/Postage	2,900	2,900	2,750	2,700	(200)	2,700	
6203 Office Furn/Equip	10,500	10,500	5,400	11,300	800	8,800	(2,500)
6204 Computer S/W & Lic	500	500	200	500		500	
6207 Office Supplies	17,000	16,000	11,000	12,000	(4,000)	12,000	
6299 Other Office Expenses			400				
* Office	34,600	33,600	26,250	34,200	600	30,000	(4,200)
6301 Professional Fees	138,200	138,200	138,400	172,200	34,000	172,200	
6302 Legal Fees			340,000				
6303 Consulting Fees	47,700	20,000	32,000	20,000		20,000	
6399 Contract Services	497,200	57,400	62,200	117,400	60,000	57,400	(60,000)
* External Services	683,100	215,600	572,600	309,600	94,000	249,600	(60,000)
6401 Uniforms & Clothing	1,500	1,500		1,500		1,500	
6402 Med & First Aid Supp			150				
6406 Bridge Tolls			200				
6409 Personal Protect Equ			200				
* Supplies	1,500	1,500	550	1,500		1,500	
* Materials							
* Building Costs							
6701 Equipment Purchase	1,000	1,000		1,000		1,000	
6705 Equip - R&M	2,000	2,000	500		(2,000)		
* Equipment & Communications	3,000	3,000	500	1,000	(2,000)	1,000	
6901 Membership Dues	30,000	30,000	30,800	32,400	2,400	32,400	
6902 Conferences/Workshop			12,200				
6903 Travel - Local	19,200	20,200	23,000	25,300	5,100	25,300	
6904 Travel - Out of Town	3,000	3,000	4,600		(3,000)		
6905 Training & Education	50,100	50,100	39,700	53,100	3,000	53,100	
6914 Recruiting	31,200	31,200	46,000	34,700	3,500	34,700	
6917 Books and Periodicals	7,000	7,000	6,800	8,600	1,600	8,600	
6918 Meals	3,200	3,200	2,100	1,500	(1,700)	1,500	
6919 Special Projects	67,600	67,600	63,300	71,100	3,500	71,100	
6937 Corporate Training	200,000	200,000	200,000	300,000	100,000	300,000	
6938 Rewarding Excellence	3,000	3,000	1,750	3,000		3,000	
6943 Health and Wellness			1,600				
6999 Other Goods/Services	25,000	12,500	7,200	9,000	(3,500)	9,000	
* Other Goods & Services	439,300	427,800	439,050	538,700	110,900	538,700	
7009 Internal Trfr Other			(339,600)				
* Interdepartmental			(339,600)				
8008 Transf to/fr Reserve	(389,600)						
* Other Fiscal	(389,600)						
** Total	5,533,400	5,476,400	5,462,050	6,068,700	592,300	6,018,700	(50,000)
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
5508 Recov External Parti			(80,000)				
5521 CUPE Admin Fee	(80,000)	(80,000)		(80,000)		(80,000)	
* Other Revenue	(80,000)	(80,000)	(80,000)	(80,000)		(80,000)	
** Total	(80,000)	(80,000)	(80,000)	(80,000)		(80,000)	
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	5,453,400	5,396,400	5,382,050	5,988,700	592,300	5,938,700	(50,000)

Legal, Insurance and Risk Management Services

17/18 – 18/19 Multi-Year Budget and Business Plan

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

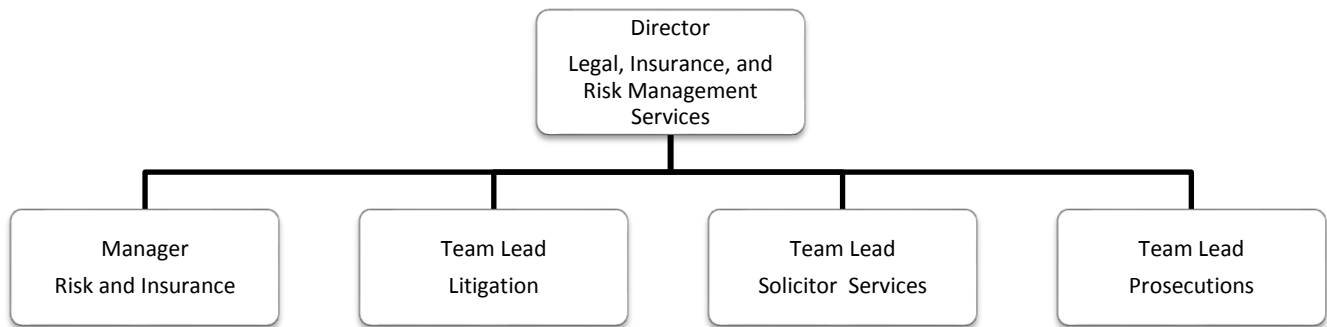
We make a difference.

LEGAL, INSURANCE AND RISK MANAGEMENT SERVICES OVERVIEW

Legal, Insurance and Risk Management Services (LIRMS) is committed to advancing Regional Council and administrative priority outcomes of:

- Governance and Engagement - Fiscal Responsibility
- Governance and Engagement - Municipal Governance
- Service Excellence - Service Improvements

This is achieved through provision of legal services including solicitor services, litigation, and prosecutions as well as risk and insurance services.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Planned Change (+/-)	2017/18 Planned Total FTE's	2018/19 Planned Total FTE's
Full Time	36	0	36	36
Student	2.1	-1.4	0.7	0.7

Legal, Insurance and Risk Management Services Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Legal, Insurance and Risk Management Services	0.9%	0.9%	0.9%
Average tax bill amount spent on Legal, Insurance and Risk Management Services	\$16.60	\$16.60	\$17.00

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Legal, Insurance and Risk Management Services Multi-Year Initiatives

Governance and Engagement - Municipal Governance

By-law Review Project

In support of red tape reduction, Legal Services will continue with a multi-year project to review all HRM by-laws. This includes drafting of new, as well as amending, repealing, and consolidating existing by-laws as necessary.

Service Excellence - Service Improvements

LIRMS Business Unit Efficiencies

To more efficiently manage HRM legal files and documents and enhance reporting capabilities, LIRMS will continue its multi-year initiative to implement improvements in technology, processes, physical and electronic file and case management, and categorization and management of physical legal files.

Legal, Insurance and Risk Management Services Budget

Legal, Insurance and Risk Management Services Operating Budget

Summary of Changes Included in Proposed Legal, Insurance and Risk Management Services Budget

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Annual Compensation & Benefits increase	None	\$68,400	\$69,100	\$137,500
Increased Revenue	None	-\$5,700	-\$9,500	-\$15,200
Reduction / Increase office and other expenses	None	-\$6,500	\$18,000	\$11,500
Increase in Nova Scotia Barristers' Society Fees (\$13,600) and other expenses	None	\$18,400	\$20,000	\$38,400
Total Impact of changes		\$74,600	\$97,600	\$172,200

Legal, Insurance and Risk Management Services Summary of Expense & Revenue Types

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	3,745,800	3,826,900	3,651,800	3,895,300	68,400	3,896,000	700
* Office	94,600	101,600	108,000	97,300	(4,300)	98,000	700
* External Services	399,200	347,000	276,000	334,800	(12,200)	353,100	18,300
* Supplies	2,500	1,500	1,600	1,500		1,500	
* Building Costs			1,000				
* Vehicle Expense							
* Other Goods & Services	195,900	206,400	220,300	223,200	16,800	230,300	7,100
* Interdepartmental			4,100	1,600	1,600	1,600	
* Other Fiscal	(30,000)	(20,000)	(10,000)	(10,000)	10,000	(10,000)	
** Total	4,408,000	4,463,400	4,252,800	4,543,700	80,300	4,570,500	26,800
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues	(182,000)	(185,000)	(185,000)	(190,700)	(5,700)	(194,500)	(3,800)
* Other Revenue	(40,000)	(25,000)	(65,600)	(25,000)		(25,000)	
** Total	(222,000)	(210,000)	(250,600)	(215,700)	(5,700)	(219,500)	(3,800)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	4,186,000	4,253,400	4,002,200	4,328,000	74,600	4,351,000	23,000

Legal, Insurance and Risk Management Services Budget by Service Area

Service Area Budget Overview							
Service Area	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Risk and Insurance Services Summary of Expense & Revenue Types	439,900	506,700	511,600	533,200	26,500	534,700	1,500
Legal Services Summary of Expense & Revenue Types	3,746,100	3,746,700	3,490,600	3,794,800	48,100	3,816,300	21,500
	4,186,000	4,253,400	4,002,200	4,328,000	74,600	4,351,000	23,000

17/18 - 18/19 Legal, Insurance and Risk Management Services Service Area Plans

Legal Services

Legal Services is committed to supporting Regional Council priorities through the delivery of legal services that support Regional Council, and its agencies, boards, commissions, and committees and the municipal business units.

Services Delivered:

Governance and Engagement - Municipal Governance

Solicitor Services - provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions, in respect of the conduct of the business of the Municipality; provides advice to management and staff on a wide range of topics, including related research on a daily basis for the HRM. Works with business units to develop, amend, and consolidate By-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title investigations, reviews and approves documents regarding encroachments, easements, and rights-of way, prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.

Litigation Services – advises and represents HRM in dispute resolution matters including proceedings involving the Municipality and its employees before various levels of courts, including the Supreme Court and Courts of Appeal, administrative tribunals including arbitration panels, Labour Boards, Police Review Board, Human Rights Commission, National Energy Board, Nova Scotia Utility and Review Board and Canadian Transportation Agency as well as in various alternative dispute resolution forums.

Prosecution Services – provides training to Halifax Regional Police and HRM staff, and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals.

Service Delivery Measures

Legal Services Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Number of Legal Files Opened	749	960	-	-	N/A
Number of Prosecution Files	125	138	-	-	N/A
Legal Operating Costs per In-House Lawyer Hour	\$138	\$138	\$136	\$136	\$144

* Municipal Benchmarking Network Canada

Performance Analysis

Legal Services continues to focus on developing strategies regarding full integration of lawyers with HRM's business units, in order to provide efficiencies and improve service.

Efforts will continue in respect of Legal Services' goal of serving as a centre of expertise in legal services for HRM's interests in inter-governmental relations, economic development, land and property and in HRM's relations with its employees and its citizens.

17/18 – 18/19 Legal Services Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion	
Governance and Engagement - Municipal Governance	
By-law Review Project	
Undertake Year 3 of the multi-year By-law Review project - to carry out a complete review of HRM by-laws (new, amend or repeal existing, consolidate existing). By-law priorities will be identified through Regional Council and business unit consultations.	
Draft Halifax Water Admin Order (Est. Compl: Q4 17/18)	
With required legislative changes becoming effective April 1, 2017, Legal Services will draft the Halifax Water Admin Order in cooperation with Finance. The Order, which results from the Agencies, Boards & Commissions Review, will outline the governance relationship between HRM and the Halifax Regional Water Commission.	
Changes to HRM Charter (Est. Compl: Q4 18/19)	
Work with Government Relations and External Affairs in the review of the HRM Charter and liaise with the provincial Legislative Counsel Office when required.	
Prosecution Restructuring - Court Consolidation (Est. Compl: 17/18)	
As a result of changes implemented by Provincial Court to consolidate all night court prosecutions to one court house and the reduction of courtrooms available, night court prosecutions are being monitored to respond to these changes.	
Service Excellence - Service Improvements	
Legal Services – Business Unit Efficiencies (Est. Compl: Q1 18/19)	
Legal Services is working to complete their File Retention Plan and, in turn, develop and implement processes for closed legal files for ease of review and retrieval.	

Legal Services Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Expenditures							
* Compensation and Benefits	3,350,200	3,347,200	3,165,300	3,395,300	48,100	3,395,800	500
* Office	74,300	81,600	87,000	76,800	(4,800)	76,000	(800)
* External Services	399,200	347,000	276,000	334,800	(12,200)	353,100	18,300
* Supplies			100				
* Building Costs			1,000				
* Other Goods & Services	174,400	190,900	208,300	201,800	10,900	208,900	7,100
* Interdepartmental			1,000	1,600	1,600	1,600	
* Other Fiscal	(30,000)	(20,000)	(10,000)	(10,000)	10,000	(10,000)	
** Total	3,968,100	3,946,700	3,728,700	4,000,300	53,600	4,025,400	25,100
Revenues							
* Fee Revenues	(182,000)	(175,000)	(175,000)	(180,500)	(5,500)	(184,100)	(3,600)
* Other Revenue	(40,000)	(25,000)	(63,100)	(25,000)		(25,000)	
** Total	(222,000)	(200,000)	(238,100)	(205,500)	(5,500)	(209,100)	(3,600)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	3,746,100	3,746,700	3,490,600	3,794,800	48,100	3,816,300	21,500

Risk and Insurance Services

Risk and Insurance Services is committed to supporting Regional Council and administrative priorities through the management of claims made against the HRM, through the management of financing of HRM risk through insurance and a reserve, and by applying sound risk management processes to identify, analyse, and mitigate loss exposures to the Municipality.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Risk Management - This service provides the application of sound operational risk management processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the HRM, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the mayor, Regional Council, municipal operations, property, assets, boards and commissions, including Halifax Water, Halifax Public Libraries and others for which HRM is contractually obligated to provide insurance.

Claims Management - This service provides adjusting, investigation, and settlement of claims against and for the HRM including Halifax Water, Halifax Public Libraries, and boards and commissions.

Contractual Risk Management - This service is responsible for creating, reviewing, and suggesting wording for various contracts, agreements, and forms to reduce exposure to HRM and others.

Service Delivery Measures

Risk and Insurance Services Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Planned	2018/19 Planned	MBNC Median* 2015
Claims received by fiscal year	1541	1500	-	-	N/A

* Municipal Benchmarking Network Canada

Performance Analysis

The procedural manual for Risk and Insurance Services will be finalized and fully implemented in order to properly document and support the activities of the Risk and Insurance division.

17/18 – 18/19 Risk and Insurance Services Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
Governance and Engagement - Fiscal Responsibility
<p>Fine Arts Insurance Augmentation (Pending approval on funding from Studies) (Est. Compl: Q4 18/19) To ensure that the insurance coverage will be sufficient in the event of a claim, Risk and Insurance Services will conduct a study to determine the composition and value of HRM’s “Civic Collection” including fine arts.</p>
<p>Insurance Valuation – HRM Buildings (Pending approval on funding from Studies) (Est. Compl: Q4 17/18) To ensure that HRM has adequate insurance coverage for its buildings, Risk and Insurance Services will conduct insurance appraisals on HRM buildings where the current insured value is either not substantiated by an appraisal or where no appraisal has occurred in the last 10 years. In addition, through the appraisal inspection, Risk will be able to validate the current fuel tank inventory to identify any information and coverage gaps.</p>
Service Excellence - Service Improvements
<p>Risk & Claims Policy and Procedures Manual (Est. Compl: Q1 17/18) Executive review of the draft Policy and Procedures Manual with roll out in early 2017/18. The manual will define HRM business unit roles and responsibilities and include standardized forms.</p>

Risk and Insurance Services Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	395,600	479,700	486,500	500,000	20,300	500,200	200
* Office	20,300	20,000	21,000	20,500	500	22,000	1,500
* External Services							
* Supplies	2,500	1,500	1,500	1,500		1,500	
* Building Costs							
* Vehicle Expense							
* Other Goods & Services	21,500	15,500	12,000	21,400	5,900	21,400	
* Interdepartmental			3,100				
** Total	439,900	516,700	524,100	543,400	26,700	545,100	1,700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Fee Revenues		(10,000)	(10,000)	(10,200)	(200)	(10,400)	(200)
* Other Revenue			(2,500)				
** Total		(10,000)	(12,500)	(10,200)	(200)	(10,400)	(200)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	439,900	506,700	511,600	533,200	26,500	534,700	1,500

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division								
Cost Centers/Groups	2015 Budget	2015 Actual	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
A101 Lock: Administration								
A110 Legal Services	3,746,100	3,448,722	3,746,700	3,490,600	3,794,800	48,100	3,816,300	21,500
A303 Risk & Insurance Services	439,900	475,241	506,700	511,600	533,200	26,500	534,700	1,500
* Legal Services	4,186,000	3,923,963	4,253,400	4,002,200	4,328,000	74,600	4,351,000	23,000
** Total	4,186,000	3,923,963	4,253,400	4,002,200	4,328,000	74,600	4,351,000	23,000

Summary of Gross Expenditures

Summary of Gross Expenditures								
Cost Centers/Groups	2015 Budget	2015 Actual	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
A101 Lock: Administration								
A110 Legal Services	3,968,100	3,683,311	3,946,700	3,728,700	4,000,300	53,600	4,025,400	25,100
A303 Risk & Insurance Service	439,900	477,926	516,700	524,100	543,400	26,700	545,100	1,700
* Legal Services	4,408,000	4,161,237	4,463,400	4,252,800	4,543,700	80,300	4,570,500	26,800
** Total	4,408,000	4,161,237	4,463,400	4,252,800	4,543,700	80,300	4,570,500	26,800

Summary of Gross Revenue

Summary of Gross Revenue								
Cost Centers/Groups	2015 Budget	2015 Actual	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
A110 Legal Services	(222,000)	(234,589)	(200,000)	(238,100)	(205,500)	(5,500)	(209,100)	(3,600)
A303 Risk & Insurance Service		(2,685)	(10,000)	(12,500)	(10,200)	(200)	(10,400)	(200)
* Legal Services	(222,000)	(237,274)	(210,000)	(250,600)	(215,700)	(5,700)	(219,500)	(3,800)
** Total	(222,000)	(237,274)	(210,000)	(250,600)	(215,700)	(5,700)	(219,500)	(3,800)

Summary Details

Summary Details							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	3,110,600	3,219,800	3,189,400	3,286,200	66,400	3,286,200	
6002 Salaries - Overtime	2,600	2,500	2,500	2,500		2,500	
6005 PDP & Union Con Incr			(90,800)				
6054 Vacation payout			7,700				
6100 Benefits - Salaries	561,500	588,400	568,200	595,500	7,100	595,500	
6110 Vacancy Management	(20,400)	(79,200)		(82,100)	(2,900)	(82,100)	
6152 Retirement Incentives	18,500	19,900	19,900	21,700	1,800	21,700	
6154 Workers' Compensation	32,300	33,500	37,900	41,500	8,000	41,500	
6157 stipends		21,500			(21,500)		
6199 Comp & Ben InterDept	40,700	20,500	(83,000)	30,000	9,500	30,700	700
* Compensation and Benefits	3,745,800	3,826,900	3,651,800	3,895,300	68,400	3,896,000	700
6201 Telephone	2,000	10,500	10,500	8,500	(2,000)	8,000	(500)
6202 Courier/Postage	6,600	6,300	6,300	6,300		6,300	
6203 Office Furn/Equip	9,500	8,500	13,500	8,500		8,500	
6204 Computer S/W & Lic	55,000	55,000	55,000	53,200	(1,800)	54,000	800
6205 Printing & Reprod	500	300	300	800	500	800	
6207 Office Supplies	21,000	21,000	22,000	20,000	(1,000)	20,400	400
6299 Other Office Expenses			400				
* Office	94,600	101,600	108,000	97,300	(4,300)	98,000	700
6301 Professional Fees	45,000	10,000	1,500	2,000	(8,000)	2,000	
6302 Legal Fees	175,000	175,000	120,000	175,000		175,000	
6309 Litigation Disburse	12,000	15,000	12,500	15,000		15,300	300
6314 Prosecution Services	162,200	120,000	120,000	123,800	3,800	126,300	2,500
6316 Real Property Disb		20,000	10,000	10,000	(10,000)	10,000	
6399 Contract Services	5,000	7,000	12,000	9,000	2,000	24,500	15,500
* External Services	399,200	347,000	276,000	334,800	(12,200)	353,100	18,300
6499 Other Supplies	2,500	1,500	1,600	1,500		1,500	
* Supplies	2,500	1,500	1,600	1,500		1,500	
6699 Other Building Cost			1,000				
* Building Costs			1,000				
6804 Vehicle Fuel - Gas							
6806 Vehicle Rentals							
* Vehicle Expense							
6901 Membership Dues	93,700	98,700	104,600	113,800	15,100	118,700	4,900
6902 Conferences/Workshop	5,000	2,000	500	7,900	5,900	7,900	
6903 Travel - Local	9,900	12,400	8,400	9,700	(2,700)	9,400	(300)
6904 Travel - Out of Town	8,000	8,000	6,000	8,000		8,000	
6905 Training & Education	36,000	30,000	32,500	28,500	(1,500)	31,000	2,500
6917 Books and Periodicals	41,000	53,000	65,800	53,000		53,000	
6918 Meals	300	300	300	300		300	
6938 Rewarding Excellence	1,500	1,500	1,500	1,500		1,500	
6999 Other Goods/Services	500	500	700	500		500	
* Other Goods & Services	195,900	206,400	220,300	223,200	16,800	230,300	7,100
7009 Internal Trfr Other			4,100	1,600	1,600	1,600	
9911 PM Labour-Reg							
* Interdepartmental			4,100	1,600	1,600	1,600	
8008 Transf to/fr Reserve	(30,000)	(20,000)	(10,000)	(10,000)	10,000	(10,000)	
* Other Fiscal	(30,000)	(20,000)	(10,000)	(10,000)	10,000	(10,000)	
** Total	4,408,000	4,463,400	4,252,800	4,543,700	80,300	4,570,500	26,800
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
5250 Sales of Svcs-Other	(182,000)	(185,000)	(185,000)	(190,700)	(5,700)	(194,500)	(3,800)
* Fee Revenues	(182,000)	(185,000)	(185,000)	(190,700)	(5,700)	(194,500)	(3,800)
5508 Recov External Parti	(40,000)	(25,000)	(65,600)	(25,000)		(25,000)	
* Other Revenue	(40,000)	(25,000)	(65,600)	(25,000)		(25,000)	
** Total	(222,000)	(210,000)	(250,600)	(215,700)	(5,700)	(219,500)	(3,800)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	4,186,000	4,253,400	4,002,200	4,328,000	74,600	4,351,000	23,000

Corporate Accounts

17/18 – 18/19 Multi-Year Budget and Business Plan

CORPORATE ACCOUNTS OVERVIEW

Corporate Accounts, also known as Fiscal services, is not a Business Unit and has no services or initiatives per se. Rather it includes HRM's financial responsibilities and obligations that are not directly related to any specific business unit as well as organization wide costs and revenues not fully allocated to Business Units:

- Property and Other Taxes
- Non-departmental revenues
- Private Roads, other Area Rates
- Debt Charges
- Capital from Operating
- Reserves
- Provincial Mandatory Costs
- Supplementary Education
- Transfers such as Fire Protection and Stormwater
- Contingencies, including for Compensation
- Intern Program, Other Compensation costs
- Grants and Tax Relief
- Valuation Allowance, Insurance

Corporate Accounts Operating Budget Overview

Summary of Expense & Revenue Types							
Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Compensation and Benefits	9,937,000	14,193,700	14,534,100	17,126,900	2,933,200	26,397,700	9,270,800
* Office	21,600	17,800	17,800		(17,800)		
* External Services	1,358,700	1,230,300	1,320,300	350,000	(880,300)	1,029,000	679,000
* Supplies	6,500	5,800	5,800		(5,800)		
* Materials							
* Building Costs	169,800	122,950	257,950		(122,950)		
* Equipment & Communications	27,100	15,600	15,600		(15,600)		
* Vehicle Expense	867,100						
* Other Goods & Services	3,448,700	2,079,050	3,761,636	4,315,000	2,235,950	8,874,700	4,559,700
* Interdepartmental	140,000	140,000	134,000	141,000	1,000	145,000	4,000
* Debt Service	44,777,100	45,495,100	45,044,682	43,281,600	(2,213,500)	45,465,800	2,184,200
* Other Fiscal	249,194,100	245,700,800	254,182,342	248,604,600	2,903,800	256,832,600	8,228,000
** Total	309,947,700	309,001,100	319,274,210	313,819,100	4,818,000	338,744,800	24,925,700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
* Tax Revenue	(439,420,200)	(445,037,700)	(447,134,627)	(462,064,600)	(17,026,900)	(481,499,200)	(19,434,600)
* Area Rate Revenue	(169,407,600)	(172,749,100)	(174,101,800)	(174,646,600)	(1,897,500)	(180,004,700)	(5,358,100)
* Tax Agreements	(9,614,000)	(10,358,500)	(10,529,950)	(10,617,300)	(258,800)	(10,627,000)	(9,700)
* Payments in Lieu of taxes	(37,247,000)	(37,509,000)	(37,522,447)	(38,804,000)	(1,295,000)	(39,384,000)	(580,000)
* Transfers from other Gov'ts	(3,700,000)	(3,700,000)	(3,719,700)	(3,700,000)		(3,772,000)	(72,000)
* Interest Revenue	(6,765,800)	(6,806,900)	(7,271,900)	(7,099,200)	(292,300)	(7,309,000)	(209,800)
* Fee Revenues	(4,650,000)	(4,575,000)	(4,575,000)	(4,682,700)	(107,700)	(4,719,700)	(37,000)
* Other Revenue	(19,974,100)	(19,617,100)	(25,847,355)	(18,862,000)	755,100	(18,585,500)	276,500
** Total	(690,778,700)	(700,353,300)	(710,702,779)	(720,476,400)	(20,123,100)	(745,901,100)	(25,424,700)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	(380,831,000)	(391,352,200)	(391,428,569)	(406,657,300)	(15,305,100)	(407,156,300)	(499,000)

Corporate Accounts Budget Overview

Corporate Accounts Budget Overview						
Service Area	2015-16 Budget	2015-16 Actuals	2016-17 Budget	2017-18 Budget	2018-19 Budget	2016 to 17 Var.
Debt Services	33,240,000	33,106,229	34,336,900	32,931,600	35,579,400	(1,405,300)
Provincial Area Rates	142,433,000	142,625,381	148,831,900	152,843,200	157,777,000	4,011,300
Other Transfers	31,499,600	31,567,340	28,548,200	28,142,900	31,435,200	(405,300)
Grants	6,064,000	5,294,749	6,224,000	7,124,000	7,139,000	900,000
Valuation Allowance	4,200,000	8,523,974	4,200,000	4,200,000	4,200,000	-
Reserves	18,373,700	18,587,690	20,393,400	22,082,300	18,354,300	1,688,900
Capital from Operating	40,461,000	40,461,000	32,280,000	27,654,500	31,550,000	(4,625,500)
Operating Cost of Capital (OCC)	2,305,400	820,714	-	-	3,197,100	-
Non-Dept Revenue & Area Rates	(675,757,800)	(680,310,871)	(686,025,800)	(708,829,300)	(717,055,400)	(22,803,500)
Other	16,350,100	19,668,626	19,859,200	27,193,500	20,667,100	7,334,300
Total Corp Accounts	(380,831,000)	(379,655,168)	(391,352,200)	(406,657,300)	(407,156,300)	(15,305,100)

17/18 - 18/19 CORPORATE ACCOUNTS PLANS

Debt Servicing

Debt charges in the operating budget consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are bank charges, debenture discount and interest payments to Agencies, Boards & Commissions. For management purposes, debt charges can be classified as to how the funds are repaid:

- Tax Supported Debt – re-paid through the general and transit tax rates;
- Other Municipal Debt – repaid through Local Improvement Charges (LICs), Area Rates and Development Charges;
- Halifax Water Debt – Funds borrowed on behalf of Halifax Water and which are repaid through their rate base; and,
- Repayable Debt – debt borrowed for and repaid by outside organizations.

Regional Council has a debt policy and debt targets that aim to reduce Halifax's tax supported debt by 3% per dwelling each year, while shifting funds into capital from operating.

While most of the municipality's debt charges are in fiscal service, a portion of its debt charges are included in Halifax Transit, Transportation and Public Works (Solid Waste), Halifax Regional Fire & Emergency, Parks and Recreation, and specific area rates.

Provincial Area Rates

Like all municipalities, HRM is legally required by the Province of Nova Scotia to provide funding for education costs, and for other services that are the responsibility of the Province of Nova Scotia. The funding source for the transfers is a separate Provincial Area Rate on the tax bill. Any increase in that budget amount has zero net impact to the overall HRM budget.

i) Mandatory Education

This mandatory education contribution is set by the Province at the value of the Education Rate times the Uniform Assessment. The estimate for 2017/18 is \$135.5 million, an increase of \$3.6 million from the prior year.

ii) Assessment

Property Valuation Services Corporation is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. HRM is required to pay a share of the cost of operating this provincial assessment system. The cost estimate for 2017/18 is \$6.96 million, an increase of \$60,000 from last year.

iii) Correctional Services

HRM is required to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. HRM's budgeted amount of \$6.7 million for 2017/18 is an increase of \$53,000 from the prior year.

iv) Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. HRM's budgeted amount of \$3.5 million for 2017/18 is an increase of \$300,000 from the prior year.

Other Transfers

1) World Trade Center (WTCC)/Halifax Convention Centre (HCC)

HRM has an agreement to fund the existing World Trade Centre until it is replaced by the new Halifax Convention Centre (HCC). Once the new HCC is substantially complete (which is assumed to be during 2017-18) Halifax will pay 50% of the annual HCC costs to the Province of Nova Scotia. The HCC costs are to be paid from a reserve which is funded from the property tax revenues collected from the new Nova Centre. The Nova Centre is a private development that includes not only the HCC but also office, hotel, retail and parking. For the 2017/18 fiscal year, HRM has budgeted an amount of \$5,872,000 (before reserve withdrawals) for the existing WTCC and the new Halifax Convention Centre.

2) Supplementary Education

Under the Halifax Charter, HRM provides funding to the Halifax Regional School Board (HRSB) and the province-wide Acadian school board, Conseil Scolaire Acadien Provincial (CSAP). The Halifax Charter requires that the Municipality provides a guaranteed amount for supplementary education, although it may reduce the guaranteed amount by 10% of the amount spent in 1995-96. In addition to the legal requirements of the Charter, this payment is governed by a Memorandum of Understanding (MOU) with the HRSB. The total payment for 2017/18 is subject to a renegotiation of the MOU and will be paid for through a separate area rate.

3) Fire Protection Services (Hydrants)

The Nova Scotia Utilities and Review Board (NSUARB) has established a formula that requires HRM to make a contribution to Halifax Water Commission (HW) to fund the hydrant costs incurred by the

Commission. 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 2017/18 area rate is \$7.5M.

4) Stormwater Right-of-Way (Halifax Water Commission)

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to pay to the Halifax Regional Water Commission (HW) the cost of the Stormwater drainage in the right-of-way of HRM streets and roads. This became effective as of July 1, 2013. The amount required for the 2017/18 area rate is \$3.9M and is expected to be collected through a special charge levied on stormwater users.

Grants and Tax Relief

Halifax operates a number of Grant programs. Some of these are within fiscal services while others are administered by individual business units. In 2017-18 and 2018-19 there are also a number of one-time grants that are outside of specific programs. In addition, Halifax provides a number of tax relief programs for individuals including low income tax relief and non-profit tax relief.

	2016-17 (actuals)	2017-18	2018-19
Grant Programs:			
Community Grants Program	463,000	500,000	500,000
Halifax Explosion 100	76,000	-	-
District Activity Grants	69,000	69,000	69,000
Sub-Total	608,000	569,000	569,000
"One-Off" Grants by Resolution:			
Tennis Canada (Reserve)	-	2,500,000	-
Lake District Rec Association	-	50,000	50,000
100 Wild Islands	-	150,000	150,000
FCM (Reserve)	-	500,000	-
Neptune	-	50,000	-
Lake Loon Cherry Brook Devel Assoc (LLCBDA)	-	170,000	-
Atlantic Agricultural Fall Fair	20,000	-	-
Citadel Army Museum	25,000	-	-
Engage NS	50,000	-	-
Sub-Total	95,000	3,420,000	200,000

In addition, Halifax provides a number of tax relief programs for individuals including low income tax relief (\$1.475m in 2017-18) and non-profit tax relief (\$4.02m in 2017-18).

Valuation Allowance

The Valuation Allowance is an account required by provincial rules as a contingency against uncollectible tax and other revenues. In 2017-18 it is budgeted at \$4.2 million.

Reserves

Reserves are utilized to improve the process of visionary planning for HRM's future needs. Reserve Funds are provided for under the *Financial Reserves Administrative Order Number 2014-015-ADM* and are intended to serve three specific purposes:

- Contingency Funds for Opportunities;
- Contingency Funds for Risk; and,
- Savings Funds for Obligations

Reserves are budgeted for in both Fiscal Services and in individual business units. They may include both deposits to and withdrawals from reserves. For 2017-18 the net contribution to reserves from fiscal services is \$22.1 million. A complete breakdown for reserves is included within the Reserves section of this book.

Capital from Operating

Capital from Operating is used to fund the capital budget and helps reduce reliance on debt and other funding. A formula is used to help shift funds away from debt funding and into capital from operating. That guideline aims to increase capital from operating by 3% plus inflation per dwelling each year.

Capital from operating funding appears in both fiscal services and in Halifax Transit. The combined amounts for 2017/18 and 2018/19 have been reduced in help ensure long term sustainability .

Operating Cost of Capital (OCC)

Operating cost of capital are the additional funds required to pay the ongoing operating costs of new assets. Those costs might include fuel and drivers for new buses, software licenses, or heat and light for new buildings. They would also include the costs for donated assets, such as additional kilometres of roads turned over to the municipality.

Once an asset is expected to become operational, these costs are included in the individual business unit budgets, which then become accountable for both the asset and its day to day operations. During the planning stage, while assets are being designed and awaiting completion, funds are typically included in fiscal services as a contingency.

In 2017-18 the following amounts of OCC (other than Transit) have been budgeted for across the organization. All amounts are in business unit budgets except for a 2018-19 \$3.2m contingency within fiscal service.

		2017/2018	2018/2019
Business Unit:			
TPW	Ongoing	91,800	218,000
Roads & Transportation	Ongoing	361,600	689,100
P & D	Implementation	147,000	302,400
Buildings	Ongoing	59,400	239,400
Parks and Playgrounds	Ongoing	197,700	304,700
Operations Support	Ongoing	225,000	270,600
FICT	Ongoing	2,314,400	4,422,800
Total		\$ 3,396,900	\$ 6,447,000

Non-Departmental Revenue and Area Rates

This includes the municipality's revenues from Property Tax, Tax Agreements, Grants-in-Lieu payments and Deed Transfer Tax as well as income from investments, parking meters, and the Metro Park parkade.

Also included are the costs and revenues for community area rates for community, private organizations and private roads.

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
M110 Debt & Interest Chg	42,329,400	42,744,500	42,261,269	40,833,700	(1,910,800)	43,193,100	2,359,400
M112 Alloc Debt Chg to BU	(9,089,000)	(8,407,600)	(8,458,003)	(7,902,100)	505,500	(7,613,700)	288,400
** Debt Servicing	33,240,400	34,336,900	33,803,266	32,931,600	(1,405,300)	35,579,400	2,647,800
* Provincially Mandated Services							
M250 World Trade Centre	1,790,600	1,862,000	1,862,000	2,802,000	940,000	5,705,000	2,903,000
* Other Outside Agencies	1,790,600	1,862,000	1,862,000	2,802,000	940,000	5,705,000	2,903,000
** Transfers To Outside Agencies	1,790,600	1,862,000	1,862,000	2,802,000	940,000	5,705,000	2,903,000
M270 Compensation PPP	4,681,000	5,021,000	5,032,400	4,771,000	(250,000)	4,771,000	
M310 Other Fiscal Serv.	6,728,100	9,746,200	11,891,786	16,020,500	6,274,300	26,927,900	10,907,400
M311 Grants & Tax Concessions	5,585,000	5,825,000	5,807,300	6,120,000	295,000	6,270,000	150,000
M361 Councillors Discreti	69,000	69,000	69,000	69,000		69,000	
M451 Valuation Allowance	4,200,000	4,200,000	5,200,000	4,200,000		4,200,000	
** Other Fiscal Services	21,263,100	24,861,200	28,000,486	31,180,500	6,319,300	42,237,900	11,057,400
M316 Strategic Growth Fund	10,173,000	16,042,400	16,042,400	17,500,000	1,457,600	17,705,000	205,000
M317 LKD Oper Cost NewCap	2,305,400					3,197,100	3,197,100
M319 Locked: DNA Reserve	397,400						
M320 Insurance Claims	3,560,000	3,560,000	3,560,000	3,585,000	25,000	3,622,900	37,900
M324 Capital Surplus Reserve	8,854,500						
M433 Waste Resource Cap R		500,000	500,000	505,000	5,000	505,000	
M461 Capital Fr Operating	40,461,000	32,280,000	32,280,000	27,654,500	(4,625,500)	31,551,000	3,896,500
M471 Other Transfers	(1,051,200)	3,851,000	3,851,000	5,027,300	1,176,300	1,094,300	(3,933,000)
** Transfers to/fr Other Funds	64,700,100	56,233,400	56,233,400	54,271,800	(1,961,600)	57,675,300	3,403,500
M510 Property Tax	(419,559,000)	(426,095,500)	(425,779,374)	(442,834,200)	(16,738,700)	(461,432,900)	(18,598,700)
M520 Deed Transfer	(32,000,000)	(32,000,000)	(34,500,000)	(33,000,000)	(1,000,000)	(34,000,000)	(1,000,000)
M540 Grants in Lieu	(37,247,000)	(37,509,000)	(37,522,447)	(38,804,000)	(1,295,000)	(39,384,000)	(580,000)
M550 Own Source Revenue	(9,140,000)	(9,162,000)	(9,627,000)	(9,505,000)	(343,000)	(9,765,000)	(260,000)
M555 Parkade	(179,200)	(179,200)	(179,200)		179,200		
M560 Unconditional Trans.	(3,700,000)	(3,700,000)	(3,719,700)	(3,700,000)		(3,772,000)	(72,000)
** Non-Departmental Revenue	(501,825,200)	(508,645,700)	(511,327,721)	(527,843,200)	(19,197,500)	(548,353,900)	(20,510,700)
* Private Roads							
** Transfers to Outside Organizati							
** Citadel Settlement							
*** Total	(380,831,000)	(391,352,200)	(391,428,569)	(406,657,300)	(15,305,100)	(407,156,300)	(499,000)

Summary of Gross Expenditures

Summary of Gross Expenditures							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
M110 Debt & Interest Chg	42,329,400	42,744,500	42,261,269	40,833,700	(1,910,800)	43,193,100	2,359,400
M112 Alloc Debt Chg to BU	(9,089,000)	(8,407,600)	(8,458,003)	(7,902,100)	505,500	(7,613,700)	288,400
M122 HRWC Debt Charges	10,164,100	9,621,900	9,731,158	9,163,600	(458,300)	8,769,100	(394,500)
M530 Local Improvement Charges	2,056,900	1,902,200	1,902,200	1,567,300	(334,900)	1,517,100	(50,200)
M531 LIC Solar City Project	400,000	400,000	400,000	396,500	(3,500)	392,100	(4,400)
** Debt Servicing	45,861,400	46,261,000	45,836,624	44,059,000	(2,202,000)	46,257,700	2,198,700
M230 Corrections Services	6,525,000	6,739,500	6,739,500	6,849,900	110,400	6,765,000	(84,900)
M240 Metro Housing Authority	3,147,000	3,419,900	3,419,900	3,725,000	305,100	3,625,000	(100,000)
M280 Mandatory Education	125,726,000	131,658,400	131,658,400	135,388,300	3,729,900	140,360,000	4,971,700
M318 Prop Valuation Serv	7,035,000	7,014,100	7,014,100	6,880,000	(134,100)	7,027,000	147,000
* Provincially Mandated Services	142,433,000	148,831,900	148,831,900	152,843,200	4,011,300	157,777,000	4,933,800
M250 World Trade Centre	1,790,600	1,862,000	1,862,000	2,802,000	940,000	5,705,000	2,903,000
M288 Suppl Educ HRM-wide	16,576,000	16,503,700	16,503,700	15,648,600	(855,100)	15,391,100	(257,500)
M291 Fire Protection	13,133,000	6,247,300	7,600,000	6,154,800	(92,500)	6,836,600	681,800
M293 Stormwater ROW		3,935,200	4,686,000	3,537,500	(397,700)	3,502,500	(35,000)
* Other Outside Agencies	31,499,600	28,548,200	30,651,700	28,142,900	(405,300)	31,435,200	3,292,300
** Transfers To Outside Agencies	173,932,600	177,380,100	179,483,600	180,986,100	3,606,000	189,212,200	8,226,100
M270 Compensation PPP	4,681,000	5,021,000	5,032,400	4,771,000	(250,000)	4,771,000	
M310 Other Fiscal Serv.	7,628,100	10,696,200	12,766,786	16,965,500	6,269,300	27,872,900	10,907,400
M311 Grants & Tax Concessions	5,585,000	5,825,000	5,807,300	6,120,000	295,000	6,270,000	150,000
M361 Councillors Discreti	69,000	69,000	69,000	69,000		69,000	
M451 Valuation Allowance	4,200,000	4,200,000	5,200,000	4,200,000		4,200,000	
** Other Fiscal Services	22,163,100	25,811,200	28,875,486	32,125,500	6,314,300	43,182,900	11,057,400
M316 Strategic Growth Fund	10,173,000	16,042,400	16,042,400	17,500,000	1,457,600	17,705,000	205,000
M317 LKD Oper Cost NewCap	2,305,400					3,197,100	3,197,100
M319 Locked: DNA Reserve	397,400						
M320 Insurance Claims	3,990,000	3,990,000	3,990,000	4,024,000	34,000	4,064,900	40,900
M324 Capital Surplus Reserve	8,854,500						
M433 Waste Resource Cap R		500,000	500,000	505,000	5,000	505,000	
M461 Capital Fr Operating	40,461,000	32,280,000	32,280,000	27,654,500	(4,625,500)	31,551,000	3,896,500
M471 Other Transfers	(1,051,200)	3,851,000	3,851,000	5,027,300	1,176,300	1,094,300	(3,933,000)
** Transfers to/fr Other Funds	65,130,100	56,663,400	56,663,400	54,710,800	(1,952,600)	58,117,300	3,406,500
M555 Parkade	1,720,800	1,720,800	1,720,800	1,937,700	216,900	1,974,700	37,000
** Non-Departmental Revenue	1,720,800	1,720,800	1,720,800	1,937,700	216,900	1,974,700	37,000
C101 Frame Subdivision	3,700	3,700	3,700		(3,700)		
C105 Sackville Hts El Sch	248,300	254,300	254,300		(254,300)		
C107 GlenArb Hme Owners	21,500	21,500	21,500		(21,500)		
C108 White Hill Res Assoc	27,600	27,600	27,600		(27,600)		
C111 Lost Creek Comm Asso	9,000	9,000	9,000		(9,000)		
C114 Ketch Hbr Resi. Asso	10,200	10,200	10,200		(10,200)		
C115 Mineville Community	10,600	10,600	10,600		(10,600)		
C117 Three Brks Homeowner	3,400	3,500	3,500		(3,500)		
C120 Haliburton Hills	50,000	50,300	50,300		(50,300)		
C130 Highland Park	8,800	9,000	9,000		(9,000)		
C132 Birch Bear Run HO	3,900						
C135 Kingswood Ratepayers	52,500	52,500	52,500		(52,500)		
C140 Prospect	86,000	87,300	87,300		(87,300)		
C145 Westwood H Res Assoc	34,600	34,600	34,600		(34,600)		
C160 Musquodoboit Harbour	10,000	10,100	10,100		(10,100)		
C170 Hammonds Plns Com.RT	67,000	68,000	68,000		(68,000)		
C180 Grand Lake Com. Ctr	22,800	23,100	23,100		(23,100)		
C190 Maplewood Subdivisio	18,300	18,200	18,200		(18,200)		
C196 Silverside Res.Assoc	16,300	16,400	16,400		(16,400)		
C198 St. Margaret's/Fox Hollow	6,200	6,200	6,200		(6,200)		
C210 LWF Recreation Ctr	193,800	196,300	196,300		(196,300)		
* Community and Private Organizat	904,500	912,400	912,400		(912,400)		
R756 Petpeswick Drive	3,600	5,400	5,400		(5,400)		
R757 Three Brooks Home Ow	57,400	57,400	57,400		(57,400)		
R758 Shag End Lot Owner	40,800	43,200	43,200		(43,200)		
R759 SW Grand Lake Prop	33,700	33,700	33,700		(33,700)		
R769 River Bend HOA	7,800	8,400	8,400		(8,400)		
R786 Bald Rock Road Maint	5,800	5,800	5,800		(5,800)		
R787 SMCA Road Maint	43,700	45,000	45,000		(45,000)		
R788 Rutter Court Road	4,600	4,600	4,600		(4,600)		
R789 Range rd Priv Rd Fee	3,300	3,300	3,300		(3,300)		
R790 Blacks Sudb. Rd Main	3,800	3,800	3,800		(3,800)		
R791 Redoubt Head Rd Main	7,500	7,500	7,500		(7,500)		
R792 MARA Road Maintenance Fee	12,900	12,900	12,900		(12,900)		
R793 St Marg Bay Heights	10,300	10,000	10,000		(10,000)		
R794 Shiloh & Karla Drive		11,200	11,200		(11,200)		
* Private Roads	235,200	252,200	252,200		(252,200)		
** Transfers to Outside Organizati	1,139,700	1,164,600	1,164,600		(1,164,600)		
M551 Citadel Settlement			5,529,700				
** Citadel Settlement			5,529,700				
*** Total	309,947,700	309,001,100	319,274,210	313,819,100	4,818,000	338,744,800	24,925,700

Summary of Gross Revenue

Summary of Gross Revenue							
Cost Centers/Groups	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
M122 HRWC Debt Charges	(10,164,100)	(9,621,900)	(9,731,158)	(9,163,600)	458,300	(8,769,100)	394,500
M530 Local Improvement Charges	(2,056,900)	(1,902,200)	(1,902,200)	(1,567,300)	334,900	(1,517,100)	50,200
M531 LIC Solar City Project	(400,000)	(400,000)	(400,000)	(396,500)	3,500	(392,100)	4,400
** Debt Servicing	(12,621,000)	(11,924,100)	(12,033,358)	(11,127,400)	796,700	(10,678,300)	449,100
M230 Corrections Services	(6,525,000)	(6,739,500)	(6,739,500)	(6,849,900)	(110,400)	(6,765,000)	84,900
M240 Metro Housing Authority	(3,147,000)	(3,419,900)	(3,419,900)	(3,725,000)	(305,100)	(3,625,000)	100,000
M280 Mandatory Education	(125,726,000)	(131,658,400)	(131,658,400)	(135,388,300)	(3,729,900)	(140,360,000)	(4,971,700)
M318 Prop Valuation Serv	(7,035,000)	(7,014,100)	(7,014,100)	(6,880,000)	134,100	(7,027,000)	(147,000)
* Provincially Mandated Services	(142,433,000)	(148,831,900)	(148,831,900)	(152,843,200)	(4,011,300)	(157,777,000)	(4,933,800)
M288 Suppl Educ HRM-wide	(16,576,000)	(16,503,700)	(16,503,700)	(15,648,600)	855,100	(15,391,100)	257,500
M291 Fire Protection	(13,133,000)	(6,247,300)	(7,600,000)	(6,154,800)	92,500	(6,836,600)	(681,800)
M293 Stormwater ROW		(3,935,200)	(4,686,000)	(3,537,500)	397,700	(3,502,500)	35,000
* Other Outside Agencies	(29,709,000)	(26,686,200)	(28,789,700)	(25,340,900)	1,345,300	(25,730,200)	(389,300)
** Transfers To Outside Agencies	(172,142,000)	(175,518,100)	(177,621,600)	(178,184,100)	(2,666,000)	(183,507,200)	(5,323,100)
M310 Other Fiscal Serv.	(900,000)	(950,000)	(875,000)	(945,000)	5,000	(945,000)	
** Other Fiscal Services	(900,000)	(950,000)	(875,000)	(945,000)	5,000	(945,000)	
M320 Insurance Claims	(430,000)	(430,000)	(430,000)	(439,000)	(9,000)	(442,000)	(3,000)
** Transfers to/fr Other Funds	(430,000)	(430,000)	(430,000)	(439,000)	(9,000)	(442,000)	(3,000)
M510 Property Tax	(419,559,000)	(426,095,500)	(425,779,374)	(442,834,200)	(16,738,700)	(461,432,900)	(18,598,700)
M520 Deed Transfer	(32,000,000)	(32,000,000)	(34,500,000)	(33,000,000)	(1,000,000)	(34,000,000)	(1,000,000)
M540 Grants in Lieu	(37,247,000)	(37,509,000)	(37,522,447)	(38,804,000)	(1,295,000)	(39,384,000)	(580,000)
M550 Own Source Revenue	(9,140,000)	(9,162,000)	(9,627,000)	(9,505,000)	(343,000)	(9,765,000)	(260,000)
M555 Parkade	(1,900,000)	(1,900,000)	(1,900,000)	(1,937,700)	(37,700)	(1,974,700)	(37,000)
M560 Unconditional Trans.	(3,700,000)	(3,700,000)	(3,719,700)	(3,700,000)		(3,772,000)	(72,000)
** Non-Departmental Revenue	(503,546,000)	(510,366,500)	(513,048,521)	(529,780,900)	(19,414,400)	(550,328,600)	(20,547,700)
C101 Frame Subdivision	(3,700)	(3,700)	(3,700)		3,700		
C105 Sackville Hts El Sch	(248,300)	(254,300)	(254,300)		254,300		
C107 GlenArb Hme Owners	(21,500)	(21,500)	(21,500)		21,500		
C108 White Hill Res Assoc	(27,600)	(27,600)	(27,600)		27,600		
C111 Lost Creek Comm Asso	(9,000)	(9,000)	(9,000)		9,000		
C114 Ketch Hbr Resi. Asso	(10,200)	(10,200)	(10,200)		10,200		
C115 Mineville Community	(10,600)	(10,600)	(10,600)		10,600		
C117 Three Brks Homeowner	(3,400)	(3,500)	(3,500)		3,500		
C120 Haliburton Hills	(50,000)	(50,300)	(50,300)		50,300		
C130 Highland Park	(8,800)	(9,000)	(9,000)		9,000		
C132 Birch Bear Run HO	(3,900)						
C135 Kingswood Ratepayers	(52,500)	(52,500)	(52,500)		52,500		
C140 Prospect	(86,000)	(87,300)	(87,300)		87,300		
C145 Westwood H Res Assoc	(34,600)	(34,600)	(34,600)		34,600		
C160 Musquodoboit Harbour	(10,000)	(10,100)	(10,100)		10,100		
C170 Hammonds Plns Com.RT	(67,000)	(68,000)	(68,000)		68,000		
C180 Grand Lake Com. Ctr	(22,800)	(23,100)	(23,100)		23,100		
C190 Maplewood Subdivisio	(18,300)	(18,200)	(18,200)		18,200		
C196 Silverside Res.Assoc	(16,300)	(16,400)	(16,400)		16,400		
C198 St. Margaret's/Fox Hollow	(6,200)	(6,200)	(6,200)		6,200		
C210 LWF Recreation Ctr	(193,800)	(196,300)	(196,300)		196,300		
* Community and Private Organizat	(904,500)	(912,400)	(912,400)		912,400		
R756 Petpeswick Drive	(3,600)	(5,400)	(5,400)		5,400		
R757 Three Brooks Home Ow	(57,400)	(57,400)	(57,400)		57,400		
R758 Shag End Lot Owner	(40,800)	(43,200)	(43,200)		43,200		
R759 SW Grand Lake Prop	(33,700)	(33,700)	(33,700)		33,700		
R769 River Bend HOA	(7,800)	(8,400)	(8,400)		8,400		
R786 Bald Rock Road Maint	(5,800)	(5,800)	(5,800)		5,800		
R787 SMCA Road Maint	(43,700)	(45,000)	(45,000)		45,000		
R788 Rutter Court Road	(4,600)	(4,600)	(4,600)		4,600		
R789 Range rd Priv Rd Fee	(3,300)	(3,300)	(3,300)		3,300		
R790 Blacks Sudb. Rd Main	(3,800)	(3,800)	(3,800)		3,800		
R791 Redoubt Head Rd Main	(7,500)	(7,500)	(7,500)		7,500		
R792 MARA Road Maintenance Fee	(12,900)	(12,900)	(12,900)		12,900		
R793 St Marg Bay Heights	(10,300)	(10,000)	(10,000)		10,000		
R794 Shiloh & Karla Drive		(11,200)	(11,200)		11,200		
* Private Roads	(235,200)	(252,200)	(252,200)		252,200		
** Transfers to Outside Organizati	(1,139,700)	(1,164,600)	(1,164,600)		1,164,600		
M551 Citadel Settlement			(5,529,700)				
** Citadel Settlement			(5,529,700)				
*** Total	(690,778,700)	(700,353,300)	(710,702,779)	(720,476,400)	(20,123,100)	(745,901,100)	(25,424,700)

Summary Details

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
6001 Salaries - Regular	6,284,000	10,527,600	5,051,200	13,506,900	2,979,300	22,777,700	9,270,800
6003 Wages - Regular	133,000	146,100	146,100		(146,100)		
6005 PDP & Union Con Incr			4,371,600				
6100 Benefits - Salaries	520,000	520,000	520,000	520,000		520,000	
6152 Retirement Incentives	3,000,000	3,000,000	3,000,000	3,100,000	100,000	3,100,000	
6199 Comp & Ben InterDept			1,445,200				
* Compensation and Benefits	9,937,000	14,193,700	14,534,100	17,126,900	2,933,200	26,397,700	9,270,800
6201 Telephone	2,800	2,000	2,000		(2,000)		
6202 Courier/Postage	1,300	1,000	1,000		(1,000)		
6204 Computer S/W & Lic	800	800	800		(800)		
6205 Printing & Reprod	1,800	1,200	1,200		(1,200)		
6207 Office Supplies	4,600	5,400	5,400		(5,400)		
6299 Other Office Expenses	10,300	7,400	7,400		(7,400)		
* Office	21,600	17,800	17,800		(17,800)		
6301 Professional Fees	135,000	3,000	3,000		(3,000)		
6302 Legal Fees	150,300	250,100	340,100	350,000	99,900	250,000	(100,000)
6303 Consulting Fees	200,000						
6308 Snow Removal	9,000	9,000	9,000		(9,000)		
6310 Outside Personnel	13,000						
6311 Security	4,700	3,000	3,000		(3,000)		
6312 Refuse Collection	4,000	4,000	4,000		(4,000)		
6399 Contract Services	842,700	961,200	961,200		(961,200)	779,000	779,000
* External Services	1,358,700	1,230,300	1,320,300	350,000	(880,300)	1,029,000	679,000
6404 Rec Prog Supplies	500	500	500		(500)		
6407 Clean/Sani Supplies	6,000	5,000	5,000		(5,000)		
6499 Other Supplies		300	300		(300)		
* Supplies	6,500	5,800	5,800		(5,800)		
6603 Grnds & Landscaping	58,300	48,700	48,700		(48,700)		
6605 Municipal Taxes	300	100	100		(100)		
6606 Heating Fuel	21,000	22,000	22,000		(22,000)		
6607 Electricity	24,000	25,500	25,500		(25,500)		
6608 Water	4,200	5,000	5,000		(5,000)		
6610 Building - Exterior	15,000	10,400	10,400		(10,400)		
6611 Building - Interior	45,000	10,000	10,000		(10,000)		
6612 Safety Systems	1,000	1,250	1,250		(1,250)		
6614 Envir Assess/Cleanup			135,000				
6699 Other Building Cost	1,000						
* Building Costs	169,800	122,950	257,950		(122,950)		
6701 Equipment Purchase	1,000	2,000	2,000		(2,000)		
6704 Equipment Rental	1,200	700	700		(700)		
6705 Equip - R&M	24,900	12,900	12,900		(12,900)		
* Equipment & Communications	27,100	15,600	15,600		(15,600)		
6803 Vehicle Fuel - Diesel	867,100						
* Vehicle Expense	867,100						
6901 Membership Dues	100			70,000	70,000	70,000	
6905 Training & Education	1,000	1,000	1,000		(1,000)		
6909 Cost of Sales	340,000	340,000	340,000	353,400	13,400	353,400	
6910 Signage	10,700	13,900	13,900		(13,900)		
6911 Facilities Rental	2,100	1,700	1,700		(1,700)		
6912 Advertising/Promotio	400	1,600	1,600		(1,600)		
6919 Special Projects	636,700	889,550	889,550		(889,550)		
6928 Committee Expenses	300	1,200	1,200		(1,200)		
6933 Community Events	162,600	172,800	172,800		(172,800)		
6941 Playground Equipment	7,600	15,000	15,000		(15,000)		
6942 Management Fees	157,000	157,000	157,000	157,000		157,000	
6943 Health and Wellness		500	500		(500)		
6999 Other Goods/Services	2,130,200	484,800	2,167,386	3,734,600	3,249,800	8,294,300	4,559,700
* Other Goods & Services	3,448,700	2,079,050	3,761,636	4,315,000	2,235,950	8,874,700	4,559,700
7010 IntTrfr Insur Funds	140,000	140,000	140,000	141,000	1,000	145,000	4,000
7011 Int Trf Record Check			(6,000)				
* Interdepartmental	140,000	140,000	134,000	141,000	1,000	145,000	4,000
8010 Other Interest	600	500	500		(500)		
8011 Interest on Debentur	9,291,900	8,671,100	8,503,999	7,747,400	(923,700)	8,420,800	673,400
8012 Principal on Debentu	35,482,200	36,821,100	36,537,783	35,534,200	(1,286,900)	37,045,000	1,510,800
8013 Loan Principal Repay	2,400	2,400	2,400		(2,400)		
* Debt Service	44,777,100	45,495,100	45,044,682	43,281,600	(2,213,500)	45,465,800	2,184,200

Expenditures	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
8001 Transf Outside Agenc	162,160,600	167,820,800	168,020,800	174,441,300	6,620,500	180,074,100	5,632,800
8003 Insurance Pol/Prem	3,859,600	3,859,400	3,859,400	3,883,000	23,600	3,919,900	36,900
8004 Grants	569,000	569,000	651,765	1,039,000	470,000	769,000	(270,000)
8005 Tax Exemptions	1,425,000	1,425,000	1,425,000	1,475,000	50,000	1,475,000	
8006 Tax Concess Non Prof	3,535,000	3,775,000	3,757,300	4,020,000	245,000	4,170,000	150,000
8007 Tax Concess Commerci	605,000	455,000	259,882	1,060,000	605,000	925,000	(135,000)
8008 Transf to/fr Reserve	19,597,500	21,617,200	39,593,553	20,439,600	(1,177,600)	18,672,600	(1,767,000)
8009 Fire Protection	9,645,000	7,456,600	7,453,000	7,456,600		7,456,600	
8014 Capital from Operati	40,461,000	32,280,000	32,280,000	27,654,500	(4,625,500)	31,551,000	3,896,500
8015 Debenture Discount	270,700	256,800	282,842	251,000	(5,800)	245,500	(5,500)
8016 Provision for Allow	4,200,000	4,200,000	(7,294,300)	4,200,000		4,200,000	
8017 Bank Charges	410,200	410,100	410,100	425,000	14,900	445,000	20,000
8024 Transf to/fr Capital	416,000	1,600	1,600		(1,600)		
8046 Stormwater ROW Chg	3,881,000	3,881,400	3,881,400	3,835,000	(46,400)	3,800,000	(35,000)
9000 Prior Yr. Sur/Def	(1,841,500)	(2,307,100)	(1,810,100)	(1,872,900)	434,200	(871,100)	1,001,800
9001 Current Yr. Sur/Def			1,410,100	297,500	297,500		(297,500)
* Other Fiscal	249,194,100	245,700,800	254,182,342	248,604,600	2,903,800	256,832,600	8,228,000
** Total	309,947,700	309,001,100	319,274,210	313,819,100	4,818,000	338,744,800	24,925,700
Revenues	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
4001 Res. Property Taxes	(225,942,300)	(229,173,000)	(229,113,000)	(240,741,000)	(11,568,000)	(249,385,000)	(8,644,000)
4002 Comm. Property Taxes	(177,875,700)	(180,361,000)	(180,000,000)	(185,110,000)	(4,749,000)	(194,854,000)	(9,744,000)
4005 Resrc Property Taxes	(1,410,000)	(1,402,000)	(1,410,000)	(1,391,000)	11,000	(1,442,000)	(51,000)
4006 Rec. Non Profit	(15,000)	(15,000)	(17,982)	(17,000)	(2,000)	(17,000)	
4007 Resource Forest Taxes	(42,000)	(42,000)	(42,205)	(42,000)	(42,000)	(42,000)	
4008 Comm. Forest Taxes	(81,000)	(81,000)	(87,740)	(89,000)	(8,000)	(89,000)	
4100 Deed Transfer Taxes	(32,000,000)	(32,000,000)	(34,500,000)	(33,000,000)	(1,000,000)	(34,000,000)	(1,000,000)
4101 Capital Charges	(2,054,200)	(1,963,700)	(1,963,700)	(1,674,600)	289,100	(1,670,200)	4,400
* Tax Revenue	(439,420,200)	(445,037,700)	(447,134,627)	(462,064,600)	(17,026,900)	(481,499,200)	(19,434,600)
4201 Area Rate Residential	(134,129,200)	(137,624,100)	(138,297,700)	(139,131,400)	(1,507,300)	(143,375,700)	(4,244,300)
4202 Area Rate Commercial	(34,435,800)	(34,276,900)	(34,954,700)	(34,692,000)	(415,100)	(35,781,400)	(1,089,400)
4206 Area Rate Resource	(842,600)	(848,100)	(849,400)	(823,200)	24,900	(847,600)	(24,400)
* Area Rate Revenue	(169,407,600)	(172,749,100)	(174,101,800)	(174,646,600)	(1,897,500)	(180,004,700)	(5,358,100)
4501 Tax Agreement - NSLC	(696,000)	(723,500)	(709,412)	(703,000)	20,500	(707,000)	(4,000)
4502 Tax Agreement - NSPI	(3,200,000)	(3,500,000)	(3,589,517)	(3,625,000)	(125,000)	(3,662,000)	(37,000)
4503 Tax Agreement - MT&T	(1,645,000)	(1,714,000)	(1,664,954)	(1,582,000)	132,000	(1,503,000)	79,000
4506 Tax Agreement - Mari	(912,000)	(887,000)	(864,550)	(838,000)	49,000	(813,000)	25,000
4507 Tax Agreement - Heri	(1,100,000)	(1,210,000)	(1,353,057)	(1,085,000)	125,000	(1,107,000)	(22,000)
4508 Tax Agreement - HIAA	(1,447,000)	(1,455,000)	(1,462,852)	(1,517,300)	(62,300)	(1,550,000)	(32,700)
4509 Tax Agrmnt - Irving	(564,000)	(629,000)	(622,608)	(1,005,000)	(376,000)	(1,020,000)	(15,000)
4550 Tax Agreement - Other	(50,000)	(240,000)	(263,000)	(262,000)	(22,000)	(265,000)	(3,000)
* Tax Agreements	(9,614,000)	(10,358,500)	(10,529,950)	(10,617,300)	(258,800)	(10,627,000)	(9,700)
4601 Grant in Lieu-Fed	(22,390,000)	(22,621,000)	(22,621,000)	(23,781,000)	(1,160,000)	(24,150,000)	(369,000)
4602 Grant in Lieu-Prov.	(9,004,000)	(8,993,000)	(9,100,000)	(9,081,000)	(88,000)	(9,172,000)	(91,000)
4603 Grant in Lieu-CPC	(685,000)	(693,000)	(692,761)	(765,000)	(72,000)	(772,000)	(7,000)
4605 Grant Lieu-Hflx Port	(2,926,000)	(2,999,000)	(3,067,158)	(3,108,000)	(109,000)	(3,200,000)	(92,000)
4606 Grant in Lieu - CBC	(208,000)	(197,000)	(196,704)	(203,000)	(6,000)	(205,000)	(2,000)
4607 Grant Lieu -Via Rail	(172,000)	(175,000)	(175,423)	(182,000)	(7,000)	(184,000)	(2,000)
4608 Grant in Lieu - WCB	(133,000)	(131,000)	(130,567)	(133,000)	(2,000)	(134,000)	(1,000)
4609 Grant in Lieu- Citad	(1,485,000)	(1,456,000)	(1,455,910)	(1,470,000)	(14,000)	(1,485,000)	(15,000)
4610 Grant in Lieu-NRC	(70,000)	(69,000)	(68,924)	(67,000)	2,000	(68,000)	(1,000)
4650 Grant in Lieu - Other	(174,000)	(175,000)	(14,000)	(14,000)	161,000	(14,000)	
* Payments in Lieu of taxes	(37,247,000)	(37,509,000)	(37,522,447)	(38,804,000)	(1,295,000)	(39,384,000)	(580,000)
4706 Uncond. Grant NS(oth)	(3,700,000)	(3,700,000)	(3,719,700)	(3,700,000)		(3,772,000)	(72,000)
* Transfers from other Gov'ts	(3,700,000)	(3,700,000)	(3,719,700)	(3,700,000)		(3,772,000)	(72,000)
4801 Int. Rev. - Tax	(4,700,000)	(4,800,000)	(5,200,000)	(5,000,000)	(200,000)	(5,000,000)	
4803 Int. Rev. - Cap.Chrg	(395,800)	(336,900)	(336,900)	(289,200)	47,700	(239,000)	50,200
4850 Int. Rev. - Other	(70,000)	(70,000)	(135,000)	(70,000)		(70,000)	
4860 Investment Income	(1,600,000)	(1,600,000)	(1,600,000)	(1,740,000)	(140,000)	(2,000,000)	(260,000)
* Interest Revenue	(6,765,800)	(6,806,900)	(7,271,900)	(7,099,200)	(292,300)	(7,309,000)	(209,800)
4901 Parking Meters	(2,750,000)	(2,675,000)	(2,675,000)	(2,675,000)		(2,675,000)	
4909 False Alarm Recovery				(70,000)	(70,000)	(70,000)	
5101 Parking Rentals	(1,900,000)	(1,900,000)	(1,900,000)	(1,937,700)	(37,700)	(1,974,700)	(37,000)
* Fee Revenues	(4,650,000)	(4,575,000)	(4,575,000)	(4,682,700)	(107,700)	(4,719,700)	(37,000)
5502 HRWC Dividend	(4,579,000)	(4,663,000)	(4,578,497)	(4,826,900)	(163,900)	(4,976,900)	(150,000)
5504 StormWater ROW Levies	(3,881,000)	(3,935,200)	(4,686,000)	(3,537,500)	397,700	(3,502,500)	35,000
5508 Recov External Parti	(10,594,100)	(10,051,900)	(15,690,858)	(9,602,600)	449,300	(9,211,100)	391,500
5509 NSF Chq Fee	(20,000)	(17,000)	(17,000)	(20,000)	(3,000)	(20,000)	
5600 Miscellaneous Revenue	(900,000)	(950,000)	(875,000)	(875,000)	75,000	(875,000)	
* Other Revenue	(19,974,100)	(19,617,100)	(25,847,355)	(18,862,000)	755,100	(18,585,500)	276,500
** Total	(690,778,700)	(700,353,300)	(710,702,779)	(720,476,400)	(20,123,100)	(745,901,100)	(25,424,700)
Net Surplus/Deficit	2015 Budget	2016 Budget	2016 Proj.	2017 Budget	2017 Bud Var.	2018 Budget	2018 Bud Var.
Net Surplus/Deficit	(380,831,000)	(391,352,200)	(391,428,569)	(406,657,300)	(15,305,100)	(407,156,300)	(499,000)

Reserves

Reserves are established following the guidelines outlined in the Provincial Financial Reporting and Accounting Manual, Section 3.15 and Section 3.16. Also, the Halifax Regional Municipality Charter, section 120 (1) states that “the Municipality shall maintain a capital reserve fund.” Section 120(3) states “The capital reserve fund includes:

- a) funds received from the sale of property;
- b) the proceeds of insurance resulting from loss or damage of property that is not used for replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) the current fiscal year’s accrual for landfill closure and post closure costs; and
- h) amounts transferred to the fund by the Council.”

Section 120(4) states “A withdrawal from the capital reserve fund shall be authorized by the Council, by resolution, any may only be used for:

- a) capital expenditures for which the Municipality may borrow;
- b) repayment of the principal portion of capital debt; and
- c) landfill closure and post closure costs.”

Section 120(6) states that “the Municipality may maintain other reserve funds for such purposes as the Council may determine.”

In addition, On October 15, 2014, Council approved the Financial Reserves Administrative Order Number 2014-015 ADM which implemented the following strategies:

- a) assist in planning for the long-term financial health and stability of the Municipality;
- b) assist in removing unstable and unpredictable tax rates;
- c) integrate the reserve business cases into the business planning and long-term operating and capital budgets;
- d) ensure the Municipality has the ability to fund projects and events:
 - a. that produce long-term efficiency gains,
 - b. that are strategic or require significant cost sharing between the Municipality and another person or level of government,
 - c. between budget approvals where there is sudden or unexpected business opportunity,
 - d. where future obligations can be reasonable foreseen, and
 - e. where substantial risk to the Municipality may occur.
- e) reduce the current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and reliance on debt financing by balancing the need for sufficient funds for unforeseen opportunities or obligations with the inefficient use of resources that could otherwise be used for current financial obligations or needs.

Other aspects of the Administrative Order 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.

In general, reserve funds are intended to serve three specific themes:

Contingency funds for risk recognizes:

- a) the financial risk of unforeseen events involving substantial costs, such as emergencies or economic events; and
- b) that a reserve can mitigate this risk by providing funding for sufficient public safety or prevent

service interruptions

Savings funds for obligations recognizes that:

- a) an obligation may be associated with recapitalization of a specific asset where the estimated lifecycle cost of an asset can be reasonably estimated;
- b) an obligation with a strategic plan where the asset or project may not yet be specified, such as the purchase of land;
- c) that a future expenditure may be managed through the long-term operating or capital budget, depending on the magnitude or situation of the obligation.

Contingency funds for opportunities recognizes that:

- a) not all expenditures are planned or anticipated, and
- b) an opportunity may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity, such as a sudden change in the economy or the introduction of cost shared programs from other levels of government or the private sector.

The Reserves that fit into each of these themes are below:

Risk Reserves

Q406 Insurance and Risk Reserve:

Purpose

To protect HRM against unforeseen financial risks related to claims and judgements against HRM, costs related to natural disasters, such as oil contamination, weather related events such as major flooding, snow storms such as “White Juan”, or other significant events or emergencies. 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 lessen the impact of fluctuation in insurance and risk costs.

Fiscal Services provides funds in the Risk and Insurance section to fund risk management activities, to investigate and pay for various claims against the HRM both under the insurance deductible or self-insured (uninsured). Any savings in the Risk and Insurance Section’s operating budget should be contributed to this Reserve and any deficit funded by this reserve, if required to maintain the reserve’s balance or mitigate the impact on HRM’s financial position.

If required, the Director of Finance may authorize year end transfers to/from reserve in accordance with this business case.

This Reserve replaced Q306 – Self-Insurance Reserve

Source of Funds

Funding arises from:

- a) transfer of surplus from the Risk and Insurance operating budget;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) funding of claims and settlements over the amount budgeted in Risk and Insurance section;
- b) covering the costs of emergent risks over and above the amounts budgeted.

Q411 Police Officer on the Job Injury Reserve:

Purpose

To provide financial assistance for sworn officers injured on the job for those injuries not covered by Long Term Disability insurance. Sworn officers with Halifax Regional Police opted out of the Province's WCB insurance and provide 100% self-coverage.

If required, the Director of Finance may authorize year-end transfers to the reserve in accordance with this business case.

Source of Funds

Funding arises from:

- a) the Police Services WCB operating account to contribute a minimum of \$25,000 per year;
- b) transfer of year-end surplus funds in Police Services operating budget;
- c) amounts transferred to the fund as approved by Council; and,
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

This reserved replaced Q323 Police Officer on the Job Injury Reserve.

Application of Funds

Funds are allocated for supplementing the salary or assisting with Sworn Officer expenses incurred as the result of officers injured on the job, as provided by Article 44 of the 2010 HRP A collective agreement, or future collective agreements.

Q416 Operating Stabilization Reserve:

Purpose

To establish a funding source to smooth significant fluctuations in operating expenditures related to various aspects of service delivery and stabilize tax rates.

This reserve combined and replaced six reserves: Q308 Operations Stabilization Reserve, Q309 Snow and Ice Control Variable Operating Reserve, Q314 E.M.O. Cost Recovery Reserve, Q316 DNA Cost Reserve, Q322 Police Emergency/Extraordinary Investigation Reserve and Q325 Provincially Funded Police Officers & Facility Lease Reserve.

Source of Funds

- a) annual allocations from Fiscal Services operating budget;
- b) transfer of year-end surplus representing the variance between funds received/used for Provincially funded police officers;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) transfers to operating budget to offset any year-end deficit; and
- b) costs specifically attributable to the provincially funded police officers, such as salaries, benefits, accommodations (facilities) and equipment.

Q421 General Contingency Reserve:

Purpose

To receive the annual operating surplus of the Municipality as prescribed by the Provincial Financial Accounting and Reporting Manual, and can be used to fund operating costs, offset deficits, new operating initiatives and/or capital expenditures.

This reserve replaced Q328 Operating Surplus Reserve.

Source of Funds

Funding arises from:

- a) transfer of the year-end operating surplus;
- b) transfers of all or a portion of the year-end Halifax Transit operating surplus;
- c) amounts transferred to the fund as approved by Council; and,
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

- a) Funds are allocated for:
- b) addressing any year-end deficit;
- c) funding of operating costs;
- d) funding of capital projects;
- e) transfers to Halifax Transit;
 - i. The amount transferred into the Reserve from Halifax Transit at year-end will be the amount transferred to Halifax Transit in the following fiscal year.

Obligation Reserves

Q506 Landfill Closure and Post Closure Costs Reserve:

Purpose

To provide funding for the closure and post closure of landfills, as required by the Halifax Regional Municipality Charter Section 120. Currently there are 3 landfill sites: Sackville, Otter Lake and Mengoni. Specific closure and post closure activities including environmental monitoring programs may be outlined in regulatory approvals for each site (issued by NS Environment).

This reserve combined and replaced two reserves: Q120 Otter Lake Landfill Closure and Q119 Sackville Landfill Closure. Funds from the operating balance sheet account to monitor the Mengoni landfill will be transferred into this reserve.

Source of Funds

Funding arises from:

- a) transfers from Solid Waste Resources operating budget;

- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

The Halifax Regional Municipality Charter, Section 120(4)(c) specifically requires a reserve to cover the landfill closure and post closure costs.

Funds are allocated for:

Costs related to closure and post-closure care and include, but are not limited to:

- a) purchase of equipment and other site assets;
- b) development, construction and removal of infrastructure;
- c) maintenance and upgrades for all site assets;
- d) landfill cover (capping);
- e) environmental monitoring; and,
- f) leachate and gas management.

Q511 Municipal Election Reserve:

Purpose

To provide funding to conduct regular and special Municipal and School Board elections.

This reserve replaced Q313 Municipal Elections Reserve.

Source of Funds

Funding arises from:

- a) an allocation of 25% of anticipated election costs for the next election;
 - i. Based on the estimated costs of the 2016/17 election, less the estimated Provincial School Boards' contribution, the 25% annual amount would have been \$432,000. The annual transfer should be approximately \$432,000.
 - ii. If the reserve has reached its' anticipated requirement of election costs prior to the year of the election, then a transfer to reserve in that year may not be required.
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) conducting special and regular elections pursuant to legislation; and,
- b) routine maintenance of election data, systems and election initiatives deemed necessary by the Election office to ensure critical information is current and in place for special and regular elections.

Q521 Convention Centre Reserve:

Purpose

To provide funding to reimburse the Province for the capital costs (through an annual base rent payment) for the construction of the Halifax Convention Centre (Nova Centre) and to provide funding to pay HRM's equal share of operating costs of the Halifax Convention Centre for 25 years per a Memorandum of Understanding Agreement ("MOU") between the Province and HRM.

This reserve replaced Q326 Convention Centre Reserve.

Source of Funds

Funding arises from:

- a) all property taxes raised from the full site (convention centre, hotel, office tower, retail and parking). In 2016/17, the PID used to calculate contributions the Reserve is PID # 03121364;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) rent payments to cover HRM's share of the capital costs amortized over 25 year lease; and,
- b) HRM's share of annual operating costs of the Halifax Convention Centre (Nova Centre).

Q526 Capital Fund Reserve:

Purpose

To provide funding for capital projects as identified in the annual budget process.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

This Reserve combined and replaced nine reserves: Q101 Sale of Capital Assets Reserve (Sale of Land); Q103 Capital Surplus Account; Q124 Upper Sackville Turf Capital Reserve; Q130 Capital Replacement Reserve; Q131 Energy and Underground Services Reserve; Q142 Waterfront Development Reserve; Q311 Cemetery Maintenance Reserve; Q321 Information & Communication Technologies (ICT) Reserve; and Q329 Regional Parking Strategy & Urban Core Improvement Reserve.

Source of Funds

Funding arises from:

- a) funds received from the sale of property, other than the sale of Business/Industrial Parks land, the sale of land conveyed to HRM for parks, playgrounds or other similar public purposes under section 282 of the Halifax Regional Municipality Charter and the sale of specific properties identified to be contributions to the Strategic Capital Reserve, Q606;
- b) proceeds of insurance resulting from loss or damage of property that is not used for the replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) funds held in excess of twenty years in the Tax Sale Surplus Trust account as per Section 162(5) of the Halifax Regional Municipality Charter;
- h) one half (1/2) of all user fees from the artificial turf facilities located on the Weir Field in Upper Sackville;
- i) revenue collected from the administration of parking enforcement by HRM on behalf of Waterfront Development Corporation Limited (WDCL);
- j) the operating surplus from MetroPark, other than amounts required by Q541;

- k) revenue from private sector and quasi-private sector parking providers in the urban core which are collaborating on projects related to tracking and communicating parking inventories;
- l) amounts transferred to the fund as approved by Council; and
- m) interest accumulates in accordance with the Corporate Guidelines on Reserves.

Application of Funds

Funds are allocated for:

- a) capital expenses for which the municipality may borrow;
- b) HRM's share of capital enhancement projects between HRM and WDCL of HRM owned waterfront assets which consist of Nathan Green Park, Chebucto Landing, Sackville Landing, Karlson Wharf, Lower Water Street and Salter Street.
- c) capital costs for the Parking Strategy Project – Roadmap, identified in Functional Plan. Funding identified for governance, use of technology for parking payment (such as pay by plate technology) and the management of parking in high-demand neighbourhoods.) Projects from the roadmap should support three broad themes: (1) Strategies that increase the efficiency of the existing parking system; (2) Strategies that reduce parking demand; and (3) Additional supporting parking related strategies; and,
- d) capital costs of the "Downtown I'm In – Urban Core Community Engagement" – Applicable initiatives should be "low cost/high impact opportunities to improve the urban core".

Q531 Fleet Vehicles & Equipment Reserve:

Purpose

Due to HRM's debt policy stating that debt will not be used for assets with a life expectancy under 10 years, this reserve is to provide funding for replacement of fleet vehicles and equipment with a useful life of less than 10 years.

This Reserve combined and replaced three reserves: Q204 General Fleet Reserve, Q205 Police Vehicle & Equipment Reserve and Q206 Fire Vehicle & Equipment Reserve.

Source of Funds

Funding arises from:

- a) proceeds received through the sale of all surplus vehicles and equipment;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines on Reserves.

Application of Funds

The Reserve is intended to provide funding for the purchase of vehicles and equipment with a useful life of less than 10 years.

Q536 Central Library Recapitalization Reserve:

Purpose

To provide funding for capital expenditures related to the Central Library recapitalization and replacement and costs to replace building systems.

This reserve replaced Q140 Central Library Recapitalization Reserve.

Source of Funds

Funding arises from:

- a) an annual contribution from Central Library operating budget of 2% of the building costs, escalated by 2% annually to reflect inflation;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for capital improvement projects and projects that preserve the structural integrity of the Central Library building.

Funds are not allocated for routine maintenance.

Q541 Building Recapitalization and Replacement Reserve:

Purpose

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement.

This Reserve combined and replaced four reserves: Q112 5594-96 Morris Street Capital Expenditure Reserve, Q125 MetroPark Parkade Reserve, and Q135 Alderney Gate Recapitalization/Leasehold Improvement Reserve.

Source of Funds

Funding arises from:

- a) annual contribution from MetroPark Cost Centre; (past years minimum was \$222,500 per year);
- b) annual contribution from Alderney Gate Operating Cost Centre; (last year's amount was \$405,200 including inflation);
- c) amounts required by any new agreements, other than Multi-District Facilities;
- d) amounts transferred to the fund as approved by Council; and,
- e) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds may be used for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures. Reserve is intended for significant capital projects, that are extending the life or performance of the asset and is not for routine maintenance.

Q546 Multi-District Facilities Reserve:

Purpose

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement of Multi-District Facilities.

The Multi-District facilities include event, and some indoor sport facilities as designated by Council. Currently, the Multi-District facilities include the following HRM owned assets: Alderney Landing, BMO Centre, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum, Sackville Sports Stadium, Scotiabank Centre and St. Margaret's Centre. Council may adjust the Multi-District Facilities listing to include other facilities.

The Reserve combined and replaced two reserves: Q141 BMO Centre Life Cycle Reserve and Q319

Major Events Facility Reserve.

Source of Funds

- a) contributions will be as outlined within operating agreements for HRM-owned Multi-District Facilities with potential funding based on the facilities' annual operating budgets and naming rights revenue;
- b) annual contribution from BMO Centre. The current agreement sets the amount at \$200,000, \$150,000 from operating and \$50,000 from the naming rights; annual operating surplus and naming rights of Scotiabank Centre;
- c) amounts transferred to the fund as approved by Council; and,
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures.

Reserve is intended for significant capital projects that are extending the life or performance of the asset.

Reserve is not for regular maintenance costs or for items outlined within operating agreements for each specific HRM-owned Multi-District Facility.

Q551 Transit Capital Reserve:

Purpose

To provide funding for the replacement of buses, ferries, transit technology and other transit infrastructure.

This reserve combined and replaced three reserves: Q143 Bus Replacement Reserve, Q129 Ferry Replacement Capital Reserve, and Q144 Metro Transit Technology Reserve.

Source of Funds

Funding arises from:

- a) transfers from the Halifax Transit operating budget;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) bus replacement for Halifax Transit;
- b) mid-life repair of Halifax Transit ferry vessels;
- c) purchase and/or design and construction of new Halifax Transit vessels and other transit infrastructure; and,
- d) implementation, replacement, or modification to transit technology.

Funds are not for retrofits, capital improvements, repairs or maintenance to existing bus fleet, vessels or transit infrastructure.

Q556 Solid Waste Facilities Reserve:

Purpose

To provide funding for solid waste capital expenditures, including but not limited to, the purchase of land,

construction, upgrades, studies or engagements and equipment for landfill, recycling, compost, or transfer station facilities or other solid waste facilities.

This reserve combined and replaced two reserves: Q123 Waste Resources Capital Reserve and Q137 Regional Capital Cost Charges Reserve.

Source of Funds

Funding arises from:

- a) transfers from Fiscal Services operating budget;
- b) the Capital Cost Charge (CCC's) for Solid Waste Facilities as incorporated into Bylaws C-600, respecting Regional Capital Cost Charges & C-800, respecting Regional Capital Cost Charges for Solid Waste;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) funding of construction/recapitalization of landfill cells;
- b) funding of construction/recapitalization of solid waste facility plants, transit stations and other Solid Waste infrastructure; and,
- c) funding for equipment, including replacement green carts, to operate the waste resources program.

Opportunity Reserves

Q606 Strategic Capital Reserve:

Purpose

To provide funding for large capital projects that are strategic in nature.

To allow the municipality to take advantage of leveraging funds from other levels of government and external agencies.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

“Strategic” is defined as initiatives which will enable HRM to respond to challenges to our service and infrastructure capability caused by population growth, rapid urban and suburb and development expansion, changing demographics and rapid technological advancements.

Projects should be consistent with long term policies, long term capital planning initiatives outlined in the Strategic Capital Planning and Infrastructure and Arena Consolidation Long Term Arena Strategy reports/presentations of July 2014.

This reserve combined and replaced four reserves: Q310 Service Improvement Reserve; Q330 Strategic Studies Reserve; Q126 Strategic Growth/Potential Strategic Project Reserve and Q146 Planned Strategic Project Reserve.

Source of Funds

Funding arises from:

- a) funds received from the sale of property, specifically St. Pats High - 6070 Quinpool Road; Alderney/Ochterloney Parking lots; Lyle Street property; Bloomfield property; Queen Street lot (remaining from Central Library); Red Cross Site; St. Pats Alexandra; Bayne Street property; Bowles Arena; Lebrun Arena; Gray Arena;
- b) sale of other properties, as designated by Council;
- c) an annual transfer from Fiscal Services operating budget; (previous annual amount was \$5,000,000);
- d) amounts transferred to the fund as approved by Council; and,
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for projects identified in the Strategic Capital Presentation to Council such as Dartmouth Multi Pad, Dartmouth Sportsplex, Cogswell Interchange, \$50M 5Yr Downtown Streetscapes project, and for future potential projects such as, but not limited to, new police station, fire services training facility, stadium, performing arts centre, library facilities, performing arts centre and commuter rail/fast ferry.

Q611 Parkland Development Reserve:

Purpose

To manage cash-in-lieu of parkland dedication fees received through the development and subdivision process and for the acquisition of, and capital improvements to, parks, playgrounds and similar public purposes.

The Reserve is governed by Halifax Regional Municipality Charter Section 283.

This reserve replaced Q107 Parkland Development Reserve.

Source of Funds

Funding arises from:

- a) funds received from the sale of property;
- b) funds received under Halifax Regional Municipality Charter Section 283(1) and Regional Subdivision By-law;
- c) funds received from sale of lands no longer needed for parks, playgrounds or similar public purposes, pursuant to Halifax Regional Municipality Charter Section 283(14);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Per the Halifax Regional Municipality Charter Section 283(5): Funds are allocated for the acquisition of, and capital improvements to parks, playgrounds, and similar public purposes.

Q616 Business/Industrial Parks Expansion Reserve:

Purpose

To manage funds received from the sale of land in HRM business and industrial parks and to provide funding for the capital investment required to acquire and develop and service land for sale in HRM's

business and industrial parks.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1) (3) and (4).

This reserve replaced Q121 Business/Industrial Parks Development Reserve.

Source of Funds

Funding arises from:

- a) net revenues from the sale of land in HRM business and industrial parks;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for: business and industrial park land acquisition;

- a) reimbursing operating costs to business unit for professional and other outside costs; and
- b) land servicing, development and construction costs necessary to bring the lands to market.

Q621 Community and Events Reserve:

Purpose

To provide funding to attract and host exceptional large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a multi-experiential event destination and attract tourists to HRM for multiple day visits.

To provide funding to community non-profit and public institutions in support of major capital initiatives by facilitating the development of significant community infrastructure in order to realize tangible cultural, sectoral and economic impacts on a national, provincial, regional or sectoral scale.

To provide funding to support the principles and objectives of the Cultural Plan and the HRM Public Art Policy.

This reserve combined and replaced four reserves: Q127 Sustainable Community Reserve; Q138 Community Facility Partnership; Q312 Culture Development Reserve and Q315 Special Events Reserve.

Source of Funds

Funding arises from:

- a) a transfer of 40% of the Provincial Hotel Sales Tax (Marketing Levy);
- b) a transfer from Fiscal Services operating budget;
- c) amounts transferred to the fund as approved by Council; and,
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) support to events that support tourism and economic development through the Marketing Levy grant program;
- b) Cultural/Heritage projects;
- c) significant community infrastructure (non-profit and public institutions); and,
- d) Public Art.

Q626 Gas Tax Reserve:

Purpose

To manage funds received under the Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds.

This reserve replaced Q134 - Gas Tax Reserve.

Source of Funds

Funding arises from:

- a) gas tax funding as per the ten-year Municipal Funding Agreement with the province of Nova Scotia (2014); and,
- b) interest accumulated in accordance with the Municipal Funding Agreement.

Application of Funds

Funds are allocated to investments in infrastructure for its construction, renewal, or material enhancement (expenditures associated with acquiring, planning, designing, constructing or renovating a tangible capital asset) in the following categories:

- a) public transit;
- b) community energy systems;
- c) water and wastewater;
- d) solid waste management;
- e) local roads and bridges;
- f) culture and tourism;
- g) recreation and amateur sport;
- h) highways;
- i) local and regional airports;
- j) short-line rail;
- k) short-sea shipping;
- l) disaster mitigation;
- m) broadband and connectivity; and,
- n) brownfield redevelopment;

Funds are also allocated to investments in capacity-building related to long-term planning practices including:

- a) studies, strategies, or systems related to asset management, which may include software acquisition and implementation;
- b) training directly related to asset management planning; and,
- c) long-term infrastructure plans.

Q631 Debt Principal and Interest Repayment Reserve:

Purpose

To provide funding for principal and interest payments related to debentures and the capital and other lease costs for the LED Street Light Conversion Project.

This reserve combined and replaced two reserves: Q327, LED Street Light Conversion Reserve and Q331 Strategic Infrastructure Reserve.

Source of Funds

Funding arises from:

- a) annual transfer from Fiscal Services operating budget equal to the projected annual savings to the

Street Lighting Operating budget, currently recorded in R825, resulting from conversion to LED street lights;

- b) annual transfer from Fiscal Services operating budget in the amount that equals a 1 cent Tax Rate increase;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

Application of Funds

Funds are allocated for:

- a) to fund capital project costs, purchase and installation of lights, principal and interest payments and any capital lease costs related to the LED Street Lighting project; and,
- b) to fund principal and interest costs incurred related to debentures.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal years ending March 31, 2018 and March 31, 2019 based on the 2017/18 and 2018/19 Proposed Operating and Capital Budgets.

It should also be noted that future years, 2019 to 2021, projections of reserve usage has been created in conjunction with the 5 year capital budget plan. Although the reserve may be showing an available balance at the end the two year budget included herewith, those funds, in many cases, have been identified for further withdrawals in year 3-5 of the 5 year capital budget.

**HALIFAX REGIONAL MUNICIPALITY
PROPOSED RESERVE FUNDS BUDGET
April 1, 2017 to March 31, 2018**

	As at Dec 31/16 Projected Net Available Balance April 1, 2017	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2018
Total Risk Reserve	14,808,100	50,000	155,900	-	(258,400)	14,755,600
Total Obligation Reserve	33,328,600	13,721,900	610,900	(9,613,000)	(5,818,000)	32,230,400
Total Opportunity Reserve	51,223,000	97,862,600	1,452,500	(65,500,000)	(4,588,800)	80,449,300
Total Reserves	99,359,700	111,634,500	2,219,300	(75,113,000)	(10,665,200)	127,435,300

**HALIFAX REGIONAL MUNICIPALITY
PROPOSED RESERVE FUNDS BUDGET
April 1, 2018 to March 31, 2019**

	Projected Net Available Balance April 1, 2018	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2019
Total Risk Reserve	14,755,600	50,000	132,600	-	(258,400)	14,679,800
Total Obligation Reserve	32,230,400	12,836,100	572,900	(12,824,000)	(7,070,100)	25,745,300
Total Opportunity Reserve	80,449,300	68,369,300	1,804,100	(54,550,000)	(1,640,300)	94,432,400
Total Reserves	127,435,300	81,255,400	2,509,600	(67,374,000)	(8,968,800)	134,857,500

**HALIFAX REGIONAL MUNICIPALITY
PROPOSED RESERVE FUNDS BUDGET
April 1, 2017 to March 31, 2018**

		As at Dec 31/16 Projected Net Available Balance April 1, 2017 (rounded to nearest 100)	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2018
Risk Reserve							
Q406	Insurance and Risk Reserve	4,032,900	-	42,800	-	-	4,075,700
Q411	Police on the Job Injury Reserve	1,869,300	25,000	20,000	-	-	1,914,300
Q416	Operating Stabilization Reserve	8,610,800	25,000	90,000	-	(258,400)	8,467,400
Q421	General Contingency Reserve	295,100	-	3,100	-	-	298,200
	Total Risk Reserve	14,808,100	50,000	155,900	-	(258,400)	14,755,600
Obligation Reserve							
Q506	Landfill Closure Costs	6,549,700	-	113,500	(100,000)	(22,000)	6,541,200
Q511	Municipal Election Reserve	635,400	415,000	9,100	-	-	1,059,500
Q521	Convention Centre Reserve	4,196,900	2,534,000	26,900	-	(5,604,000)	1,153,800
Q526	Capital Fund Reserve	5,342,400	7,312,600	133,200	(2,940,000)	(162,000)	9,686,200
Q531	Vehicle Fleet and Equipment Reserve	1,455,800	205,000	27,100	(575,000)	-	1,112,900
Q536	Central Library Recapitalization Reserve	2,489,900	850,000	31,300	-	-	3,371,200
Q541	Building Recapitalization and Replacement Reserve	3,317,800	648,700	41,600	(90,000)	(30,000)	3,888,100
Q546	Multi District Facilities Reserve	(4,112,500)	751,600	16,600	(668,000)	-	(4,012,300)
Q551	Transit Capital Reserve	2,341,800	-	91,100	(2,385,000)	-	47,900
Q556	Solid Waste Facilities Reserve	11,111,400	1,005,000	120,500	(2,855,000)	-	9,381,900
	Total Obligation Reserve	33,328,600	13,721,900	610,900	(9,613,000)	(5,818,000)	32,230,400
Opportunity Reserve							
Q606	Strategic Capital Reserve	17,506,400	45,400,000	640,300	(37,100,000)	-	26,446,700
Q611	Parkland Development Reserve	4,000,900	750,000	34,900	(3,100,000)	-	1,685,800
Q616	Business/Industrial Parks Expansion Reserve	12,566,400	7,000,000	372,700	-	(52,000)	19,887,100
Q621	Community and Events Reserve	793,100	4,531,300	36,300	-	(4,536,800)	823,900
Q626	Gas Tax Reserve	303,200	24,997,000	106,900	(25,300,000)	-	107,100
Q631	Debt Principal and Interest Repayment Reserve	16,053,000	15,184,300	261,400	-	-	31,498,700
	Total Opportunity Reserve	51,223,000	97,862,600	1,452,500	(65,500,000)	(4,588,800)	80,449,300
	Total Reserves	99,359,700	111,634,500	2,219,300	(75,113,000)	(10,665,200)	127,435,300

**HALIFAX REGIONAL MUNICIPALITY
PROPOSED RESERVE FUNDS BUDGET
April 1, 2018 to March 31, 2019**

		Projected Net Available Balance April 1, 2018 (rounded to nearest 100)	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2019
Risk Reserve							
Q406	Insurance and Risk Reserve	4,075,700	-	35,900	-	-	4,111,600
Q411	Police on the Job Injury Reserve	1,914,300	25,000	17,100	-	-	1,956,400
Q416	Operating Stabilization Reserve	8,467,400	25,000	77,000	-	(258,400)	8,311,000
Q421	General Contingency Reserve	298,200	-	2,600	-	-	300,800
	Total Risk Reserve	14,755,600	50,000	132,600	-	(258,400)	14,679,800
Obligation Reserve							
Q506	Landfill Closure Costs	6,541,200	-	58,600	(100,000)	(22,000)	6,477,800
Q511	Municipal Election Reserve	1,059,500	415,000	13,000	-	-	1,487,500
Q521	Convention Centre Reserve	1,153,800	5,705,000	120,600	-	(6,851,000)	128,400
Q526	Capital Fund Reserve	9,686,200	3,212,100	157,300	(4,809,000)	(167,100)	8,079,500
Q531	Vehicle Fleet and Equipment Reserve	1,112,900	205,000	12,300	(80,000)	-	1,250,200
Q536	Central Library Recapitalization Reserve	3,371,200	867,000	37,300	-	-	4,275,500
Q541	Building Recapitalization and Replacement Reserve	3,888,100	660,400	45,600	(600,000)	(30,000)	3,964,100
Q546	Multi District Facilities Reserve	(4,012,300)	766,600	-	(3,100,000)	-	(6,345,700)
Q551	Transit Capital Reserve	47,900	-	400	-	-	48,300
Q556	Solid Waste Facilities Reserve	9,381,900	1,005,000	127,800	(4,135,000)	-	6,379,700
	Total Obligation Reserve	32,230,400	12,836,100	572,900	(12,824,000)	(7,070,100)	25,745,300
Opportunity Reserve							
Q606	Strategic Capital Reserve	26,446,700	17,200,000	627,000	(27,600,000)	-	16,673,700
Q611	Parkland Development Reserve	1,685,800	750,000	25,800	(500,000)	-	1,961,600
Q616	Business/Industrial Parks Expansion Reserve	19,887,100	7,000,000	237,100	-	(53,500)	27,070,700
Q621	Community and Events Reserve	823,900	1,581,300	37,300	(250,000)	(1,586,800)	605,700
Q626	Gas Tax Reserve	107,100	26,188,000	462,000	(26,200,000)	-	557,100
Q631	Debt Principal and Interest Repayment Reserve	31,498,700	15,650,000	414,900	-	-	47,563,600
	Total Opportunity Reserve	80,449,300	68,369,300	1,804,100	(54,550,000)	(1,640,300)	94,432,400
	Total Reserves	127,435,300	81,255,400	2,509,600	(67,374,000)	(8,968,800)	134,857,500

Reserve		Withdrawals 2017/18	Amount	Total
Q416	Operating Stabilizaion Reserve	Operating - Police rent	258,400	258,400
Q506	Landfill Closure & Post Closure Reserve	Capital - Environmental Monitoring Site, Otter Lake	100,000	
		Operating - Environmental Monitoring Site, Mengoni	22,000	122,000
Q521	Convention Centre Reserve	Operating - World Trade Centre Operating Lease	5,604,000	5,604,000
Q526	Capital Fund Reserve	Capital - Environmental Remediation	400,000	
		Capital - Road Corridor Land Acquisition	100,000	
		Capital - Parking Technology	470,000	
		Capital - Sambro/Harrietsfield Fire Station	1,970,000	
		Operating - Legal costs for properties closings	10,000	
		Operating - Real Estate costs for properties closings	152,000	3,102,000
Q531	Fleet Vehicles & Equipment Reserve	Capital - Fleet Vehicle Replacements	330,000	
		Capital - Opticom Signalization System	80,000	
		Capital - Fire Apparatus Replacement	165,000	575,000
Q541	Building Recapitalization and Replacement Reserve	Capital - Metro Park Upgrades	90,000	
		Operating - Spencer House renovations	30,000	120,000
Q546	Multi-District Facilities Reserve	Capital - BMO Centre	468,000	
		Capital - Scotiabank Centre	200,000	668,000
Q551	Transit Capital Reserve	Capital - New/Expanded Transit Centre	2,385,000	2,385,000
Q556	Solid Waste Facilities Reserve	Capital - Additional Green Carts	735,000	
		Capital - Leachate Evaporator	1,500,000	
		Capital - Rural Depot	285,000	
		Capital - Composting/Anaerobic Digestion Plant	250,000	
		Capital - Material Recovery Facility Repairs	85,000	2,855,000
Q606	Strategic Capital Reserve	Capital - Dartmouth Multi-Pad	7,700,000	
		Capital - Dartmouth Sportsplex	14,400,000	
		Capital - Cogswell Interchange	15,000,000	37,100,000
Q611	Parkland Development Reserve	Capital - Parkland Acquisition	2,100,000	
		Capital - Baker Drive Parkland Development	1,000,000	3,100,000
Q616	Business/Industrial Park Expansion	Operating - Real Estate costs to cover sale of lots	52,000	52,000
Q621	Community and Events Reserve	Operating - Cultural Events & Showcase Program	200,000	
		Operating - Public Art operating and program costs	100,000	
		Operating - Hallmark, Tourism, Sporting events/hosting	1,286,800	
		Commitment for Tennis NS	2,500,000	
		Commitment for FCM Conference	450,000	4,536,800
Q626	Gas Tax Reserve	Capital - projects to receive funding not assigned yet	25,300,000	25,300,000
	Total Withdrawals			85,778,200

Reserve		Withdrawals 2018/19	Amount	Total
Q416	Operating Stabilization Reserve	Operating - Police rent	258,400	258,400
Q506	Landfill Closure & Post Closure Reserve	Capital - Environmental Monitoring Site, Otter Lake	100,000	
		Operating - Environmental Monitoring Site, Mengoni	22,000	122,000
Q521	Convention Centre Reserve	Operating - WTC Operating Lease	6,851,000	6,851,000
Q526	Capital Fund Reserve	Capital - Environmental Remediation	400,000	
		Capital - Road Corridor Land Acquisition	100,000	
		Capital - St. Andrew's Community Centre	1,809,000	
		Capital - Energy Efficiency Projects	500,000	
		Capital - Parking Technology	2,000,000	
		Operating - Legal costs for properties closings	10,000	
		Operating - Real Estate costs for properties closings	157,100	4,976,100
Q531	Fleet Vehicles & Equipment Reserve	Capital - Opticom Signalization System	80,000	80,000
Q541	Building Recapitalization and Replacement Reserve	Capital - Metro Park Upgrades	100,000	
		Capital - Alderney Gate Recapitalization	500,000	
		Operating - Spencer House Renovations	30,000	630,000
Q546	Multi-District Facilities Reserve	Capital - BMO Centre	250,000	
		Capital - Scotiabank Centre	2,850,000	3,100,000
Q556	Solid Waste Facilities Reserve	Capital - Additional Green Carts	735,000	
		Capital - Composting/Anaerobic Digestion Plant	250,000	
		Capital - Material Recovery Facility Repairs	50,000	
		Capital - Miller Composting Purchase	2,100,000	
		Capital - New Era Recapitalization	250,000	
		Capital - Materials Recovery Facility Purchase	750,000	4,135,000
Q606	Strategic Capital Reserve	Capital - Dartmouth Multi Pad	100,000	
		Capital - Dartmouth Sportsplex	4,500,000	
		Capital - Cogswell Interchange	23,000,000	27,600,000
Q611	Parkland Development Reserve	Capital - Parkland Acquisition	500,000	500,000
Q616	Business/Industrial Park Expansion	Operating - Real Estate costs to cover sale of lots	53,500	53,500
Q621	Community and Events Reserve	Capital - Cultural Spaces	250,000	
		Operating - Cultural Events & Showcase Program	200,000	
		Operating - Public Art operating and program costs	100,000	
		Operating - Hallmark, Tourism, Sporting events/hosting	1,286,800	1,836,800
Q626	Gas Tax Reserve	Capital - projects to receive funding not assigned yet	26,200,000	26,200,000
	Total Withdrawals			76,342,800

Reserve		Contributions 2017/18	Amount	Total
Q411	Police Officer on the Job Injury Reserve	Operating - Police Services	25,000	25,000
Q416	Operating Stabilization Reserve	Operating - EMO Services	25,000	25,000
Q511	Municipal Election Reserve	Operating - Election Office	315,000	415,000
		Operating - Fiscal Services	100,000	
Q521	Convention Centre Reserve	Operating - Fiscal Services - tax rate revenue	2,159,000	2,534,000
		Operating - Fiscal Services	375,000	
Q526	Capital Fund Reserve	Operating - Transportation & Public Works - loan repayment	98,600	7,312,600
		Revenue - Weir Field rentals	20,000	
		Operating - Fiscal - loan repayment	127,300	
		Operating - Various Business Units - energy savings	566,700	
		Operating - Parking Revenue WDC	60,000	
		Revenue - 15% Mt. Hermon Cemetery funds	1,500	
		Operating - Fiscal Services	1,000,000	
		Operating - Fiscal Services (Metro Park)	1,191,400	
		Sale of Assets - land/buildings	4,247,100	
Q531	Fleet Vehicles & Equipment Reserve	Sale of Assets - vehicles and equipment	205,000	205,000
Q536	Central Library Recapitalization Reserve	Operating - Fiscal Services	850,000	850,000
Q541	Building Recapitalization and Replacement Reserve	Operating - Fiscal Services	235,900	648,700
		Operating - Facilities Maintenance	405,200	
		Revenue - Spencer House and Southend Daycare rent	7,600	
Q546	Multi-District Facilities Reserve	Revenue - Nustadia (BMO)	250,000	751,600
		Revenue - Scotiabank Centre	501,600	
Q556	Solid Waste Facilities Reserve	Operating - Fiscal Services	505,000	1,005,000
		Revenue - Capital Cost Contribution revenue	500,000	
Q606	Strategic Capital Reserve	Operating - Fiscal Services	6,000,000	45,400,000
		Sale of Assets - land/buildings	39,400,000	
Q611	Parkland Development Reserve	Revenue - permit fees	750,000	750,000
Q616	Business/Industrial Park Expansion Reserve	Sale of Assets - land/buildings	7,000,000	7,000,000
Q621	Community and Events Reserve	Operating - Fiscal Services	3,250,000	4,531,300
		Revenue - Marketing Levy	1,281,300	
Q626	Gas Tax Reserve	Revenue - Provincial Gas Tax program funding	24,997,000	24,997,000
Q631	Debt Principal and Interest Repayment Reserve	Operating - Fiscal Services	10,250,000	15,184,300
		Operating - LED savings	4,934,300	
Total Contributions				111,634,500

Reserve	Contributions 2018/19	Amount	Total	
Q411	Police Officer on the Job Injury Reserve	Operating - Police Services	25,000	25,000
Q416	Operating Stabilization Reserve	Operating - EMO Services	25,000	25,000
Q511	Municipal Election Reserve	Operating - Election Office	315,000	
		Operating - Fiscal Services	100,000	415,000
Q521	Convention Centre Reserve	Operating - Fiscal Services - tax rate revenue	5,705,000	5,705,000
Q526	Capital Fund Reserve	Operating - Transportation & Public Works - loan repayment	94,900	
		Revenue - Weir Field rentals	20,000	
		Operating - Fiscal - loan repayment	127,300	
		Operating - Various Business Units - energy savings	566,700	
		Operating - Parking Revenue WDC	60,000	
		Revenue - 15% Mt. Hermon Cemetery funds	1,500	
		Operating - Fiscal Services (Metro Park)	1,216,700	
		Sale of Assets - land/buildings	1,125,000	3,212,100
Q531	Fleet Vehicles & Equipment Reserve	Sale of Assets - vehicles and equipment	205,000	205,000
Q536	Central Library Recapitalization Reserve	Operating - Fiscal Services	867,000	867,000
Q541	Building Recapitalization and Replacement Reserve	Operating - Fiscal Services	247,600	
		Operating - Facilities Maintenance	405,200	
		Revenue - Spencer House and Southend Daycare rent	7,600	660,400
Q546	Multi-District Facilities Reserve	Revenue - Nustadia (BMO)	250,000	
		Revenue - Scotiabank Centre	516,600	766,600
Q556	Solid Waste Facilities Reserve	Operating - Fiscal	505,000	
		Revenue - Capital Cost Contribution revenue	500,000	1,005,000
Q606	Strategic Capital Reserve	Operating - Fiscal Services	6,000,000	
		Sale of Assets - land/buildings	11,200,000	17,200,000
Q611	Parkland Development Reserve	Revenue - permit fees	750,000	750,000
Q616	Business/Industrial Park Expansion Reserve	Sale of Assets - land/buildings	7,000,000	7,000,000
Q621	Community and Events Reserve	Operating - Fiscal Services	300,000	
		Revenue - Marketing Levy	1,281,300	1,581,300
Q626	Gas Tax Reserve	Revenue - Provincial Gas Tax program funding	26,188,000	26,188,000
Q631	Debt Principal and Interest Repayment Reserve	Operating - Fiscal Services	10,445,000	
		Operating - LED savings	5,205,000	15,650,000
	Total Contributions			81,255,400

Buildings

Page	Project Name	Project #	2017/18 Gross	2017/18 Net	2018/19 Gross	2018/19 Net
R1	Accessibility - HRM Facilities	CBX01154	100,000	100,000	500,000	500,000
R2	Alderney Gate Recapitalization	CBX01157	-	-	500,000	-
R3	Bedford Outdoor Pool	CB000067	-	-	-	-
R4	BMO Centre	CB000064	468,000	-	250,000	-
R5	Building Recapitalization Future Years - Parks & Recreation	CB000048	-	-	-	-
R6	Captain William Spry Renovations	CB000023	-	-	-	-
R7	Central Library Replacement	CBW00978	-	-	-	-
R8	Chocolate Lake Community Centre	CB000072	-	-	-	-
R9	Cole Harbour Place	CB000045	300,000	175,000	1,300,000	1,300,000
R10	Commons Pool & Pavilion	CB000074	-	-	-	-
R11	Consulting - Buildings	CBX01268	200,000	200,000	100,000	100,000
R12	Corporate Accommodations	CB000047	-	-	-	-
R13	Dartmouth Multi-Pad	CB000049	7,700,000	-	100,000	-
R14	Dartmouth North Community Centre Upgrades	CB000075	1,000,000	250,000	600,000	600,000
R15	Dartmouth Sportsplex Revitalization	CB000006	14,650,000	-	4,500,000	-
R16	Eastern Passage High School Enhancements	CB000007	-	-	-	-
R17	Energy Efficiency Upgrades	CBX01161	-	-	500,000	-
R18	Environmental Remediation/Building Demolition	CBX01162	400,000	-	400,000	-
R19	Eric Spicer	CB000069	-	-	-	-
R20	Evergreen House	CB000051	-	-	-	-
R21	Fire Station 2, University Ave Recapitalization	CB000052	780,000	780,000	1,000,000	1,000,000
R22	Fire Station Land Acquisition	CBX01102	-	-	-	-
R23	Fire Station Replacements	CB000065	2,000,000	2,000,000	-	-
R24	Halifax City Hall and Grand Parade Restoration	CBX01046	900,000	900,000	-	-
R25	Halifax Forum Redevelopment	CBX01340	-	-	-	-
R26	HRFE Future Buildings Recapitalization	CB000057	-	-	250,000	250,000
R27	HRM Depot Upgrades	CBX01170	875,000	875,000	400,000	400,000
R28	Lakeside Community Centre Recapitalization	CB000085	-	-	-	-
R29	Library Masterplan Implementation	CB000077	500,000	500,000	-	-
R30	Mechanical	CBX01269	-	-	-	-
R31	Metropark Upgrades	CB000073	90,000	-	100,000	-
R32	Multi District Facilities (MDF)-Upgrades	CB000002	500,000	500,000	-	-
R33	Musquodoboit Harbour Library Refurbishment	CB000070	-	-	-	-
R34	Musquodoboit Harbour Village Plaza	CB000058	640,000	640,000	-	-
R35	Needham Community Centre Recapitalization	CB000009	-	-	-	-
R36	Performing Arts Centre	CB000078	-	-	-	-
R37	Police Headquarters	CB000022	-	-	-	-
R38	Power House Recapitalization	CB000032	330,000	330,000	-	-
R39	Regional Heritage Museum	CB000076	-	-	-	-
R40	Regional Library Facility Upgrade	CBX01165	50,000	50,000	700,000	700,000
R41	Regional Park Washrooms	CB000010	60,000	60,000	-	-
R42	Roof Recapitalization	CBX01272	685,000	685,000	750,000	750,000
R43	Sackville Sports Stadium	CB000060	-	-	1,000,000	1,000,000
R44	Sambro/Harrietsfield Fire Station	CB000079	2,500,000	316,000	1,500,000	1,500,000
R45	Scotiabank Centre	CB000028	200,000	-	2,850,000	-
R46	Sheet Harbour Rec Centre	CB000080	-	-	2,515,000	2,515,000
R47	Shubenacadie Greenway Trail	CDG00493	400,000	400,000	-	-
R48	Site Work	CBX01271	250,000	250,000	150,000	150,000
R49	South Peninsula School Gym Enhancement	CB000084	-	-	460,000	460,000
R50	St. Andrew's Community Centre Renovation	CB000011	700,000	700,000	3,300,000	1,491,000
R51	St. Mary's Boat Club	CB000004	-	-	-	-
R52	Stadium	CB000012	-	-	-	-
R53	Structural Upgrades	CBX01270	100,000	100,000	100,000	100,000
R54	Tallahassee Recreation Centre Upgrades	CB000068	110,000	-	-	-
R55	Upper Hammonds Plains Community Centre	CB000071	-	-	-	-
Buildings Total			36,488,000	9,811,000	23,825,000	12,816,000

2017/2018 Capital Budget Form

Project Name:	Accessibility - HRM Facilities
Project Number:	CBX01154
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Darren Young

Project Summary:

Scope of Work for 2017/18 includes: 1) Continuation of the automatic door operator program started in 2011 (HRM has installed over 150 door operators at various locations), 2) Work identified during the 2016/17 audits of administrative buildings, and 3) Accessibility audits on the next set of priority Municipal buildings (Libraries).

Total Capital Budget Request: (5 Years) \$ 2,300,000

Supports Outcome Area: Social Development (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	100,000	500,000	500,000	600,000	600,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	500,000	500,000	600,000	600,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	618,000	636,000	655,000	675,000	695,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	618,000	636,000	655,000	675,000	695,000

Detailed Work Plan:

	2017/18	2018/19
Upgrades to entryways, washrooms, ramps	305,000	-
Scotiabank Centre Seating Handrails	60,000	-
Continuation of automatic door opener installations on HRM buildings	100,000	100,000
Upgrades associated with 2016/17 building audits for administrative building	200,000	-
Upgrades associated with 2017/18 Library building audits	-	150,000
Washroom upgrades (All Gender's)	-	250,000
	-	-
Total Estimated Work Plan	665,000	500,000
Less: Projected Carry Forward from Previous Years	565,000	N/A
Gross Budget Request	100,000	500,000

2017/2018 Capital Budget Form

Project Name: Alderney Gate Recapitalization
Project Number: CBX01157
Budget Category: Buildings
Project Type: State of Good Repair
Discrete/Bundled: Bundled
Project Manager: Diane Moulton

Project Summary:

The purpose of this account is to address building envelope, building systems and common space throughout Alderney Gate. Projects will focus on building envelope and a refresh of common spaces to maintain the building in good repair and improve interior conditions for public, customers, staff and tenants.

Total Capital Budget Request: (5 Years) \$ 2,000,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	500,000	500,000	500,000	500,000

Funding Source:

Reserve Q541 - Building Recapitalization and Replacement Reserve	-	500,000	500,000	500,000	500,000
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Total Funding:	-	500,000	500,000	500,000	500,000
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Net Budget:	-	-	-	-	-
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Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	500,000	500,000	500,000	500,000	500,000

Funding Source:

Reserve Q541 - Building Recapitalization and Replacement Reserve	500,000	500,000	500,000	500,000	500,000
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Total Funding:	500,000	500,000	500,000	500,000	500,000
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Net Budget:	-	-	-	-	-
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Detailed Work Plan:

	2017/18	2018/19
Podium waterproofing and repairs	450,000	-
Common area refresh	250,000	-
Wayfinding signage	50,000	-
Previous years projects	795,000	-
Future recapitalization projects	-	500,000
	-	-
Total Estimated Work Plan	1,545,000	500,000
Less: Projected Carry Forward from Previous Years	1,545,000	N/A
Gross Budget Request	-	500,000

2017/2018 Capital Budget Form

Project Name:	Bedford Outdoor Pool
Project Number:	CB000067
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

The Bedford Outdoor Pool currently has only 2 showers for the entire facility. They are located on the pool deck. These two showers do not meet the demand of the participants at this location, as there are approx. 200 plus swimmers daily. During peak times, there can be upwards of 50 plus people waiting to rinse off before entering the pool. In 2014, the Department of Health and Wellness produced guidelines concerning rinsing before entering a public pool. In an effort to follow those guidelines, there should be a minimum of 5 showers to better service the public.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Additional showers, waterline repairs and building recapitalization	50,000	-
	-	-
	-	-
Total Estimated Work Plan	50,000	-
Less: Projected Carry Forward from Previous Years	50,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	BMO Centre
Project Number:	CB000064
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Darren Young

Project Summary:

There is a contractual agreement which requires Nustadia Recreation Inc. to maintain the BMO Centre to meet the recreation needs of HRM citizens. The agreement states Nustadia is responsible for all capital work in the building and HRM is liable for all capital costs. Reserve Q546 Multi-District Facilities Reserve has been set up and would be the source of funding for these capital items.

Total Capital Budget Request: (5 Years) \$

1,468,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Design

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	468,000	250,000	250,000	250,000	250,000
Funding Source:					
Reserve Q546 - Multi-District Facilities Reserve	468,000	250,000	250,000	250,000	250,000
Total Funding:	468,000	250,000	250,000	250,000	250,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	250,000	250,000	250,000	250,000	250,000
Funding Source:					
Reserve Q546 - Multi-District Facilities Reserve	250,000	250,000	250,000	250,000	250,000
Total Funding:	250,000	250,000	250,000	250,000	250,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Replace 2 Ice Resurfacers	225,000	-
Scissor lift	30,000	-
Tables and chairs for lounge	20,000	-
Re-lamp arenas	30,000	-
Replace grass around flag poles with concrete & benches	25,000	-
Replace original bottle fill stations in dressing rooms	7,500	-
Retention Pond re-design work	150,000	-
Parking lot upgrades	35,000	-
Work plan is based upon recommendation provided to HRM by the operator	-	250,000
	-	-
Total Estimated Work Plan	522,500	250,000
Less: Projected Carry Forward from Previous Years	55,000	N/A
Gross Budget Request	468,000	250,000

2017/2018 Capital Budget Form

Project Name:	Building Recapitalization Future Years - Parks & Recreation
Project Number:	CB000048
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

The Municipality undertook a Building Condition Assessment program to develop a state of good repair recapitalization program for municipal buildings. The data formulated a recapitalization plan, which addresses priority buildings for recapitalization and integrates systematic building projects, to maintain the assets. This project is the execution of years 2-5 of the recapitalization plan. This scope covers recapitalization of the facility and does not include any service improvements.

Total Capital Budget Request: (5 Years) \$

7,800,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	2,600,000	2,600,000	2,600,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	2,600,000	2,600,000	2,600,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	2,680,000	2,760,000	2,845,000	2,930,000	3,015,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,680,000	2,760,000	2,845,000	2,930,000	3,015,000

Detailed Work Plan:

	2017/18	2018/19
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Captain William Spry Renovations
Project Number:	CB000023
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Michael MacDonald

Project Summary:

Captain William Spry Community Centre was constructed in 1985 to meet the recreation needs of the community. This project will 1) improve the state of good repair of the locker rooms, 2) reduce maintenance costs due to the age of the existing materials and 3) improve accessibility. An interior renovation and addition is proposed to relocate the locker rooms in order to minimize the loss of programming space for swimming.

Total Capital Budget Request: (5 Years) \$

1,250,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Design

How advanced are the budget estimates? Class A, B, C or D

Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	1,250,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	1,250,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Funding for tendering to be carried forward to 2019/20	935,000	-
	-	-
Total Estimated Work Plan	935,000	-
Less: Projected Carry Forward from Previous Years	935,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Central Library Replacement
Project Number:	CBW00978
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Michael MacDonald

Project Summary:

Central Library was opened to the public in December 2014 and has become a focal point for the Library and the Community. Paul O'Reagan Hall was originally designed only for presentations and lectures. However, due to the popularity of the space for other events, sound equipment must be rented and clients are lost to other venues. Renting equipment creates logistics, safety and schedule issues that could be mitigated by upgrading components of the in-house system.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Consultant Services and renovations to improve the acoustic treatment and the audio visual system in Paul O'Regan Hall	200,000	-
	-	-
Total Estimated Work Plan	200,000	-
Less: Projected Carry Forward from Previous Years	200,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Chocolate Lake Community Centre
Project Number:	CB000072
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

The Chocolate Lake Community Centre, located on Purcell's Cove Road, features a community room and a weight room. In 2012, the Municipality undertook a Building Condition Assessment program to develop a state of good repair recapitalization program for municipal buildings. The data formulated a 5-year recapitalization plan which identifies lifecycle deficiencies that need to be addressed in order to maintain the assets in a state of good repair. This project will address the deficiencies at the Chocolate Lake Community Centre in order to improve the condition of the asset.

Total Capital Budget Request: (5 Years) \$

-

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)
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Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year

2017/18	2018/19	2019/20	2020/21	2021/22
-	-	-	-	-

Gross Budget:

Funding Source:

-	-	-	-	-
Total Funding:	-	-	-	-
Net Budget:	-	-	-	-

Fiscal Year

2022/23	2023/24	2024/25	2025/26	2026/27
-	-	-	-	-

Gross Budget:

Funding Source:

-	-	-	-	-
Total Funding:	-	-	-	-
Net Budget:	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Upgrades to pre-school washroom, windows upgrades and foundation repairs	220,000	-
	-	-
	-	-
Total Estimated Work Plan	220,000	-
Less: Projected Carry Forward from Previous Years	220,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Cole Harbour Place
Project Number:	CB000045
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Nick Allen

Project Summary:

This project includes the review of the building assessments, engagement of consultants, developing a project plan and construction activities. Final corrective repairs to the damaged roof structure to Scotia One from winter 2015 are to be corrected as well as the advance planning for the ice slab and dasher board replacements for the summer of 2018.

Total Capital Budget Request: (5 Years) \$ 1,600,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	300,000	1,300,000	-	-	-
Funding Source:					
Federal Government Cost Sharing	125,000	-	-	-	-
Total Funding:	125,000	-	-	-	-
Net Budget:	175,000	1,300,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:	2017/18	2018/19
Scotia One Roof Structure upgrade	425,000	-
Consultants	60,000	-
Scotia One - Alumina-zorb upgrades	50,000	-
Valves/Pumps in pool mechanical	110,000	-
Family Change room update	130,000	-
Building recap from prior years from the Facility Condition Assessment	1,075,000	-
New ice slab and dasher boards in Scotia One	-	1,300,000
	-	-
Total Estimated Work Plan	1,850,000	1,300,000
Less: Projected Carry Forward from Previous Years	1,550,000	N/A
Gross Budget Request	300,000	1,300,000

2017/2018 Capital Budget Form

Project Name:	Commons Pool & Pavilion
Project Number:	CB000074
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

The Commons Pool is nearing the end of its useful life and requires replacement. Details of the replacement will be confirmed through the updating of the Commons Master Plan. Maintenance work is required on the pool, in the interim, to be able to maintain its operation until completion of the North Commons Master plan and the scoping of the recommended improvements to the infrastructure.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Repairs to the existing pool to maintain it in operational state.	70,000	-
	-	-
	-	-
Total Estimated Work Plan	70,000	-
Less: Projected Carry Forward from Previous Years	70,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Consulting - Buildings
Project Number:	CBX01268
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

This account supports multiple service improvement and state of good repair projects that require external consultants to initiate or complete smaller scaled projects that have not been identified or previously assigned. The funding is also for external consultants when there isn't internal HRM Project Management resources to achieve service levels required by internal clients.

Total Capital Budget Request: (5 Years) \$

600,000

Supports Outcome Area:

Governance and Engagement (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	200,000	100,000	100,000	100,000	100,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	200,000	100,000	100,000	100,000	100,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	100,000	100,000	100,000	100,000

Detailed Work Plan:

	2017/18	2018/19
Programming/feasibility studies, business plans, project management, engineering and/or architects	90,000	75,000
Updating of Building Condition Assessments	50,000	-
Project management services	100,000	25,000
Consulting services for advance project planning	100,000	-
	-	-
Total Estimated Work Plan	340,000	100,000
Less: Projected Carry Forward from Previous Years	140,000	N/A
Gross Budget Request	200,000	100,000

2017/2018 Capital Budget Form

Project Name:	Corporate Accommodations
Project Number:	CB000047
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Marcia Connolly

Project Summary:

This project will support staff relocations, and office and municipal service configuration. A detailed assessment is underway which will define and outline a corporate accommodations strategy.

Total Capital Budget Request: (5 Years) \$ 4,000,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	2,000,000	1,000,000	1,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	2,000,000	1,000,000	1,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	500,000	515,000	530,000	545,000	560,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	515,000	530,000	545,000	560,000

Detailed Work Plan:

	2017/18	2018/19
Specific projects and priorities will be identified through the Corporate Accommodations Study	1,970,000	-
	-	-
Total Estimated Work Plan	1,970,000	-
Less: Projected Carry Forward from Previous Years	1,970,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Dartmouth Multi-Pad
Project Number:	CB000049
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Darren Young

Project Summary:

Construction of a new 4Pad arena on Commodore Drive. Project includes the integration of a new building, that will meet the program requirements for the arenas, along with the existing infrastructure (all-weather fields and volley ball courts). This project is a major deliverable of the Long Term Arena Strategy. The construction of the building started in 2016 and the building was weather tight in December 2016.

Total Capital Budget Request: (5 Years) \$ 8,550,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Permits and Approvals

How advanced are the budget estimates? Class A, B, C or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	7,700,000	100,000	250,000	250,000	250,000
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	7,700,000	-	-	-	-
Reserve Q546 - Multi-District Facilities Reserve	-	100,000	250,000	250,000	250,000
Total Funding:	7,700,000	100,000	250,000	250,000	250,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	250,000	250,000	250,000	250,000	250,000
Funding Source:					
Reserve Q546 - Multi-District Facilities Reserve	250,000	250,000	250,000	250,000	250,000
Total Funding:	250,000	250,000	250,000	250,000	250,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Balance of Design-Build contract	11,760,000	-
Interior Work	-	-
Complete site work	-	-
Procurement of Furniture, Fixtures and Equipment (FF&E)	-	-
Additional funds for allowances and change orders	700,000	-
Planned Life Cycle cost	-	100,000
	-	-
Total Estimated Work Plan	12,460,000	100,000
Less: Projected Carry Forward from Previous Years	4,760,000	N/A
Gross Budget Request	7,700,000	100,000

2017/2018 Capital Budget Form

Project Name:	Dartmouth North Community Centre Upgrades
Project Number:	CB000075
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Business Reasons for Project	<ol style="list-style-type: none"> 1. Programming - the existing facility was constructed in 1995; does not meet the needs of the community 2. Recapitalization - the interior of the facility to reduce operating and maintenance costs 3. Safety – CPTED, multi building entries, playground is not compliant 4. Accessibility – Playground and site 5. Funding - secured cost sharing from partners
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Total Capital Budget Request: (5 Years) \$ 1,600,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,000,000	600,000	-	-	-
Funding Source:					
Private Cost Sharing	500,000	-	-	-	-
Federal Government Cost Sharing	250,000	-	-	-	-
Total Funding:	750,000	-	-	-	-
Net Budget:	250,000	600,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Private Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Phase 1 - Exterior Library, playground; with external partner	1,000,000	-
Phase 2 - Interior – Renovation of the interior of the facility to improve service delivery	-	600,000
	-	-
	-	-
Total Estimated Work Plan	1,000,000	600,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,000,000	600,000

2017/2018 Capital Budget Form

Project Name:	Dartmouth Sportsplex Revitalization
Project Number:	CB000006
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Greg Mackay

Project Summary:

Renovation and expansion of the Dartmouth Sportsplex. Specific areas include: <ul style="list-style-type: none"> • New gymnasium, entrance and lobby space, fitness/cardio rooms overlooking Wyse Road • Renovated locker/change room, repainting/replacing existing metal roofing. Through the renewal of the building, the following outcomes are expected to be achieved: <ul style="list-style-type: none"> • Improve overall community and member-based recreation program delivery • Make the building more inviting and accessible to the public • Improve multi-use space for all age groups, including seniors programs • Improve the state of good repair • Increase number of users of the facility, as per the Business Case. Tender issued Dec. 2016, work planned to start Apr. 2017, and work completed for Sept. 2018.

Total Capital Budget Request: (5 Years) \$ 19,150,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	14,650,000	4,500,000	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	14,400,000	4,500,000	-	-	-
Federal Cost Sharing	250,000	-	-	-	-
Total Funding:	14,650,000	4,500,000	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Tender 16-171 award of construction contract. Worked to be completed in 2017/18 includes: demolition of existing MP space, foundation walls for new gym, mechanical and electrical upgrades, and pool renovations.	17,310,000	4,000,000
Increased request based on tender results	2,250,000	500,000
Consulting	600,000	-
Total Estimated Work Plan	20,160,000	4,500,000
Less: Projected Carry Forward from Previous Years	5,510,000	N/A
Blue Budget Request	14,650,000	4,500,000

2017/2018 Capital Budget Form

Project Name:	Eastern Passage High School Enhancements
Project Number:	CB000007
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

On January 15, 2013, Regional Council approved entering into a partnership with the Province of Nova Scotia, to facilitate high school enhancements in response to the Cole Harbour Needs Assessment. The proposed enhancement of the gymnasium for the Eastern Passage High School creates an additional full gymnasium for school and community use. HRM contribution is to be paid once the school is completed.

Total Capital Budget Request: (5 Years) \$ 650,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Permits and Approvals

How advanced are the budget estimates? Class A, B, C or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	650,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	650,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Energy Efficiency Upgrades
Project Number:	CBX01161
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

This project typically includes natural gas conversion, HVAC upgrades, water conservation upgrades and lighting upgrades. The work will provide improved reliability, improved indoor air quality and reduced energy consumption which will realize savings in operating costs.

Total Capital Budget Request: (5 Years) \$

1,500,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	500,000	500,000	500,000	-
Funding Source:					
Reserve Q526 - Capital Fund Reserve	-	500,000	500,000	500,000	-
Total Funding:	-	500,000	500,000	500,000	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q526 - Capital Fund Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Energy efficient upgrades and initiatives:	365,000	500,000
Lighting upgrades, gas conversions, energy management upgrades, recommissioning of systems	-	-
	-	-
Total Estimated Work Plan	365,000	500,000
Less: Projected Carry Forward from Previous Years	365,000	N/A
Gross Budget Request	-	500,000

2017/2018 Capital Budget Form

Project Name:	Environmental Remediation/Building Demolition
Project Number:	CBX01162
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

Projects include the demolition of several smaller scaled facilities and the completion of projects that were initiated in previous years. This includes the removal and remediation for underground storage tanks at sites that are proceeding through the Administrative Order 50, the disposal of surplus real property.

Total Capital Budget Request: (5 Years) \$ 2,000,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	400,000	400,000	400,000	400,000	400,000
Funding Source:					
Reserve Q526 - Capital Fund Reserve	400,000	400,000	400,000	400,000	400,000
Total Funding:	400,000	400,000	400,000	400,000	400,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	410,000	425,000	435,000	450,000	465,000
Funding Source:					
Reserve Q526 - Capital Fund Reserve	410,000	425,000	435,000	450,000	465,000
Total Funding:	410,000	425,000	435,000	450,000	465,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Demolition Former Arby's Restaurant - Bedford	100,000	-
Underground tank removal	75,000	-
Consultants	75,000	-
Environmental Assessments of current assets	100,000	-
Former Sackville Centennial School	150,000	-
Projects identified in previous years.	1,255,000	-
Buildings identified through the AO50 process	-	400,000
Total Estimated Work Plan	1,755,000	400,000
Less: Projected Carry Forward from Previous Years	1,355,000	N/A
Gross Budget Request	400,000	400,000

2017/2018 Capital Budget Form

Project Name:	Eric Spicer
Project Number:	CB000069
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

This project involves: a) natural gas conversion, b) replacement of oil-fired boilers, c) removal of underground oil tank, d) controls upgrades, e) HVAC upgrades, f) water conservation upgrades and g) lighting upgrades. Project will provide improved reliability, improved indoor air quality and reduced energy consumption.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C or D Class'C

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
HVAC, controls and heating upgrades	1,270,000	-
	-	-
Total Estimated Work Plan	1,270,000	-
Less: Projected Carry Forward from Previous Years	1,270,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Evergreen House
Project Number:	CB000051
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

In 2012, the Municipality undertook a Building Condition Assessment program to develop a State of Good Repair Recapitalization Program for municipal buildings. The data formulated a 5-year recapitalization plan which identifies lifecycle deficiencies that need to be addressed in order to maintain the assets in a state of good repair. This project will address the deficiencies at Evergreen House in order to improve the condition of the asset.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Addressing safety deficiencies and code compliance and minor structural repairs, roof, and chimney repairs	100,000	-
	-	-
Total Estimated Work Plan	100,000	-
Less: Projected Carry Forward from Previous Years	100,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Fire Station 2, University Ave Recapitalization
Project Number:	CB000052
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Fire Services has identified Station #2 on University Ave. as a station that not only requires recapitalization but also improvements to the functionality of the space on the upper floor and improved exiting. The project will include renovations to the station to accommodate two full crews of four people and a divisional commander for a total of nine people. To undertake this renovation, temporary accommodations for staff will be required on site and/or in adjacent stations to maintain service levels; 1) improvements to the kitchen/dining quarters; 2) improvements to the washrooms and locker rooms; 3) construction and fit-out of a training room and fitness area; and 4) improvements to exit stairwells.

Total Capital Budget Request: (5 Years) \$

1,780,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Design

How advanced are the budget estimates? Class A, B, C or D

Class'C

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	780,000	1,000,000	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	780,000	1,000,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Renovations to Fire Station #2, including: Second floor renovations, crew accommodations, kitchen upgrades, training room and fitness area, improved exiting, and temporary accommodations to maintain service levels	-	-
	1,000,000	1,000,000
	-	-
Total Estimated Work Plan	1,000,000	1,000,000
Less: Projected Carry Forward from Previous Years	220,000	N/A
Gross Budget Request	780,000	1,000,000

2017/2018 Capital Budget Form

Project Name:	Fire Station Land Acquisition
Project Number:	CBX01102
Budget Category:	Buildings
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

The purchase of land for construction of new fire stations. The focus for 17/18 will be to purchase land for 2 stations - a new Fire Station #8 (currently located on Convoy Run, Bedford) and a new Fire Station #62 (currently located in Harrietsfield).

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Land acquisitions and due diligence	990,000	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	990,000	-
Less: Projected Carry Forward from Previous Years	990,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Fire Station Replacements
Project Number:	CB000065
Budget Category:	Buildings
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

The scope of this project includes the following initiatives:

- 1) Improve response times in the Bedford area by con-currently constructing two new fire stations during 2019/20 to replace Fire Station #8 (Convoy Run) and Fire Station #9 (Metropolitan) at approximately \$4.5 million each.
- 2) In 2020/21, expand the Fire Training Facility located at Fire Station #7 (Knightsridge) and construct a new Fire Training building at a cost of approximately \$4 million to improve training capacity and consolidate training staff in one location. A LPG (propane gas) Class A (wood) burn building will also be required at the Fire Training Facility at an additional cost of approximately \$1 million.

Total Capital Budget Request: (5 Years) \$

16,000,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	2,000,000	-	9,000,000	5,000,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,000,000	-	9,000,000	5,000,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Design work for Fire Station replacements and Training Facility expansion	2,000,000	-
	-	-
Total Estimated Work Plan	2,000,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	2,000,000	-

2017/2018 Capital Budget Form

Project Name:	Halifax City Hall and Grand Parade Restoration
Project Number:	CBX01046
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

HRM is in the final phases of the multi-year project to improve the state of good repair in City Hall and the Grand Parade. Prior to the recapitalization work City Hall was in a poor state of repair and many of the building mechanical systems, insulation, building envelope and security systems were at the end of their life cycle. Many of the areas in the building have been renovated. Over the next few years the focus of the project will shift to the Grand Parade. Funding application has been made to Parks Canada for the conservation of the Grand Parade wall.

Total Capital Budget Request: (5 Years) \$

2,400,000

Supports Outcome Area:

Governance and Engagement (Council Priority)

Project Status:

Design

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	900,000	-	500,000	500,000	500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	900,000	-	500,000	500,000	500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Detailed Work Plan:

	2017/18	2018/19
Mechanical, electrical, interior recap and functional improvements	800,000	-
Window replacements	100,000	-
Prior years projects	500,000	-
	-	-
Total Estimated Work Plan	1,400,000	-
Less: Projected Carry Forward from Previous Years	500,000	N/A
Gross Budget Request	900,000	-

2017/2018 Capital Budget Form

Project Name:	Halifax Forum Redevelopment
Project Number:	CBX01340
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Halifax Regional Council, July 29, 2014 (COW) motion put and passed, "Direct staff to commence planning for the renovation of the Halifax Forum as a multi-year planned strategic project based on the Forum Community Association submission and developed to ensure the best design, plan, and possible on site partnerships for the forum site including possible mixed use opportunities, targeted for completion in 2019."

Total Capital Budget Request: (5 Years) \$

44,000,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	4,000,000	20,000,000	20,000,000
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	4,000,000	20,000,000	20,000,000
Total Funding:	-	-	4,000,000	20,000,000	20,000,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	HRFE Future Buildings Recapitalization
Project Number:	CB000057
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

With 52 fire stations in HRM, recapitalization of these structures is an on-going annual requirement. In 2012, the Municipality undertook a Building Condition Assessment program to develop a state of good repair recapitalization program for municipal buildings. The data formulated a recapitalization plan which addresses priority buildings for recapitalization and integrates systematic building projects to maintain the assets. This scope covers recapitalization of the facility and does not include any service improvements.

Total Capital Budget Request: (5 Years) \$

4,750,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	250,000	1,500,000	1,500,000	1,500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	250,000	1,500,000	1,500,000	1,500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,545,000	1,590,000	1,640,000	1,690,000	1,740,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,545,000	1,590,000	1,640,000	1,690,000	1,740,000

Detailed Work Plan:

	2017/18	2018/19
Recapitalization of various fire stations based on building condition assessment	-	250,000
Total Estimated Work Plan	-	250,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	250,000

2017/2018 Capital Budget Form

Project Name:	HRM Depot Upgrades
Project Number:	CBX01170
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

HRM depots accommodate administration, storage and service/repair to improve and maintain municipal assets. Facility Condition Index assessments that indicate state of good repair and functional improvements are needed to address service requirements. The projects will accommodate staff relocations and office/service reconfigurations.

Total Capital Budget Request: (5 Years) \$ 1,775,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	875,000	400,000	-	-	500,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	875,000	400,000	-	-	500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Detailed Work Plan:

	2017/18	2018/19
Cowie Hill - Phase II Renovations	175,000	-
Mackintosh - Upgrades to functionality, mechanical, electrical and remediation of hazardous materials Code analysis and building renovations to conform to building code	150,000	-
Turner Drive - Improvements locker rooms, lunchrooms and washrooms	500,000	-
Thornhill - Upgrades to functionality, mechanical and electrical	150,000	-
Additional work as identified in the building condition assessments	700,000	400,000
	-	-
Total Estimated Work Plan	1,675,000	400,000
Less: Projected Carry Forward from Previous Years	800,000	N/A
Gross Budget Request	875,000	400,000

2017/2018 Capital Budget Form

Project Name:	Lakeside Community Centre Recapitalization
Project Number:	CB000085
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

The existing Beechville Lakeside Timberlea (BLT) Community Centre is located in a former school that is aging and not configured to meet community recreation requirements. Recreation needs in the area continue to increase as the community grows. This project will replace the old BLT Centre with a new purpose built recreation centre consistent with the findings of the Community Facilities Master Plan II.

Total Capital Budget Request: (5 Years) \$

1,000,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	1,000,000	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	1,000,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,000,000	10,000,000	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,000,000	10,000,000	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Library Masterplan Implementation
Project Number:	CB000077
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Terry Gallagher

Project Summary:

Halifax Public Libraries (HPL) currently provides approximately 300,000 gross square feet in 14 locations at a replacement value of approximately \$100,000,000. Currently, there are several service delivery models including:

- HRM owned/maintained, HPL providing recap funds,
- HRM owned, leased to HPL, with HPL providing recap funds and
- Private sector lease with HPL maintaining and providing recap funds.

The three priorities for the current year include: Building condition assessments, capital planning for future years, and incorporating "lessons learned" from Central Library into the planning of future projects.

Total Capital Budget Request: (5 Years) \$ 17,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	500,000	-	1,500,000	-	15,000,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	-	1,500,000	-	15,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	17,500,000	8,600,000	8,000,000	900,000	3,000,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	17,500,000	8,600,000	8,000,000	900,000	3,000,000

Detailed Work Plan:

	2017/18	2018/19
Building condition assessments, as built drawings at Captain William Spry, Cole Harbour Place, Dartmouth North, Sackville, Tantallon, Woodlawn	50,000	-
New Bedford Library - needs assessments, community consultation, site options analysis, architectural programming, concept design, cost estimate, and consultant services	150,000	-
Halifax North Memorial - community consultation, site options analysis, architectural programming, concept design, cost estimate, and consultant services	75,000	-
Dartmouth North - Community consultation, architectural programming, concept design for interior renovations, cost estimate and consultant services	75,000	-
Keshen Goodman - Concept design for interior and exterior renovations, and consultant services	50,000	-
Alderney Gate - Community consultation, architectural programming, concept design, cost estimate, and consultant services	50,000	-
Develop templates for generic service delivery model outlined in the master plan	50,000	-
Total Estimated Work Plan	500,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	500,000	-

2017/2018 Capital Budget Form

Project Name:	Mechanical
Project Number:	CBX01269
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

Recapitalization of mechanical systems in HRM owned and operated buildings. Due to the age of many of the facilities, the mechanical systems have reached the end of their useful life and are in need of replacement. This account funds the recapitalization of these failing systems on an as needed basis.

Total Capital Budget Request: (5 Years) \$

100,000

Supports Outcome Area:

Governance and Engagement (Council Priority)

Project Status:

Tender Ready

How advanced are the budget estimates? Class A, B, C or D

Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	100,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	100,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	100,000	100,000	100,000	100,000

Detailed Work Plan:

	2017/18	2018/19
Work identified in previous budgets including:	1,350,000	-
2nd Floor Dartmouth Ferry Terminal HVAAC upgrade	-	-
Burnside Transit Centre HVAC Replacement	-	-
North Branch Library HVAC replacement	-	-
Halifax Ferry Terminal HVAC Upgrade	-	-
Total Estimated Work Plan	1,350,000	-
Less: Projected Carry Forward from Previous Years	1,350,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Metropark Upgrades
Project Number:	CB000073
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Recapitalization of the Metropark structure based upon the recommendations from the operator. The facility is owned by HRM and is operated by the Hardman Group Limited under a Management Agreement. Revenues from the parkade fund the Building Recapitalization and Replacement Reserve (Q541) which in turn funds the capital improvements.

Total Capital Budget Request: (5 Years) \$ 490,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	90,000	100,000	100,000	100,000	100,000
Funding Source:					
Reserve Q541 - Building Recapitalization and Replacement Reserve	90,000	100,000	100,000	100,000	100,000
Total Funding:	90,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
Reserve Q541 - Building Recapitalization and Replacement Reserve	100,000	100,000	100,000	100,000	100,000
Total Funding:	100,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Outstanding work from 2016/17	90,000	-
Work plan is based upon recommendation provided to HRM by the operator	90,000	100,000
	-	-
Total Estimated Work Plan	180,000	100,000
Less: Projected Carry Forward from Previous Years	90,000	N/A
Gross Budget Request	90,000	100,000

2017/2018 Capital Budget Form

Project Name:	Multi-District Facilities (MDF)-Upgrades
Project Number:	CB000002
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

The continuation of the multi-year recapitalization of HRM Multi-District facilities and other recreation facilities that do not have discrete account for the improving of the state of good repair. Due to the age of many of the facilities, they require improvements to the major building systems to continue to provide service to the residents of HRM.

Total Capital Budget Request: (5 Years) \$ 3,500,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	500,000	-	1,000,000	1,000,000	1,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	-	1,000,000	1,000,000	1,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,030,000	1,060,000	1,090,000	1,125,000	1,160,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,030,000	1,060,000	1,090,000	1,125,000	1,160,000

Detailed Work Plan:

	2017/18	2018/19
St. Margaret's Centre - Condenser replacement	100,000	-
Centennial Pool - Solar Upgrades	100,000	-
Eastern Shore - Recap based on building condition assessment	50,000	-
Forum - Recap based on building condition assessment	100,000	-
Canada Games Centre - Roof Repairs and roof anchors	150,000	-
Previous year's projects (Spryfield Lions Arena, St. Margaret's Centre Arena, Alderney Landing)	1,180,000	-
	-	-
Total Estimated Work Plan	1,680,000	-
Less: Projected Carry Forward from Previous Years	1,180,000	N/A
Gross Budget Request	500,000	-

2017/2018 Capital Budget Form

Project Name:	Musquodoboit Harbour Library Refurbishment
Project Number:	CB000070
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Terry Gallagher

Project Summary:

This twenty year old library requires a renovation and refurbishment to more efficiently and effectively meet customer demands. A new layout and redesign will ensure Musquodoboit Harbour Library continues to play an integral role in the community as a community gathering place offering technology, programming and collections.

Total Capital Budget Request: (5 Years) \$ 250,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	250,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	250,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Musquodoboit Harbour Village Plaza
Project Number:	CB000058
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Over the past two years, Parks and Recreation and Library Services have been planning renovations that focus on their respective occupied space. This renovation will investigate the opportunities to minimize the duplication in entries, washrooms and program space and improving accessibility, reducing deferred maintenance while improving the customer experience by executing a combined project. The condition of the building has been documented by Facility Condition Assessments. This renovation will significantly reduce the Facility Condition Index (FCI) of the building.

Total Capital Budget Request: (5 Years) \$

640,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Design

How advanced are the budget estimates? Class A, B, C or D

Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	640,000	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	640,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Interior and exterior renovations to improve delivery of library and recreation programming and improved sharing of spaces.	810,000	-
Furniture, Fixtures and Equipment to suit facility upgrades.	195,000	-
	-	-
Total Estimated Work Plan	1,005,000	-
Less: Projected Carry Forward from Previous Years	365,000	N/A
Gross Budget Request	640,000	-

2017/2018 Capital Budget Form

Project Name:	Needham Community Centre Recapitalization
Project Number:	CB000009
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

The Needham Community Centre was built in 1975 and for some time has not met community needs. The current building is not accessible, costly to maintain and would require significant renovations to meet current standards. The Peninsula Recreation Review, completed in 2011, supported the needs for a recreation centre in that area and recommended the replacement of this aging and inefficient facility.

Total Capital Budget Request: (5 Years) \$ 23,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	1,000,000	2,000,000	20,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	1,000,000	2,000,000	20,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Performing Arts Centre
Project Number:	CB000078
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

On July 29, 2014, Regional Council approved the Strategic Capital Projects Plan because of the number of large scale projects being proposed for the Municipality. These projects could not be absorbed in the existing capital planning process being infrastructure related, involving multiple business units and affecting all communities. Regional Council believed the Municipality, being a Capital City, and experiencing continued growth, should plan for projects such as stadiums, commuter rails, and performing arts centers. Timelines for these projects are within the new 10 year Capital Budget time frame.

Due to continued growth, Halifax is now poised to provide increased arts and culture opportunities by building a new performing arts center. The Halifax Performing Arts Center is a medium sized venue with seating for 2,500-3,000 people. The venue would attract and host events that are too large for the Rebecca Cohn and not large enough for the Scotiabank Centre. The Performing Arts Center is estimated at \$50M, and only \$5M has been included for design work in the final year of the ten year plan.

A business case is required for Council to initiate the Performing Arts Center, including evaluations on the need, cost-benefit, risk, economic impact, partnership opportunities and updated cost estimates.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	5,000,000
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	5,000,000
Total Funding:	-	-	-	-	5,000,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:	2017/18	2018/19
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name: Police Headquarters
Project Number: CB000022
Budget Category: Buildings
Project Type: Service Improvements
Discrete/Bundled: Discrete
Project Manager: John MacPherson

Project Summary:

Determine the most operationally effective, cost-effective and efficient configuration and location of police facilities to support the long-term delivery of policing service in the Regional Municipality. A new Police Headquarters will replace the current Halifax Regional Police facilities and addresses the functional limitations of the current facility.

Total Capital Budget Request: (5 Years) \$

5,000,000

Supports Outcome Area:

Governance and Engagement (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	5,000,000
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	5,000,000
Total Funding:	-	-	-	-	5,000,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	45,000,000
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	45,000,000
Total Funding:	-	-	-	-	45,000,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Power House Recapitalization
Project Number:	CB000032
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

The Power House was built between 1902-1903 for Richard Power, the Superintendent of the Halifax Public Gardens. The building is ornately decorated with Dutch gable dormers with curved parapets; and has patterned multi-coloured brick work. It is the only heritage structure of its kind within HRM. Previous projects completed the exterior recapitalization of the building. These funds will be used to complete the interior recapitalization work.

Total Capital Budget Request: (5 Years) \$ 330,000

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	330,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	330,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Interior fit-up	345,000	-
	-	-
Total Estimated Work Plan	345,000	-
Less: Projected Carry Forward from Previous Years	15,000	N/A
Gross Budget Request	330,000	-

2017/2018 Capital Budget Form

Project Name:	Regional Heritage Museum
Project Number:	CB000076
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

On January 28, 2014, Regional Council passed a motion directing funding from the sale of 90 Alderney Drive to be used towards development of a regional heritage museum to be located in Dartmouth as part of a cultural cluster. Subsequently, Council directed staff to incorporate a Regional Museum Strategy as part of the cultural spaces plan on March 22, 2016. That strategy will define the scope, scale and size of the regional heritage museum.

Total Capital Budget Request: (5 Years) \$ 12,000,000

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	2,000,000	10,000,000
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	2,000,000	10,000,000
Total Funding:	-	-	-	2,000,000	10,000,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Regional Library Facility Upgrade
Project Number:	CBX01165
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Terry Gallagher

Project Summary:

Halifax Public Libraries (HPL) currently provides approximately 300,000 gross square feet in 14 locations at a replacement value of approximately \$100,000,000. Currently, there are several service delivery models including:

- HRM owned/maintained, HPL providing recap funds,
- HRM owned, leased to HPL, with HPL providing recap funds and
- Private sector lease with HPL maintaining and providing recap funds.

The priorities for 2018/19 are to address the recommendations from the work of the Master Plan Implementation undertaken in 2017/18.

Total Capital Budget Request: (5 Years) \$ 750,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	50,000	700,000	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	50,000	700,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:	2017/18	2018/19
Previous years work	10,000	-
Keshen Goodman - Consultant services, interior renovations, procurement of interior and exterior furniture	50,000	200,000
Halifax North Memorial - Consultant services, entry doors, interior renovations, procurement of furniture	-	100,000
Alderney Gate - Consultant services, interior renovations, procurement of interior and exterior furniture	-	50,000
Dartmouth North - Consultant services, interior renovations, procurement of interior furniture	-	250,000
Completion of mechanical/electrical deficiencies - Consultant services, completion of architectural/mechanical/electrical deficiencies identified in the Building Condition Assessments	-	100,000
Total Estimated Work Plan	60,000	700,000
Less: Projected Carry Forward from Previous Years	10,000	N/A
Gross Budget Request	50,000	700,000

2017/2018 Capital Budget Form

Project Name:	Regional Park Washrooms
Project Number:	CB000010
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

The Regional Park Washrooms program will support the construction of washroom facilities in HRM parks and sport fields. Parks and Recreation will be conducting a Regional Park Washrooms Strategy for 2017/18 and subsequent funding will be used to construct the facilities.

Total Capital Budget Request: (5 Years) \$

1,260,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	60,000	-	400,000	400,000	400,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	60,000	-	400,000	400,000	400,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	400,000	400,000	400,000	400,000	400,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	400,000	400,000	400,000	400,000	400,000

Detailed Work Plan:

	2017/18	2018/19
Interior renovation at Soccer Nova Scotia (SNS) to create washroom and change room access for all weather fields	60,000	-
Conduct Regional Park Washrooms Strategy	60,000	-
	-	-
Total Estimated Work Plan	120,000	-
Less: Projected Carry Forward from Previous Years	60,000	N/A
Gross Budget Request	60,000	-

2017/2018 Capital Budget Form

Project Name:	Roof Recapitalization
Project Number:	CBX01272
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

2017/18 is Year 3 of the HRM re-roofing program. During Year 1, an RFP for Consultant Services was awarded and several of the highest priority roofs were replaced. In Year 2, the program continued with the replacement of the remaining priority roofs. Year 3 marks a continuation of this effort.

Total Capital Budget Request: (5 Years) \$

4,935,000

Supports Outcome Area:

Governance and Engagement (Council Priority)

Project Status:

Design

How advanced are the budget estimates? Class A, B, C or D

Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	685,000	750,000	1,000,000	1,000,000	1,500,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	685,000	750,000	1,000,000	1,000,000	1,500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,545,000	1,590,000	1,640,000	1,690,000	1,740,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,545,000	1,590,000	1,640,000	1,690,000	1,740,000

Detailed Work Plan:

	2017/18	2018/19
Halifax Ferry Terminal	100,000	-
Dartmouth North Community Centre	100,000	-
Evergreen House	80,000	-
Wallace Lucas Community Centre	80,000	-
Upper Hammonds Plains Community Centre	90,000	-
St. Margaret's Bay Community Centre	50,000	-
Northbrook Community Centre	60,000	-
Fire Stations	325,000	-
Acadia School	50,000	-
Consulting	150,000	-
Recapitalization of various roofs based on building condition assessments	265,000	750,000
Total Estimated Work Plan	1,350,000	750,000
Less: Projected Carry Forward from Previous Years	665,000	N/A
Gross Budget Request	685,000	750,000

2017/2018 Capital Budget Form

Project Name:	Sackville Sports Stadium
Project Number:	CB000060
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Nick Allen

Project Summary:

Sackville Sports Stadium was constructed in the 1980s; many of the building components have reached the end of their lifecycle. The Building Condition Assessment identified Sackville Sports Stadium has a good Facility Condition Index. This project will address deferred maintenance at the facility such as envelope and roofing work and the systematic recapitalization of the arena equipment and systems.

Total Capital Budget Request: (5 Years) \$ 1,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	1,000,000	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	1,000,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Deferred architectural work	170,000	-
Deferred mechanical/electrical upgrades	345,000	-
Front desk upgrades	40,000	-
Energy management system replacement	75,000	-
Paving	30,000	-
Replace artificial turf for curling rink summer programming	-	240,000
Hard tile pool area	-	195,000
Change room upgrade	-	300,000
Paint over ice structural ceiling joists	-	80,000
Oil fired boilers replacement	-	185,000
Total Estimated Work Plan	660,000	1,000,000
Less: Projected Carry Forward from Previous Years	660,000	N/A
Gross Budget Request	-	1,000,000

2017/2018 Capital Budget Form

Project Name:	Sambro/Harrietsfield Fire Station
Project Number:	CB000079
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Replace the damaged Fire Station #62 (Harrietsfield) and improve response times by constructing a new fire station to combine Fire Station #62 (Harrietsfield) and Fire Station #63 (Sambro) at a cost of approximately \$4 million.

Total Capital Budget Request: (5 Years) \$

4,000,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Permits and Approvals

How advanced are the budget estimates? Class A, B, C or D

Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	2,500,000	1,500,000	-	-	-
Funding Source:					
Reserve Q526 - Capital Fund Reserve	1,970,000	-	-	-	-
Other - Insurance Proceeds	214,000	-	-	-	-
Total Funding:	2,184,000	-	-	-	-
Net Budget:	316,000	1,500,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q526 - Capital Fund Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Design-Build new replacement fire station	2,500,000	1,500,000
	-	-
Total Estimated Work Plan	2,500,000	1,500,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	2,500,000	1,500,000

2017/2018 Capital Budget Form

Project Name:	Scotiabank Centre
Project Number:	CB000028
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

This funding will support the ongoing capital requirements and enhancements of the Scotiabank Centre. Projects for 2017/18 will include recapitalization of the facility with focus on exterior concrete and brick repairs, replacement basketball floor and planning efforts for an ice slab replacement in 2018/19. Enhancements should help attract more events and improve customer satisfaction, helping with revenue generation at the facility.

Total Capital Budget Request: (5 Years) \$ 4,150,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	200,000	2,850,000	800,000	200,000	100,000
Funding Source:					

Reserve Q546 - Multi-District Facilities Reserve	200,000	2,850,000	800,000	200,000	100,000
Total Funding:	200,000	2,850,000	800,000	200,000	100,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					

Reserve Q546 - Multi-District Facilities Reserve	100,000	100,000	100,000	100,000	100,000
Total Funding:	100,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Exterior repairs	450,000	-
Replace basketball floor	180,000	-
Consulting	100,000	-
Completion of prior years projects	1,235,000	-
Replace ice slab	-	2,000,000
Replacement PA system & building recap	-	850,000
Total Estimated Work Plan	1,965,000	2,850,000
Less: Projected Carry Forward from Previous Years	1,765,000	N/A
Gross Budget Request	200,000	2,850,000

2017/2018 Capital Budget Form

Project Name:	Sheet Harbour Rec Centre
Project Number:	CB000080
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Replacement of the Sheet Harbour Recreation Centre addresses solutions for the Centre which is currently not usable year-round.

Total Capital Budget Request: (5 Years) \$ 2,515,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	2,515,000	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	2,515,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Design and tender construction	-	2,515,000
Total Estimated Work Plan	-	2,515,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	2,515,000

2017/2018 Capital Budget Form

Project Name:	Shubenacadie Greenway Trail
Project Number:	CDG00493
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

The Shubenacadie Canal Greenway is located in downtown Dartmouth and follows the historic Shubenacadie Canal. It connects Halifax Harbour with Lake Micmac and Shubie Park, and is comprised of a system of trails and parks owned by HRM. Regional Council has approved a master plan for the Starr Manufacturing site on Prince Albert Road, and Sullivan's Pond/Lake Banook.

Total Capital Budget Request: (5 Years) \$

400,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Permits and Approvals

How advanced are the budget estimates? Class A, B, C or D

Class 'A'

Capital Costs - Cash Flow

Fiscal Year

	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	400,000	-	-	-	-

Funding Source:

	-	-	-	-	-
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Total Funding:

	-	-	-	-	-
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Net Budget:

	400,000	-	-	-	-
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Fiscal Year

	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-

Funding Source:

	-	-	-	-	-
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Total Funding:

	-	-	-	-	-
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Net Budget:

	-	-	-	-	-
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Detailed Work Plan:

	2017/18	2018/19
Site work, underground services and landscaping	780,000	-
	-	-
Total Estimated Work Plan	780,000	-
Less: Projected Carry Forward from Previous Years	380,000	N/A
Gross Budget Request	400,000	-

2017/2018 Capital Budget Form

Project Name:	Site Work
Project Number:	CBX01271
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

This is the third year of a multi-year program to improve the existing site drainage, site grading, underground services, asphalt paving and landscaping surrounding existing HRM facilities. The improvements are planned on a priority basis and include administration buildings, recreational facilities and fire stations.

Total Capital Budget Request: (5 Years) \$ 1,350,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	250,000	150,000	300,000	325,000	325,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	250,000	150,000	300,000	325,000	325,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	335,000	345,000	355,000	365,000	375,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	335,000	345,000	355,000	365,000	375,000

Detailed Work Plan:

	2017/18	2018/19
Paving projects at Depots and Recreations Facilities.	280,000	150,000
	-	-
Total Estimated Work Plan	280,000	150,000
Less: Projected Carry Forward from Previous Years	30,000	N/A
Gross Budget Request	250,000	150,000

2017/2018 Capital Budget Form

Project Name:	South Peninsula School Gym Enhancement
Project Number:	CB000084
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

On February 16, 2016, Regional Council approved entering into a partnership with the Province of Nova Scotia, to facilitate enhancements to the P-6 South Peninsula School. The proposed enhancement of the gymnasium for the school creates a junior high (6580 sq. ft.) gym in the school. Payment for the enhancement will occur after approval of a joint use agreement outlining usage of the gym between HRM, Province of Nova Scotia and Halifax Regional School Board.

Total Capital Budget Request: (5 Years) \$ 460,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	460,000	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	460,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
HRM contribution to South Peninsula School Gym enhancement	-	460,000
	-	-
Total Estimated Work Plan	-	460,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	460,000

2017/2018 Capital Budget Form

Project Name:	St. Andrew's Community Centre Renovation
Project Number:	CB000011
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Program and option analysis indicated that it was be more effective to demolish the Community Centre and construct a purpose built facility. In 2016, an Architectural Program was completed and an RFP for consultants was awarded and community engagement was conducted. When complete, the facility will be designed to be welcoming to the diverse neighborhoods that surround the building and incorporate outdoor spaces and be constructed to a high standard for universal design.

Total Capital Budget Request: (5 Years) \$ 6,100,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	700,000	3,300,000	2,100,000	-	-
Funding Source:					
Reserve Q526 - Capital Fund Reserve	-	1,809,000	-	-	-
Total Funding:	-	1,809,000	-	-	-
Net Budget:	700,000	1,491,000	2,100,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q526 - Capital Fund Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Consulting and design work	895,000	
Demolition of existing building		300,000
Issue construction tender and begin construction	-	3,000,000
	-	-
Total Estimated Work Plan	895,000	3,300,000
Less: Projected Carry Forward from Previous Years	195,000	N/A
Gross Budget Request	700,000	3,300,000

2017/2018 Capital Budget Form

Project Name:	St. Mary's Boat Club
Project Number:	CB000004
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

St. Mary's Boat Club currently offers recreational programs from April until December each year. The facility requires major investment to improve the accessibility, stabilize the foundation system and improve program opportunities.

Total Capital Budget Request: (5 Years) \$ 3,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	3,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	3,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Stadium
Project Number:	CB000012
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

On July 29, 2014, Regional Council approved the Strategic Capital Projects Plan because of the number of large scale projects being proposed for the Municipality. These projects could not be absorbed in the existing capital planning process being infrastructure related, involving multiple business units and affecting all communities. Regional Council believed the Municipality, being a Capital City, and experiencing continued growth should plan for projects such as stadiums, commuter rails, and performing arts centers. Timelines for these projects are within the new 10 year Capital Budget frame.

The Strategic Reserve will be the primary source for funding these complex infrastructure projects. The strategic reserve has been created and maintained with proceeds from municipal property disposals, and through a one cent tax rate increase. In addition to the strategic reserve, funding partners will be sought to support the projects' financial requirements.

The Stadium project is estimated at \$105M, including land and design costs. Conceptually, the Stadium is multi-purpose, suitable for a variety of sports, designed to attract professional level sports teams, and can be utilized for large-scale entertainment.

A business case is required for Council to initiate the Stadium project, including evaluations on the need, cost-benefit, risk, economic impact, partnership opportunities and updated cost estimates.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
Other	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	105,000,000
Funding Source:					
Other	-	-	-	-	70,000,000
Total Funding:	-	-	-	-	70,000,000
Net Budget:	-	-	-	-	35,000,000

Detailed Work Plan:	2017/18	2018/19
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name: Structural Upgrades
Project Number: CBX01270
Budget Category: Buildings
Project Type: State of Good Repair
Discrete/Bundled: Bundled
Project Manager: John MacPherson

Project Summary:

Address building and site structural issues that are in need of immediate repair. This account typically addresses foundations, structural framing systems, structural support systems, steel, concrete and masonry.

Total Capital Budget Request: (5 Years) \$

700,000

Supports Outcome Area:

Governance and Engagement (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'C'

Capital Costs - Cash Flow

Fiscal Year

	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	100,000	100,000	100,000	100,000	300,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	100,000	100,000	100,000	300,000

Fiscal Year

	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	310,000	320,000	330,000	340,000	350,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	310,000	320,000	330,000	340,000	350,000

Detailed Work Plan:

	2017/18	2018/19
Consulting services	50,000	-
Exterior repairs to Fleming Cottage that commenced in 2016	50,000	-
Capital projects from previous years	245,000	-
Work plan will be developed in 17/18	-	100,000
	-	-
Total Estimated Work Plan	345,000	100,000
Less: Projected Carry Forward from Previous Years	245,000	N/A
Gross Budget Request	100,000	100,000

2017/2018 Capital Budget Form

Project Name:	Tallahassee Recreation Centre Upgrades
Project Number:	CB000068
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Upgrade the Tallahassee Recreation Centre, located in Eastern Passage. In 2012, the Municipality undertook a Building Condition Assessment Program to develop a State of Good Repair Recapitalization Program for municipal buildings. The data formulated a 5-year Recapitalization Plan which identifies lifecycle deficiencies that need to be addressed in order to maintain the assets in a state of good repair. This project will address the deficiencies at the Tallahassee Recreation Centre.

Total Capital Budget Request: (5 Years) \$

110,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	110,000	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	110,000	-	-	-	-
Total Funding:	110,000	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Heating upgrades, flooring upgrades, electrical upgrades	220,000	-
	-	-
Total Estimated Work Plan	220,000	-
Less: Projected Carry Forward from Previous Years	110,000	N/A
Gross Budget Request	110,000	-

2017/2018 Capital Budget Form

Project Name:	Upper Hammonds Plains Community Centre
Project Number:	CB000071
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Upgrades at the Upper Hammonds Plains Community Centre, located on Pockwock Road. In 2012, the Municipality undertook a Building Condition Assessment Program to develop a State of Good Repair Recapitalization Program for municipal buildings. The data formulated a 5-year Recapitalization Plan which identifies lifecycle deficiencies that need to be addressed in order to maintain the assets in a state of good repair. This project will address the deficiencies at the Upper Hammonds Plains Community Centre in order to improve the condition of the asset.

Total Capital Budget Request: (5 Years) \$

-

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Design

How advanced are the budget estimates? Class A, B, C or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Mechanical upgrades (including fire panel), added insulation, exterior lighting, roof repairs	110,000	-
	-	-
Total Estimated Work Plan	110,000	-
Less: Projected Carry Forward from Previous Years	110,000	N/A
Gross Budget Request	-	-

Business Tools

Page	Project Name	Project #	2017/18 Gross	2017/18 Net	2018/19 Gross	2018/19 Net
S1	Accident Reporting Business Intelligence	CI000006	100,000	100,000	-	-
S2	Application Recapitalization	CI000002	900,000	900,000	800,000	800,000
S3	Business Intelligence (BI) Program	CI990001	179,000	179,000	-	-
S4	Corporate ePayment Solution	CI000008	50,000	50,000	-	-
S5	Corporate Scheduling	CI000015	750,000	750,000	370,000	370,000
S6	Corporate Time Entry/Payroll Optimization	CI990032	-	-	425,000	425,000
S7	Corporate Vehicle Fuel Management	CI000018	125,000	125,000	-	-
S8	Council Chamber's Technology Upgrade	CI990019	-	-	-	-
S9	CRM Software Replacement	CI990020	250,000	250,000	-	-
S10	Enterprise Asset Management (EAM)	CID00631	1,580,000	1,580,000	-	-
S11	Enterprise Content Management Program	CI990018	150,000	150,000	150,000	150,000
S12	HRFE Dispatch Project	CI990027	-	-	-	-
S13	HRFE Fire Department Management (FDM) Review & Enhancements	CI990028	150,000	150,000	150,000	150,000
S14	HRFE Mobility	CI000019	-	-	-	-
S15	HRP Records Management System Optimization	CI990023	-	-	-	-
S16	ICT Business Tools	CI990004	200,000	200,000	300,000	300,000
S17	ICT Infrastructure Recapitalization	CI000004	305,000	305,000	800,000	800,000
S18	IT Service Management	CI990002	100,000	100,000	125,000	125,000
S19	LIDAR Data Acquisitions	CI000020	2,400,000	1,150,000	-	-
S20	Parking Technology	CI990031	470,000	-	2,000,000	-
S21	Permitting, Licensing, and Compliance Replacement Solution	CI990013	457,000	457,000	1,775,000	1,775,000
S22	Public Wi-Fi	CI000013	-	-	-	-
S23	Recreation Services Software	CI000005	1,645,000	1,645,000	1,070,000	1,070,000
S24	Revenue Management Solution	CI990009	500,000	500,000	1,270,000	1,270,000
S25	SAP Optimization	CIN00200	250,000	250,000	250,000	250,000
S26	Situational Awareness	CI990035	-	-	-	-
S27	Source Management	CI000016	350,000	350,000	-	-
S28	Web Transformation Program	CI000001	-	-	250,000	250,000
Business Tools Total			10,911,000	9,191,000	9,735,000	7,735,000

2017/2018 Capital Budget Form

Project Name:	Accident Reporting Business Intelligence
Project Number:	CI000006
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	George Hayman

Project Summary:

In 2015/16, a new technology tool was implemented to electronically collect Motor Vehicle Accident (MVA) reports. This project will leverage corporate business intelligence (BI) capabilities to analyze data from this system. The reporting will support a diverse set of needs from different business units within HRM. The main goal is to improve the ability to address traffic safety issues and to address Council's public safety concerns regarding reducing motor vehicle and pedestrian / bicycle accidents. This project will provide information that will allow staff to spend time on analyzing accident data and help identify improvements, rather than spending manual effort creating reports. The solution will meet the above goals by: improving the ability to measure KPI's against strategic plan objectives, improving the quality and consistency of reports, reducing substantial amounts of manual work.

Total Capital Budget Request: (5 Years) \$ 100,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	100,000	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Phase 1 - Project planning	30,000	-
Phase 2 - Solution implementation, testing, training, and deployment	120,000	-
	-	-
Total Estimated Work Plan	150,000	-
Less: Projected Carry Forward from Previous Years	50,000	N/A
Gross Budget Request	100,000	-

2017/2018 Capital Budget Form

Project Name:	Application Recapitalization
Project Number:	CI000002
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Corinne MacCormack

Project Summary:

Implementing best practices in lifecycle management of all technology application assets to ensure they are maintained in a state of good repair. This project consolidates the regular maintenance, upgrading, and continuous improvement activities related to HRM's 180+ IT applications.

Total Capital Budget Request: (5 Years) \$ 5,300,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	900,000	800,000	1,200,000	1,200,000	1,200,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	900,000	800,000	1,200,000	1,200,000	1,200,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000

Detailed Work Plan:

	2017/18	2018/19
Application upgrades (ServiceNow, FDM Reporting, Versaterm/CAD, Crystal Reports, OpenText)	200,000	-
Enhancements to applications (Fleet Focus, ServiceNow)	150,000	-
Enhancements and rationalization to custom built applications	150,000	-
Increased licensing for applications (Esri ArcGIS Online, GIS applications, Microsoft, Adobe products)	230,000	-
Improvements to application and technology management processes	100,000	-
Implement Call Management Solution for the ICT Service Desk	220,000	-
Enterprise Architecture Program oversight for ICT	50,000	-
Additional application recapitalization projects/initiatives	-	800,000
Total Estimated Work Plan	1,100,000	800,000
Less: Projected Carry Forward from Previous Years	200,000	N/A
Gross Budget Request	900,000	800,000

2017/2018 Capital Budget Form

Project Name:	Business Intelligence (BI) Program
Project Number:	CI990001
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Greg Da Ros

Project Summary:

The Business Intelligence (BI) Program supports HRM business unit needs for improved analytical capabilities in support of evidence based decision making. Data from HRM operational systems is validated, structured, and organized in ways that make sense to the business units, to enhance operational, tactical, and strategic decision making capabilities across the organization. The key objectives of this program are to: improve quality and access to reporting data; increase response time to information in support of transparency; improve ability to measure outcomes and reduce risk; provide better, more timely, information to improve processes and decision making; increase the number of staff accessing information and using analytical capabilities; reduce manual time collecting, integrating and manipulating data. Over time, BI solutions will assist in improving the efficiency and effectiveness of HRM processes and services provided to citizens and staff.

Total Capital Budget Request: (5 Years) \$ 1,004,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	179,000	-	275,000	275,000	275,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	179,000	-	275,000	275,000	275,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	275,000	275,000	275,000	275,000	275,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	275,000	275,000	275,000	275,000	275,000

Detailed Work Plan:

	2017/18	2018/19
Data Quality Reporting for Enterprise Asset Registry (EAR)	25,500	-
Municipal Benchmarking Network Canada Initiative	50,000	-
HR Attendance Management Rollout - Phase 3	50,000	-
Business Intelligence for Public Wi-Fi	30,000	-
HRIS / Mercer Pension archive migration / reporting self service (Apps2Rapps)	50,000	-
SAP BO Migration (services / hardware)	36,000	-
Revenue Database & Reporting Iteration 2	50,000	-
SAP Finance Datamart & reporting	50,000	-
Total Estimated Work Plan	341,500	-
Less: Projected Carry Forward from Previous Years	162,500	N/A
Gross Budget Request	179,000	-

2017/2018 Capital Budget Form

Project Name:	Corporate ePayment Solution
Project Number:	CI000008
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Duncan Gillis

Project Summary:

In support of service excellence, the Municipality is positioning itself to deliver more customer services through digital delivery channels. Many of these services require the ability for customers to make payments electronically. The purpose of this project is to implement a modern, corporate ePayment solution that can support all, or most, of the Municipality's electronic payment processing needs for customer services made available through Halifax's digital service delivery channels.

In 17/18, this project will implement a modern corporate ePayment solution to support customer services provided through Halifax's digital service delivery channels.

Total Capital Budget Request: (5 Years) \$ 50,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	50,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	50,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Detailed planning, detailed requirements gathering, testing and deployment, training and implementation	50,000	-
	-	-
Total Estimated Work Plan	50,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	50,000	-

2017/2018 Capital Budget Form

Project Name:	Corporate Scheduling
Project Number:	CI000015
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	George Hayman

Project Summary:

Scheduling will provide an online tool for managers, schedulers and employees to review, update, request changes, and approve schedules. The solution aids in ensuring the workload requirements and skills needed are scheduled appropriately. Any scheduling inefficiencies are clearly identified within the solution to allow the appropriate person to resolve the issues timely and efficiently to avoid negative service level impacts. The online tool will link to the electronic time entry solution which in turn links to SAP to ensure there is a streamlined solution with minimal data entry points to maintain work and absence times for employees with manager approvals. The schedule and any changes and approvals are tracked and can be audited to ensure employees and managers can be held accountable for impacts of the schedule on the service of the department. This solution will ensure HRM services are appropriately staffed with the available staff in an efficient process that aids in monitoring staffing levels to meet HRM services commitments to citizens. The solution will be implemented first for HRFE (17/18) to address their rostering needs and then subsequently for other business units as required.

Total Capital Budget Request: (5 Years) \$ 1,670,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	750,000	370,000	550,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	750,000	370,000	550,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Planning, defining business requirements, RFP evaluation and award	200,000	100,000
Detailed Planning, detailed requirements gathering, gesting and deployment, training and implementation	575,000	270,000
	-	-
Total Estimated Work Plan	775,000	370,000
Less: Projected Carry Forward from Previous Years	25,000	N/A
Gross Budget Request	750,000	370,000

2017/2018 Capital Budget Form

Project Name:	Corporate Time Entry/Payroll Optimization
Project Number:	CI990032
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Martha Wilson

Project Summary:

Electronic time entry will streamline the capture of both work and absence times for employees while providing managers with an electronic process for approving leave requests, overtime, and other work times outside of an employee's regular schedule. This automated process has auditing capabilities and sends the time to SAP payroll for processing.

Total Capital Budget Request: (5 Years) \$ 1,700,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	425,000	1,275,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	425,000	1,275,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Implementation of online pay and benefits statements in 2017/18.	570,000	-
Continued implementation of time entry and scheduling in 2018/19.	-	425,000
	-	-
Total Estimated Work Plan	570,000	425,000
Less: Projected Carry Forward from Previous Years	570,000	N/A
Gross Budget Request	-	425,000

2017/2018 Capital Budget Form

Project Name:	Corporate Vehicle Fuel Management
Project Number:	CI000018
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Duncan Gillis

Project Summary:

Halifax operates over 1,000 vehicles including the Corporate Fleet and Halifax Transit. Annual costs for gasoline and diesel fuel amount to \$14M. Fuel is purchased in bulk and stored at 12 fueling facilities across the city. Halifax is investigating options and investment, for improving fuel handling practices and supporting technology to adhere to current Petroleum Management Regulations. In May 2016, ICT completed an Idea Assessment (IA), providing an initial understanding of the business context and anticipated benefits. An Opportunity Assessment (business case) has since been completed, providing recommendations for the selection, implementation and anticipated investment for a new Fuel Management Solution.

Total Capital Budget Request: (5 Years) \$ 125,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	125,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	125,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Phase 1 - Planning the project and defining business requirements	125,000	-
	-	-
Total Estimated Work Plan	125,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	125,000	-

2017/2018 Capital Budget Form

Project Name:	Council Chamber's Technology Upgrade
Project Number:	CI990019
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Julie Everett

Project Summary:

The purpose of this project is to update key technology in the Regional Council chamber's. The current technology needs to be upgraded. Key technologies include the systems that are managing the speaking, voting, and presenting processes will be upgraded

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Technology equipment and installation	630,000	-
Temporary relocation of Regional Council during renovations	60,000	-
	-	-
Total Estimated Work Plan	690,000	-
Less: Projected Carry Forward from Previous Years	690,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	CRM Software Replacement
Project Number:	CI990020
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Duncan Gillis

Project Summary:

Halifax requires a new Customer Relationship Management (CRM) solution to replace its existing CRM which is currently integrated as part of the Hansen technology suite. Hansen and, by default, CRM, is at end-of-life; and will not meet the future needs of the organization, in particular the provision of more and better citizen-facing services. The current solution is very limited in its capability to integrate with new modern operational systems being brought on-line in support of increased efficiencies across the organization including greater levels of customer self-service capability. A replacement solution for the Hansen CRM will be selected in 2017/18, and a strategy/roadmap will be completed to confirm a multi-year corporate direction.

Total Capital Budget Request: (5 Years) \$ 250,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	250,000	-	-	-	-

Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	250,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-

Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	Estimate	2018/19
Opportunity assessment	50,000	-
Selection of replacement CRM	200,000	-
Strategy/roadmap for implementation	150,000	-
	-	-
Total Estimated Work Plan	400,000	-
Less: Projected Carry Forward from Previous Years	150,000	N/A
Gross Budget Request	250,000	-

2017/2018 Capital Budget Form

Project Name:	Enterprise Asset Management (EAM)
Project Number:	CID00631
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Holly Power-Garrett

Project Summary:

The EAM strategic road map was completed in April 2012. It defines the vision for an enterprise -wide management program to improve HRM's asset management. Six projects are projected to be completed over five years. The primary objective of the EAM Program is to ensure that HRM has sustainable, reliable infrastructure that provides optimal service delivery in support of community health, safety, economic prosperity and quality of life. In 17/18, performance maintenance management (service requests, inspections, preventative maintenance, and work order management) will be implemented for street right of way, building, and park assets.

Total Capital Budget Request: (5 Years) \$ 1,580,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Permits and Approvals Secured

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,580,000	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,580,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
EAM Program/Asset Management Office	115,000	-
Business readiness and continuous improvement	181,000	-
Operations maintenance management (Cityworks)	1,715,500	-
Record drawings - Phase 1	427,000	-
Pavement management system	27,500	-
	-	-
Total Estimated Work Plan	2,466,000	-
Less: Projected Carry Forward from Previous Years	886,000	N/A
Gross Budget Request	1,580,000	-

2017/2018 Capital Budget Form

Project Name:	Enterprise Content Management Program
Project Number:	CI990018
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Duncan Gillis

Project Summary:

Enterprise Content Management (ECM) is the term used to describe the technologies, tools, and methods used to capture, store, preserve, and deliver “content” or “information” across an organization. As an organization matures and undertakes more major business/IT initiatives, this underlying technology is required to support the management of information. Halifax has already made significant investments in ECM related technologies (i.e. “Opentext”, “Sharepoint”), but has not leveraged them across the organization to a large degree. More recently, a number of Halifax’s business units (Planning & Development, HR, Fire, and Police) have identified a need to use these technologies to better manage their information. An ECM Strategy and Roadmap will be completed in 2016/17 providing a corporate plan for ECM, including options, costs projections and priorities on what initiatives will be implemented in 2017/18 and beyond. Funding of this project will enable initiation of this plan in 2017/18, ensuring alignment with implementation of interdependent projects, such as asset management, FDM enhancements, and permitting, licencing, and compliance.

Total Capital Budget Request: (5 Years) \$ 1,450,000

Supports Outcome Area: Governance and Communication (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	150,000	150,000	150,000	500,000	500,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	150,000	150,000	150,000	500,000	500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Detailed Work Plan:

	2017/18	2018/19
Planning the project, defining business requirements, implementation	150,000	150,000
	-	-
Total Estimated Work Plan	150,000	150,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	150,000	150,000

2017/2018 Capital Budget Form

Project Name: HRFE Dispatch Project
Project Number: CI990027
Budget Category: Business Tools
Project Type: Service Improvements
Discrete/Bundled: Bundled
Project Manager: John Fenton

Project Summary:

In 2015, a report was completed identifying a number of technology and process changes to improve how Halifax Regional Fire and Emergency (HRFE) dispatches staff to calls for service. These improvements, integrated into HRFE's technology roadmap, are being rolled out over a number of years. These initiatives include: volunteer notification, printer alarm, dispatch policies and procedures, implementation of Mobile Data Terminals (MDTs) and other mobile devices, CAD to FDM interface, automatic alarm assignments, move ups, and vMobile. As each of these improvements are made, the amount of time it takes to notify and dispatch HRFE staff will decrease and HRFE's ability to accurately report on these response times will improve. This will result in better information for Council, and more accurately inform residents' fire insurance ratings.

Total Capital Budget Request: (5 Years) \$

300,000

Supports Outcome Area:

Service Excellence (Strategic Pillar)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C, or D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	300,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	300,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Phase 1 - Planning the project, defining business requirements, RFP evaluation and award, contract negotiations	185,500	-
Phase 2 - Detailed planning, detailed requirements gathering, testing and deployment, training and implementation	366,000	-
Install 25 Mobile Data Terminals (MDTs) and provide support, Quality Assurance program, Alarm Dispatching (apparatuses) Integrated Emergency Service (IES)/HRFE Service Level Agreements.	-	-
Total Estimated Work Plan	551,500	-
Less: Projected Carry Forward from Previous	551,500	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	HRFE Fire Department Management (FDM) Review & Enhancements
Project Number:	CI990028
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John Fenton

Project Summary:

Halifax Regional Fire and Emergency services (HRFE) relies on the Fire Department Management (FDM) system to run most aspects of their operations. As it has been a number of years since FDM was adopted, many of the modules are out of date and are no longer meeting their needs. This project will review each of the modules included in FDM to identify opportunities to upgrade and enhance both the technology and process components. Initially, the three highest priority modules to be improved as part of this initiative are Hydrant Management, Inspection Management, and Incident and Investigation Management.

Total Capital Budget Request: (5 Years) \$ 300,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	150,000	150,000	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	150,000	150,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	Estimate	2018/19
The personnel, property, training, hydrant and station log will be implemented.	435,000	-
In 2018/19, incidents/investigations and inspection modules will be implemented.	-	150,000
	-	-
Total Estimated Work Plan	435,000	150,000
Less: Projected Carry Forward from Previous Years	285,000	N/A
Gross Budget Request	150,000	150,000

2017/2018 Capital Budget Form

Project Name:	HRFE Mobility
Project Number:	CI000019
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Duncan Gillis

Project Summary:

Halifax Regional Fire and Emergency (HRFE) is becoming increasingly mobile and needs to be able to access Fire-related software while not in the office. This project seeks to provide the HRFE staff with the devices required to improve their abilities to access pertinent information in the field.

Total Capital Budget Request: (5 Years) \$ 555,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	300,000	255,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	300,000	255,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	HRP Records Management System Optimization
Project Number:	CI990023
Budget Category:	Business Tools
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	Frans Sanders

Project Summary:

The Halifax Regional Police (HRP) Records Management System (RMS) Optimization project will improve how HRP collects, shares and uses RMS information in the delivery of its day to day service. This will include a thorough look at existing business processes, examination of existing modules and features available within RMS, an audit of data quality / integrity, identification of how to securely share data with external partners, and investigation of other technologies that will assist in achieving these objectives. The goal of the project is to enhance or re-engineer business processes, where necessary, cleanup data, increase data integrity, increase operational efficiencies and empower users by providing necessary tools to analyze data.

Total Capital Budget Request: (5 Years) \$ 600,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	200,000	200,000	200,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	200,000	200,000	200,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
RMS Optimization	300,000	-
Implementation security review recommendations	50,000	-
	-	-
Total Estimated Work Plan	350,000	-
Less: Projected Carry Forward from Previous Years	350,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	ICT Business Tools
Project Number:	CI990004
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Duncan Gillis

Project Summary:

The ICT Business Tools account is used for planning purposes and for the delivery and implementation of smaller business technology initiatives. It funds the creation of Opportunity Assessments (business cases) and multi-year strategies and roadmaps that provide direction on the relative costs and benefits of business technology solutions and enable prioritization against other initiatives as part of the Capital Budget Process. The planning activities supported by this account ensure alignment of ICT strategic planning with business strategy and fact based prioritization of technology investments.

Total Capital Budget Request: (5 Years) \$ 1,400,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	200,000	300,000	300,000	300,000	300,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	200,000	300,000	300,000	300,000	300,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	300,000	300,000	300,000	300,000	300,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	300,000	300,000	300,000	300,000	300,000

Detailed Work Plan:

	2017/18	2018/19
5-7 Opportunity assessments	300,000	-
4 Strategies/roadmaps	300,000	-
Access and Privacy case management solution implementation	83,000	-
2-3 Opportunity Assessments	-	150,000
1-2 Strategies/roadmaps	-	150,000
	-	-
Total Estimated Work Plan	683,000	300,000
Less: Projected Carry Forward from Previous Years	483,000	N/A
Gross Budget Request	200,000	300,000

2017/2018 Capital Budget Form

Project Name:	ICT Infrastructure Recapitalization
Project Number:	CI000004
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Phillip Evans

Project Summary:

ICT is implementing best practices in the lifecycle management of its infrastructure assets to ensure they are maintained in a state of good repair. The ICT Infrastructure Recapitalization project is a year-over-year set of initiatives that allows for ICT's infrastructure assets (data centres, networks, servers, backup and security technologies, etc.) to be properly maintained, upgraded and when necessary recapitalized. This project will ensure technology required to run the business of the municipality is highly available and the information contained therein is secure. These assets are in various stages of their respective lifecycles; some have been recently implemented and are undergoing initial maintenance or initial upgrade. Others are nearing the end of life and are either being recapitalized or a plan is being developed to do so while their useful life is extended through maintenance.

Total Capital Budget Request: (5 Years) \$ 3,855,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	305,000	800,000	850,000	950,000	950,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	305,000	800,000	850,000	950,000	950,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	950,000	950,000	950,000	950,000	950,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	950,000	950,000	950,000	950,000	950,000

Detailed Work Plan:

	2017/18	2018/19
Threat Risk Assessment	75,000	-
Storage Growth	75,000	-
Server and network recapitalization	150,000	-
MalWare protection	50,000	-
HRP Network Access Security Project	30,000	-
Disaster recovery	50,000	-
Fibre redundancy link - Bedford Basin	70,000	-
Implement Threat Risk Assessment Recommendations	50,000	-
Data Centre and cloud migration	105,000	-
Additional infrastructure recapitalization projects/initiatives	-	950,000
Total Estimated Work Plan	655,000	950,000
Less: Projected Carry Forward from Previous Years	350,000	N/A
Gross Budget Request	305,000	800,000

2017/2018 Capital Budget Form

Project Name:	IT Service Management
Project Number:	CI990002
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Jo Marchand

Project Summary:

This program underpins the adoption of best practices being implemented by ICT to plan, design, deliver, operate and control services delivered to clients. The IT Service Management (ITSM) project is a year-over-year set of initiatives that ensures ICT services are highly available, assets are managed and services continually improved, the cost of service delivery and operations is understood, and ICT develops IT service continuity plans in support of the Business Unit's continuity plans.

Total Capital Budget Request: (5 Years) \$ 460,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	100,000	125,000	135,000	100,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	125,000	135,000	100,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Implement ICT Demand & Workforce Management module in ServiceNow	100,000	-
Event / IT service continuity	-	125,000
	-	-
Total Estimated Work Plan	100,000	125,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	100,000	125,000

2017/2018 Capital Budget Form

Project Name:	LIDAR Data Acquisitions
Project Number:	CI000020
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Bob Bjerke

Project Summary:

The LiDAR project will be carried out as three successive activities in 2017-18:

1. Flights will be conducted to create a complete LiDAR data set for HRM watersheds and coastlines;
2. LiDAR data will be processed and analyzed into useable high-resolution formats;
3. Coastal flooding and land use vulnerability maps will be developed.

This work will enable HRM to:

- Better manage environmental risks, including the impacts of climate change;
- Develop models for development planning, water resource management and open space management;
- Expand HRM's Open Data offering to build decision-making capacity among stakeholder partners and the broader public.

Total Capital Budget Request: (5 Years) \$ 2,400,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	2,400,000	-	-	-	-
Funding Source:					
Provincial Government Cost Sharing	1,250,000	-	-	-	-
Total Funding:	1,250,000	-	-	-	-
Net Budget:	1,150,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Provincial Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Data acquisition	1,600,000	-
Data processing	800,000	-
	-	-
Total Estimated Work Plan	2,400,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	2,400,000	-

2017/2018 Capital Budget Form

Project Name:	Parking Technology
Project Number:	CI990031
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Jan Oakley

Project Summary:

The Parking Technology initiative will replace the existing technology and functionality that supports parking payment, enforcement of parking, and parking ticket payment. The project includes the procurement and implementation of an end to end integrated parking solution that includes payment parking (meter replacement), monitoring of parking (parking handhelds), enforcement, and payment of parking fines, and reporting. Current parking meters are no longer available. A new parking technology solution will improve the citizen experience, aligning with expectations for more convenient means to access services such as payment parking. For HRM, the new solution will provide efficiencies in managing parking related business processes, and will better support the operations, planning, and strategic decision making pertaining to parking.

Total Capital Budget Request: (5 Years) \$ 4,370,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	470,000	2,000,000	1,500,000	400,000	-

Funding Source:	2017/18	2018/19	2019/20	2020/21	2021/22
Reserve Q526 - Capital Fund Reserve	470,000	2,000,000	1,500,000	400,000	-
Total Funding:	470,000	2,000,000	1,500,000	400,000	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-

Funding Source:	2022/23	2023/24	2024/25	2025/26	2026/27
Reserve Q526 - Capital Fund Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Phase 1 - Planning the project, defining business requirements, RFP evaluation and award	470,000	-
Phase 2 - Detailed planning, detailed requirements gathering, testing and deployment, training and implementation	-	2,000,000
In 17/18, detailed business and technical requirements will be developed and a new integrated parking technology solution selected.	-	-
Total Estimated Work Plan	470,000	2,000,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	470,000	2,000,000

2017/2018 Capital Budget Form

Project Name:	Permitting, Licensing, and Compliance Replacement Solution
Project Number:	CI990013
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Connie Hachey

Project Summary:

The existing Permitting, Licensing, and Compliance (PLC) technology system, Hansen, is at the end of its useful life. The purpose of this project is to select and implement a new corporate technology solution that will improve Permitting, Licensing, Land Management and Compliance services for staff, clients and the general public. The new solution will include improved access to online services for citizens, allowing for online payment and ability to monitor progress on applications. For staff across the organization, the new solution will streamline business processes, and will provide increased capabilities and access to information. The new solution will also provide improved access to information to support planning and decision making.

Total Capital Budget Request: (5 Years) \$ 2,825,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	457,000	1,775,000	593,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	457,000	1,775,000	593,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Phase 1 - Vendor solution selection, contract negotiations and award	381,500	-
Phase 2 - Detailed planning, detailed requirements gathering, solution deployment, system & business process, testing, training, implementation	1,150,000	1,775,000
	-	-
Total Estimated Work Plan	1,531,500	1,775,000
Less: Projected Carry Forward from Previous Years	1,074,500	N/A
Gross Budget Request	457,000	1,775,000

2017/2018 Capital Budget Form

Project Name:	Public Wi-Fi
Project Number:	CI000013
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Sarah Teal

Project Summary:

In early 2014, the Capital Realm Improvement Campaign and the "Downtown I'm In" public consultation identified the implementation of Public Wi-Fi services in the urban core as key to revitalization, making the urban core more attractive to residents, businesses and developers and offering an enhanced experience to visitors and students.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Public Wi-Fi services will be implemented in the following locations: Halifax and Dartmouth Waterfronts, Grand Parade and Central, Alderney and North end Halifax Libraries	200,000	-
	-	-
	-	-
Total Estimated Work Plan	200,000	-
Less: Projected Carry Forward from Previous Years	200,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Recreation Services Software
Project Number:	CI000005
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Joel Aquinaga

Project Summary:

The existing Recreation Services technology system, known as CLASS, is end of life. The purpose of this project is to select and implement a replacement system which will serve the needs of all HRM owned and operated facilities, HRM owned and externally managed facilities, including Multi-District Facilities (MDFs). The new solution will include program registration, membership management, facility scheduling, equipment rentals, and online payment processing. The facility scheduling and online payment capability will enable centralized arena scheduling. The new solution will provide improved access to information about Parks and Recreation programs and services and improved ability to access them online. It will support a more coordinated approach to service delivery and will support decision making about where programs and services are needed.

Total Capital Budget Request: (5 Years) \$ 4,470,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,645,000	1,070,000	1,755,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,645,000	1,070,000	1,755,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
The new recreation services management system will be implemented in HRM owned and operated facilities, BMO Centre, Harbour East 4-Pad Arena and Sackville Sports Stadium.	1,802,500	-
The services management system will be implemented in Dartmouth Sportsplex, Cole Harbour Place, St. Margaret's Centre and Halifax Forum. Tentative plans to also implement in Canada Games Centre, Centennial Pool and Alderney Landing (time permitting)	-	1,070,000
Total Estimated Work Plan	1,802,500	1,070,000
Less: Projected Carry Forward from Previous Years	157,500	N/A
Gross Budget Request	1,645,000	1,070,000

2017/2018 Capital Budget Form

Project Name:	Revenue Management Solution
Project Number:	CI990009
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Erica Royal

Project Summary:

This project involves the replacement of the existing Revenue Management Module of the Hansen solution with a more modern revenue management solution, SAP. Once installed, SAP will improve HRM's taxation and billing, cash management, cashiering, and other related accounting functions.

Total Capital Budget Request: (5 Years) \$ 3,270,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	500,000	1,270,000	1,500,000	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	1,270,000	1,500,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Procure and implement Phase 2 planning	750,000	-
Phase 2 - Detailed planning, detailed requirements gathering, testing and deployment, training and implementation	-	1,270,000
	-	-
Total Estimated Work Plan	750,000	1,270,000
Less: Projected Carry Forward from Previous Years	250,000	N/A
Gross Budget Request	500,000	1,270,000

2017/2018 Capital Budget Form

Project Name:	SAP Optimization
Project Number:	CIN00200
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Sarah Teal

Project Summary:

This project allows for the continuous planning and implementation of SAP enhancements enhance internal and external service delivery. Projects would include: HR Service management, training and events, additional ESS and MSS functionality for HR, Finance and materials management, supplier management, enhanced SAP configuration HR, Payroll, FI, MM to support new functionality and more efficient system functioning, integrated recruitment/succession planning modules, performance module, enhanced reporting tools, and governance, risk and compliance solutions.

Total Capital Budget Request: (5 Years) \$ 2,750,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	250,000	250,000	750,000	750,000	750,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	250,000	250,000	750,000	750,000	750,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	750,000	750,000	750,000	750,000	750,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	750,000	750,000	750,000	750,000	750,000

Detailed Work Plan:

	2017/18	2018/19
A solution for HR Service Request Management will be selected. The solution will be implemented in 2018/19	250,000	250,000
	-	-
Total Estimated Work Plan	250,000	250,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	250,000	250,000

2017/2018 Capital Budget Form

Project Name:	Situational Awareness
Project Number:	CI990035
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Frans Sanders

Project Summary:

When responding to a disaster, emergency or another type of significant event, the primary goal is to develop a "shared situational awareness" to support the development of an overall coordinated response, "Common Operating Picture" (COP), which is graphically represented and often overlaid onto maps. HRM requires a modern, robust and scalable solution for the collection and sharing of situational information which will be available to responding organizations in a timely manner as they respond to an emergency event.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
The Situational Awareness solution will be finalized and deployed in 2017/18 in support of both daily and emergency management operations of the municipality.	322,500	-
	-	-
Total Estimated Work Plan	322,500	-
Less: Projected Carry Forward from Previous Years	322,500	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Source Management
Project Number:	CI000016
Budget Category:	Business Tools
Project Type:	Growth
Discrete/Bundled:	Discrete
Project Manager:	Frans Sanders

Project Summary:

The objective of this project is to implement new processes and a new solution to improve management of source information. It will improve information collection and data sharing processes, streamline the process of source debriefing reports, and will provide the right data to the right user in an efficient and timely manner. The new solution will have analytical capabilities to assist the Crime Analysis Unit, the Human Source Coordinator, and HRP Supervisors to effectively manage and audit all aspects of the human source program. It will improve quality control of information and oversight by Supervisors. As a result, it will support HRP's strategic directions regarding intelligence led policing and operational excellence.

Total Capital Budget Request: (5 Years) \$ 350,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	350,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	350,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Planning, defining business requirements, RFP evaluation and award, contract negotiations	223,000	-
Detailed planning, detailed requirements gathering, testing and deployment, training and implementation	212,000	-
	-	-
Total Estimated Work Plan	435,000	-
Less: Projected Carry Forward from Previous Years	85,000	N/A
Gross Budget Request	350,000	-

2017/2018 Capital Budget Form

Project Name: Web Transformation Program
Project Number: CI000001
Budget Category: Business Tools
Project Type: Service Improvements
Discrete/Bundled: Bundled
Project Manager: Carolyn Stewart

Project Summary:

Current technology is at end of life and is not able to meet the requirements of the Municipality and its customers. This program is comprised of a number of initiatives that will evolve the Halifax.ca website to be more citizen centric and establish a new technical platform to deliver enhanced information and services to citizens and business. Once the defined initiatives are completed, Halifax.ca will be a convenient web and mobile self-serve channel for citizens and businesses that will result in improved efficiency, reduction of administrative burden, provision of satisfactory outcomes to users and encourage the success of business.

Total Capital Budget Request: (5 Years) \$ 1,000,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	250,000	250,000	250,000	250,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	250,000	250,000	250,000	250,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	250,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	250,000	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Program Office	90,000	-
Website solution implementation, hosting and managed services	93,000	-
Service Framework(s) and Implementation(s)	920,000	-
A new halifax.ca website will be delivered by Q1 of 2017/18.		-
Ongoing enhancements - new web services	-	250,000
	-	-
Total Estimated Work Plan	1,103,000	250,000
Less: Projected Carry Forward from Previous Years	1,103,000	N/A
Gross Budget Request	-	250,000

Equipment & Fleet

Page	Project Name	Project #	2017/18 Gross	2017/18 Net	2018/19 Gross	2018/19 Net
T1	Fire Apparatus Fleet Expansion	CE010004	1,400,000	1,400,000	-	-
T2	Fire Apparatus Replacement	CVJ01088	1,803,000	1,638,000	2,490,000	2,490,000
T3	Fire Services Equipment Replacement	CE010001	1,200,000	1,200,000	1,100,000	1,100,000
T4	Fire Services Water Supply	CE010002	150,000	150,000	50,000	50,000
T5	Fleet Expansion	CE020002	365,000	365,000	-	-
T6	Fleet Vehicle Replacement	CVD01087	1,585,000	1,420,000	1,300,000	1,300,000
T7	Ice Resurfacer Replacement	CVU01207	125,000	125,000	125,000	125,000
T8	Police Fleet	CVK01090	1,200,000	1,035,000	1,000,000	1,000,000
T9	Police Services Replacement Equipment	CE020001	415,000	415,000	460,000	460,000
T10	Police Vehicle Equipment	CVK01207	-	-	175,000	175,000
Equipment & Fleet Total			8,243,000	7,748,000	6,700,000	6,700,000

2017/2018 Capital Budget Form

Project Name: Fire Apparatus Fleet Expansion
Project Number: CE010004
Budget Category: Equipment & Fleet
Project Type: Service Improvements
Discrete/Bundled: Bundled
Project Manager: Rajiv Massey

Project Summary:

Council directed that volunteer firefighters be placed at Station 4 (5830 Duffus Street, Halifax) and Station 13 (86 King Street, Dartmouth). As a result, one additional fire apparatus (engine) will be required at each of these stations.

Total Capital Request: (5 Years) \$

1,400,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Tender Ready

How advanced are the budget estimates? Class A, B, C, or D

Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,400,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,400,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
2 engines for Stations 4 and 13	1,170,000	-
Cost to fully equipment 2 engines	230,000	-
	-	-
Total Estimated Work Plan	1,400,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,400,000	-

2017/2018 Capital Budget Form

Project Name:	Fire Apparatus Replacement
Project Number:	CVJ01088
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

The replacement of the Fire Services Apparatus Fleet is necessary to support operations. The apparatus fleet is comprised of aerials, pumpers, tankers, rescues, de-con units, etc. totalling 188 units. These units are used to support all areas of the Fire Service for both rural and urban operations. Regular replacement of these units is necessary to support continued operations. Units that are being replaced are first stripped of any salvageable equipment that HRM may be able to reuse and then, depending on condition, will be sold at auction and the revenue assigned to the appropriate reserve(s).

Total Capital Request: (5 Years) \$ 19,143,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,803,000	2,490,000	7,350,000	4,500,000	3,000,000
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	165,000	-	-	-	-
Total Funding:	165,000	-	-	-	-
Net Budget:	1,638,000	2,490,000	7,350,000	4,500,000	3,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000

Detailed Work Plan:	2017/18	2018/19
3 Quints replacement	3,390,300	-
1 Command unit replacement	743,000	-
1 De-con truck replacement	260,000	-
1 Garage service truck replacement	105,000	-
13 Light support vehicle replacement	461,700	-
2 Rescue pumpers replacement	-	1,056,000
2 Tankers replacement	-	1,074,000
Light support vehicle replacement	-	360,000
Total Estimated Work Plan	4,960,000	2,490,000
Less: Projected Carry Forward from Previous Years	3,157,000	N/A
Gross Budget Request	1,803,000	2,490,000

2017/2018 Capital Budget Form

Project Name:	Fire Services Equipment Replacement
Project Number:	CE010001
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	David Clement

Project Summary:

Replace personnel and apparatus firefighting equipment including personal protective equipment (bunker gear), truck ladders, fire hoses, nozzles and couplings, thermal imaging cameras, exhaust fans, gas detectors, heavy rescue tools, etc. The heavy lift bags have reached their expiry date and require replacement.

Total Capital Request: (5 Years) \$ 5,900,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,200,000	1,100,000	1,200,000	1,200,000	1,200,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,200,000	1,100,000	1,200,000	1,200,000	1,200,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000

Detailed Work Plan:

	2017/18	2018/19
Truck ladders (50) replacement	150,000	150,000
Fire hoses replacement	250,000	250,000
Thermal imaging cameras replacement: 7 in 2017/18; 2 in 2018/19	70,000	20,000
Exhaust fans (10) replacement	55,000	55,000
Personal Protective Equipment replacement (bunker gear) (150)	330,000	330,000
Bunker gear, uniforms, boots, flash hoods, gloves and helmets replacement	145,000	145,000
Heavy lift bags replacement: 2017/18 - 28 trucks, 2018/19 - 12 trucks	85,000	35,000
Equipment for new trucks	115,000	115,000
Total Estimated Work Plan	1,200,000	1,100,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,200,000	1,100,000

2017/2018 Capital Budget Form

Project Name:	Fire Services Water Supply
Project Number:	CE010002
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Gord West

Project Summary:

Maintenance of existing Dry Hydrants and cisterns. Fire Stations located in areas where there are no municipal hydrants depend on a dry hydrant for a fire fighting water supply. Halifax Regional Fire and Emergency Services conducts annual evaluations of current dry hydrant locations and where permitted, pursue adding additional dry hydrants meeting NS Department of Environment regulations for work near lakes and streams.

Total Capital Request: (5 Years) \$ 650,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	150,000	50,000	150,000	150,000	150,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	150,000	50,000	150,000	150,000	150,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	150,000	150,000	150,000	150,000	150,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	150,000	150,000	150,000	150,000	150,000

Detailed Work Plan:

	2017/18	2018/19
Maintenance/replacement of old hydrants and installation of new hydrants when needed	150,000	50,000
	-	-
Total Estimated Work Plan	150,000	50,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	150,000	50,000

2017/2018 Capital Budget Form

Project Name:	Fleet Expansion
Project Number:	CE020002
Budget Category:	Equipment & Fleet
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

HRM maintains its current fleet inventory levels through a vehicle replacement program that ensures each vehicle added to the fleet replaces one that has reached the end of its scheduled life. However, expansion of the fleet inventory is sometimes required to meet changing operational needs. Municipal Facilities Maintenance & Operations and By-law Services have identified the need for additions to the number of vehicles available for their use. As well, pump testing apparatus is required for the Emergency Fleet garage.

Total Capital Request: (5 Years) \$ 365,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	365,000	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	365,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Purchase 7 Light Vehicle Additions (5 for Municipal Facilities Maintenance and Operations; 2 for Municipal Compliance)	235,000	-
Purchase 1 pump testing apparatus	130,000	-
	-	-
Total Estimated Work Plan	365,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	365,000	-

2017/2018 Capital Budget Form

Project Name:	Fleet Vehicle Replacement
Project Number:	CVD01087
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

Vehicles used by Transportation & Public Works, Finance, Parks & Recreation, and Planning & Development are held in this portion of the Corporate Fleet inventory. There are approximately 441 units in this area, with approximately 15 types of vehicles ranging from cars to large snow removal vehicles like loaders and tandem trucks. The scheduled useful life of these vehicles runs from 7 to 20 years. Vehicles that have reached the end of their scheduled life are reviewed with the client groups and the vehicles that are either the oldest or that are in most need of replacement are removed from service and new units are purchased. Each year, Corporate Fleet will issue over forty (40) tenders/RFPs in order to acquire replacement vehicles.

Total Capital Request: (5 Years) \$ 8,535,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,585,000	1,300,000	1,700,000	1,700,000	2,250,000
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	165,000	-	-	-	-
Total Funding:	165,000	-	-	-	-
Net Budget:	1,420,000	1,300,000	1,700,000	1,700,000	2,250,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	2,300,000	2,350,000	2,350,000	2,200,000	2,200,000
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,300,000	2,350,000	2,350,000	2,200,000	2,200,000

Detailed Work Plan:

	2017/18	2018/19
5 Heavy snow trucks	-	-
3 Street sweepers	-	-
3 Heavy trucks	-	-
4 Heavy duty trailers	-	-
4 Light duty van	-	-
5 Light duty pick up trucks	-	-
Side guards installation on new vehicles	-	-
2017/18 TOTAL	3,178,000	-
4 Heavy snow trucks and various other trucks as needed	-	1,300,000
Total Estimated Work Plan	3,178,000	1,300,000
Less: Projected Carry Forward from Previous Years	1,593,000	N/A
Gross Budget Request	1,585,000	1,300,000

2017/2018 Capital Budget Form

Project Name:	Ice Resurfacer Replacement
Project Number:	CVU01207
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

HRM operates directly or supports the operation of many of the ice surfaces in HRM. This account is for the replacement of one ice resurfacer per year. Corporate Fleet and Parks & Recreation staff meet annually to determine which unit is in need of replacement. This will ensure that the operation with the greatest need will receive the required replacement unit. HRM currently owns 10 ice resurfacers; this account allows for a 10 year life with one unit being replaced each year on average.

Total Capital Request: (5 Years) \$ 625,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	125,000	125,000	125,000	125,000	125,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	125,000	125,000	125,000	125,000	125,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	125,000	125,000	125,000	125,000	125,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	125,000	125,000	125,000	125,000	125,000

Detailed Work Plan:

	2017/18	2018/19
Replacement of one ice resurfacer at Dartmouth Sportsplex	125,000	-
Replacement of one ice resurfacer at St. Margaret's Centre	125,000	-
Replacement of one ice resurfacer	-	125,000
	-	-
Total Estimated Work Plan	250,000	125,000
Less: Projected Carry Forward from Previous Years	125,000	N/A
Gross Budget Request	125,000	125,000

2017/2018 Capital Budget Form

Project Name:	Police Fleet
Project Number:	CVK01090
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

HRM Police Services has a Fleet of 275 vehicles to provide services to the public. The current fleet is comprised of vehicles used for patrol, investigation, SWAT surveillance and a variety of other services. This project is for the annual replacement of Police fleet vehicles that have reached the end of their useful life. The majority of the fleet are patrol vehicles that require heavy use and typically only last two to three years. Units that are being replaced are first stripped of any salvageable equipment that HRM may be able to reuse and then, depending on condition, will be sold at auction and the revenue assigned to the appropriate reserve(s).

Total Capital Request: (5 Years) \$ 6,700,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,200,000	1,000,000	1,500,000	1,100,000	1,900,000
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	165,000	-	-	-	-
Total Funding:	165,000	-	-	-	-
Net Budget:	1,035,000	1,000,000	1,500,000	1,100,000	1,900,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,950,000	2,000,000	2,000,000	2,000,000	2,000,000
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,950,000	2,000,000	2,000,000	2,000,000	2,000,000

Detailed Work Plan:

	2017/18	2018/19
Replacement of approximately ninety (90) police vehicles both marked and unmarked	3,218,000	-
Replacement of approximately thirty-four (34) police vehicles both marked and unmarked	-	1,000,000
	-	-
Total Estimated Work Plan	3,218,000	1,000,000
Less: Projected Carry Forward from Previous Years	2,018,000	N/A
Gross Budget Request	1,200,000	1,000,000

2017/2018 Capital Budget Form

Project Name:	Police Services Replacement Equipment
Project Number:	CE020001
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Craig Horton

Project Summary:

Replacement of police services equipment that has reached the end of its useful life. This equipment includes several forms of personal protective equipment (PPE) including ballistic vests, helmets, shields, and firearms all worn or used by officers in the line of duty. There are several forms of firearms, and firearm accessories used by officers to carry out their duties. In addition, specific investigative police equipment and training equipment that will be funded through this project.

Total Capital Request: (5 Years) \$ 2,285,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	415,000	460,000	490,000	420,000	500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	415,000	460,000	490,000	420,000	500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Detailed Work Plan:	2017/18	2018/19
Equipment purchases	415,000	460,000
	-	-
Total Estimated Work Plan	415,000	460,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	415,000	460,000

2017/2018 Capital Budget Form

Project Name:	Police Vehicle Equipment
Project Number:	CVK01207
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

Replacement of police services vehicle equipment. Equipment purchases will be prioritized based on need and as older equipment reaches the end of its useful life. This equipment is associated with specific vehicles and typically includes items such as lighting, weapons security, electrical and mechanical systems, and officer and prisoner containment.

Total Capital Request: (5 Years) \$ 800,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	175,000	225,000	200,000	200,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	175,000	225,000	200,000	200,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	200,000	200,000	200,000	200,000	200,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	200,000	200,000	200,000	200,000	200,000

Detailed Work Plan:	2017/18	2018/19
Equipment purchases	200,000	175,000
	-	-
Total Estimated Work Plan	200,000	175,000
Less: Projected Carry Forward from Previous Years	200,000	N/A
Gross Budget Request	-	175,000

Halifax Transit

Page	Project Name	Project #	2017/18 Gross	2017/18 Net	2018/19 Gross	2018/19 Net
U1	Access-A-Bus Expansion	CVD00429	250,000	125,000	240,000	120,000
U2	Access-A-Bus Replacement	CVD00430	1,629,000	814,000	210,000	105,000
U3	Biennial Ferry Refit	CVD00436	-	-	600,000	600,000
U4	Burnside Transit Centre Roof Repairs	CB000082	500,000	500,000	-	-
U5	Bus Maintenance Equipment Replacement	CM000005	300,000	300,000	300,000	300,000
U6	Bus Rapid Transit Study	CM000015	200,000	100,000	-	-
U7	Bus Stop Accessibility & Improvements	CM000012	470,000	235,000	235,000	117,500
U8	Commuter Rail	CM000018	150,000	150,000	-	-
U9	Conventional Bus Expansion	CV020003	5,950,000	3,075,000	4,850,000	2,420,000
U10	Conventional Bus Replacement	CV020004	-	-	9,022,000	4,511,000
U11	Electric Bus Pilot	CM000011	1,000,000	750,000	-	-
U12	Ferry Replacement	CM000001	10,600,000	3,300,000	-	-
U13	Ferry Terminal Generators	CM000013	600,000	300,000	-	-
U14	Ferry Terminal Pontoon Rehabilitation	CBX01171	2,325,000	905,000	-	-
U15	Halifax Ferry Terminal	CB000039	-	-	-	-
U16	MetroX Expansion	CM000006	-	-	-	-
U17	Mid-Life Rebuild	CVD00431	185,000	185,000	185,000	185,000
U18	Mumford Terminal Replacement	CB000014	300,000	150,000	-	-
U19	New Transit Technology	CM020005	700,000	700,000	8,480,000	6,480,000
U20	New/Expanded Transit Centre	CB000017	3,000,000	615,000	-	-
U21	Ragged Lake Transit Centre Paving Project	CB000083	-	-	100,000	100,000
U22	Transit Facility Investment Strategy	CB000016	250,000	250,000	-	-
U23	Transit Priority Measures	CM000009	900,000	450,000	350,000	175,000
U24	Transit Priority Measures Corridors Study	CM000014	250,000	125,000	-	-
U25	Transit Security	CMU00982	3,900,000	1,950,000	-	-
U26	Transit Support Vehicle Replacement	CV000004	70,000	70,000	160,000	160,000
U27	West Bedford Park & Ride	CM000010	-	-	500,000	500,000
U28	Woodside Ferry Terminal Upgrades	CB000042	-	-	-	-
U29	Wrights Cove Terminal	CR000007	-	-	2,000,000	1,000,000
Halifax Transit Total			33,529,000	15,049,000	27,232,000	16,773,500

2017/2018 Capital Budget Form

Project Name:	Access-A-Bus Expansion
Project Number:	CVD00429
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Glen Bannon

Project Summary:

Halifax Transit is the primary accessible transportation provider. Demographic trends have and continue to indicate a steadily increasing demand for this service, thereby increasing pressure on limited resources in the para-transit fleet. In order to address demand and meet the needs of increasing ridership, a continuous expansion of the number of fleet vehicles is required.

Total Capital Budget Request: (5 Years) \$ 1,220,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	250,000	240,000	240,000	240,000	250,000
Funding Source:					
Federal Government Cost Sharing	125,000	120,000	-	-	-
Total Funding:	125,000	120,000	-	-	-
Net Budget:	125,000	120,000	240,000	240,000	250,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	260,000	265,000	275,000	280,000	290,000
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	260,000	265,000	275,000	280,000	290,000

Detailed Work Plan:

	2017/18	2018/19
Purchase of 3 para-transit buses and fit-up	305,000	240,000
	-	-
Total Estimated Work Plan	305,000	240,000
Less: Projected Carry Forward from Previous Years	55,000	N/A
Gross Budget Request	250,000	240,000

2017/2018 Capital Budget Form

Project Name:	Access-A-Bus Replacement
Project Number:	CVD00430
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Wendy Lines

Project Summary:

Replace the para-transit fleet vehicles at the end of their useful life. Replacement of older Access-A-Bus vehicles to ensures safe and reliable para-transit service delivery, reduces maintenance costs and provides for a more environmentally friendly public transportation system.

Total Capital Budget Request: (5 Years) \$ 4,734,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,629,000	210,000	630,000	1,275,000	990,000
Funding Source:					
Federal Government Cost Sharing	815,000	105,000	-	-	-
Total Funding:	815,000	105,000	-	-	-
Net Budget:	814,000	105,000	640,000	1,300,000	995,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,725,000	460,000	960,000	1,750,000	1,750,000
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,725,000	460,000	940,000	940,000	1,675,000

Detailed Work Plan:

	2017/18	2018/19
12 replacement vehicles	1,490,000	-
2 replacement vehicles	-	210,000
	-	-
Total Estimated Work Plan	1,490,000	210,000
Less: Projected Carry Forward from Previous Years	160,000	N/A
Gross Budget Request	1,629,000	210,000

2017/2018 Capital Budget Form

Project Name:	Biennial Ferry Refit
Project Number:	CVD00436
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Glen Bannon

Project Summary:

This project supports a regular program of preventative maintenance and permits inspections and work that can only be conducted while a vessel is in dry dock. Typical work includes steel work, propeller maintenance, hull and superstructure paint work, and engine repair or replacement. One of Halifax Transit's 4 ferries is scheduled for this work each calendar year on a rotating basis.

Total Capital Budget Request: (5 Years) \$ 2,400,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	600,000	600,000	600,000	600,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	600,000	600,000	600,000	600,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	620,000	635,000	655,000	675,000	695,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	620,000	635,000	655,000	675,000	695,000

Detailed Work Plan:

	2017/18	2018/19
Regular maintenance of the ferries	340,000	-
Christopher Stannix Engine Rebuild	-	250,000
Christopher Stannix Drydocking and Refit	-	350,000
Total Estimated Work Plan	340,000	600,000
Less: Projected Carry Forward from Previous Years	340,000	N/A
Gross Budget Request	-	600,000

2017/2018 Capital Budget Form

Project Name:	Burnside Transit Centre Roof Repairs
Project Number:	CB000082
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

The Burnside Transit Centre provides for maintenance and storage of buses. The roof has reached the end of its useful life and requires some repairs to achieve an extended life while the plans for the new transit centre are developed. This project will allow for necessary repairs to maintain a dry and safe working environment.

Total Capital Budget Request: (5 Years) \$ 1,500,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	500,000	-	1,000,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	-	1,000,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Roof repairs	500,000	-
	-	-
Total Estimated Work Plan	500,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	500,000	-

2017/2018 Capital Budget Form

Project Name:	Bus Maintenance Equipment Replacement
Project Number:	CM000005
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Wendy Lines

Project Summary:

Replacement of vehicle hoists that are at the end of their expected life at the Ragged Lake Transit Centre (RLTC) and Burnside Transit Centre (BTC) garages. Vehicle hoists are required to lift transit vehicles so the under carriage is exposed and inspections and repairs can be undertaken. Many of the hoists are at the end of their useful lives and require replacement. An inadequate number of hoists means that an optimum number of repairs cannot be undertaken on a daily basis, this can negatively impact service delivery.

Total Capital Budget Request: (5 Years) \$ 900,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	300,000	300,000	300,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	300,000	300,000	300,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
One hoist will be replaced at the RLTC Facility	300,000	-
One hoist will be replaced at the BTC Facility	-	300,000
	-	-
Total Estimated Work Plan	300,000	300,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	300,000	300,000

2017/2018 Capital Budget Form

Project Name:	Bus Rapid Transit Study
Project Number:	CM000015
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Erin Harrison

Project Summary:

The purpose of the project is to study the feasibility of Bus Rapid Transit (BRT) as a viable high-order transportation option in Halifax. In order to understand if BRT is a viable high-order transit option, an assessment must take place to evaluate capital costs (infrastructure and land costs), operational costs, design and implementation considerations, performance, and economic, social, and environmental impacts. Informed by the recently approved Moving Forward Together Plan and Integrated Mobility Plan, this study will identify and assess corridors that could support BRT infrastructure. Once the preferred option is selected, the functional design of a preferred treatment for the length of the corridor will be completed. This study will further identify capital and operating costs associated with recommended BRT service, including any real estate acquisition, and as operational efficiencies and trip time savings which would be generated as a part of the introduction of a BRT service.

Total Capital Budget Request: (5 Years) \$ 200,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	200,000	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	100,000	-	-	-	-
Total Funding:	100,000	-	-	-	-
Net Budget:	100,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Complete analysis of the opportunities and feasibility of implementing BRT Service	200,000	-
	-	-
Total Estimated Work Plan	200,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	200,000	-

2017/2018 Capital Budget Form

Project Name:	Bus Stop Accessibility & Improvements
Project Number:	CM000012
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Amy Power

Project Summary:

This is a consolidation and expansion of previous bus shelter and bus stop accessibility accounts. This project will enhance and improve the accessibility of transit stops to provide safe entry to the conventional transit system through the installation of the new concrete landing pads, repairing and upgrading existing pads, and replacing pads that are not repairable, and other physical changes required to improve accessibility. The scope will also include other enhancements to stops, including replacement of shelters, installation of new shelters, installation of benches, and potentially piloting the use of heated shelters and/or additional schedule information/maps.

Total Capital Budget Request: (5 Years) \$ 1,410,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	470,000	235,000	235,000	235,000	235,000
Funding Source:					
Federal Government Cost Sharing	235,000	117,500	-	-	-
Total Funding:	235,000	117,500	-	-	-
Net Budget:	235,000	117,500	235,000	235,000	235,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	240,000	250,000	255,000	265,000	270,000
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	240,000	250,000	255,000	265,000	270,000

Detailed Work Plan:	2017/18	2018/19
Shelters/heated shelter	190,000	110,000
Accessibility improvements/landing pads	240,000	125,000
Benches/miscellaneous improvements	40,000	-
	-	-
Total Estimated Work Plan	470,000	235,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	470,000	235,000

2017/2018 Capital Budget Form

Project Name:	Commuter Rail
Project Number:	CM000018
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Patricia Hughes

Project Summary:

Subject to direction from Regional Council, this funding has been allocated to allow Halifax Transit to engage CN Rail to complete a capacity study to determine the infrastructure upgrades required for commuter rail, and any operational constraints.

Total Capital Budget Request: (5 Years) \$ 48,150,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	150,000	-	-	24,000,000	24,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	150,000	-	-	24,000,000	24,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
CN Rail led capacity study	150,000	-
	-	-
Total Estimated Work Plan	150,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	150,000	-

2017/2018 Capital Budget Form

Project Name:	Conventional Bus Expansion
Project Number:	CV020003
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Wendy Lines

Project Summary:

This project is for the purchase of new buses for the expansion and improvement of conventional transit service. Service expansion could be service to new areas or increased frequency on existing routes. In 2017/18, there will be ten buses purchased for the expansion of service.

Total Capital Budget Request: (5 Years) \$ 28,045,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	5,950,000	4,850,000	6,190,000	7,575,000	3,480,000
Funding Source:					
Federal Government Cost Sharing	2,875,000	2,430,000	-	-	-
Total Funding:	2,875,000	2,430,000	-	-	-
Net Budget:	3,075,000	2,420,000	6,190,000	7,575,000	3,480,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	3,550,000	3,620,000	3,690,000	3,765,000	3,765,000
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	3,550,000	3,620,000	3,690,000	3,765,000	3,765,000

Detailed Work Plan:

	2017/18	2018/19
Purchase of ten expansion vehicles	5,950,000	-
Purchase of eight expansion vehicles	-	4,850,000
	-	-
Total Estimated Work Plan	5,950,000	4,850,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	5,950,000	4,850,000

2017/2018 Capital Budget Form

Project Name:	Conventional Bus Replacement
Project Number:	CV020004
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Wendy Lines

Project Summary:

Recapitalization of the Halifax Transit Fleet includes the acquisition of transit buses to replace an aging fleet. The buses being replaced in order to meet an economic replacement point (ERP) of 14 years. Currently many buses exceed the ERP; continued use limits accessibility and reliability and are more costly and less environmentally friendly.

Total Capital Budget Request: (5 Years) \$ 33,822,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	9,022,000	6,800,000	-	18,000,000
Funding Source:					
	-	4,511,000	-	-	-
Total Funding:	-	4,511,000	-	-	-
Net Budget:	-	4,511,000	6,800,000	-	18,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	19,000,000	17,000,000	16,000,000	16,000,000	16,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	19,000,000	17,000,000	16,000,000	16,000,000	16,000,000

Detailed Work Plan:

	2017/18	2018/19
Purchase of fifteen replacement vehicles	-	9,022,000
	-	-
Total Estimated Work Plan	-	9,022,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	9,022,000

2017/2018 Capital Budget Form

Project Name:	Electric Bus Pilot Project
Project Number:	CM000011
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Wendy Lines

Project Summary:

This project is for the procurement of an electrical bus as well as charging infrastructure to pilot the use of electrical vehicles in the Halifax Transit fleet. This procurement is contingent on study that will determine the best technological fit for Halifax Transit's routing and scheduling as well as geographical terrain. The benefits of electric vehicles are reduction of greenhouse gas; diesel particulate and noise in the environment as well as operational savings resulting from diesel fuel and maintenance. An 18-month pilot will produce the information to support a business case for further expansion of this technology.

Total Capital Budget Request: (5 Years) \$

1,000,000

Supports Outcome Area:

Service Delivery (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C, or D

Class C

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,000,000	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	250,000	-	-	-	-
Total Funding:	250,000	-	-	-	-
Net Budget:	750,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Tender for study awarded Feb 2017; procurement anticipated Jan 2018	1,000,000	-
	-	-
Total Estimated Work Plan	1,000,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,000,000	-

2017/2018 Capital Budget Form

Project Name:	Ferry Replacement
Project Number:	CM000001
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Glen Bannon

Project Summary:

Vessels in the current fleet of ferries are aging (the Halifax III and Dartmouth III entered service in 1979, and the Woodside I entered service in 1986). In order to support sustainable ferry operations into the future, the Ferry Replacement project represents the first major effort for capital replacement in the Ferry Division in recent years. Design, construction, fit out and certification of the replacement ferries will be funded under this project.

Total Capital Budget Request: (5 Years) \$ 10,600,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Permits and Approvals Secured

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	10,600,000	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	5,300,000	-	-	-	-
Provincial Government Cost Sharing	2,000,000	-	-	-	-
Total Funding:	7,300,000	-	-	-	-
Net Budget:	3,300,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:	2017/18	2018/19
Replacement of 2 Ferries	10,600,000	-
	-	-
Total Estimated Work Plan	10,600,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	10,600,000	-

2017/2018 Capital Budget Form

Project Name:	Ferry Terminal Generators
Project Number:	CM000013
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Generators will enable Halifax Transit to provide service during power outages.

Total Capital Budget Request: (5 Years) \$ 600,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	600,000	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	300,000	-	-	-	-
Total Funding:	300,000	-	-	-	-
Net Budget:	300,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Purchase of generator at Halifax Ferry Terminal	200,000	-
Purchase of generator at Dartmouth Ferry Terminal	200,000	-
Purchase of generator at Woodside Ferry Terminal	200,000	-
	-	-
Total Estimated Work Plan	600,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	600,000	-

2017/2018 Capital Budget Form

Project Name:	Ferry Terminal Pontoon Rehabilitation
Project Number:	CBX01171
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Glen Bannon

Project Summary:

This account was set up in support of the ongoing planned and corrective maintenance requirements of the berthing pontoons (and associated infrastructure) that form part of the Halifax Transit Ferry Terminals (one pontoon per terminal). Prior to 2011, the planned and corrective maintenance activities implemented in support of these structures over the years had been inadequate, and a significant effort has been put forth over the following 6 years to correct serious deficiencies and protect these structures to preserve their economic lifespan.

The Woodside Pontoon and associated cathodic protection system were completely replaced in late 2014. Halifax Transit has received a contribution under the Public Transit Infrastructure Fund to replace the Alderney Pontoon; work on that project will commence in 2017 to be completed in 2018. Although much work has been completed at the Halifax Terminal, a significant amount remains to be completed in this phased program of corrective maintenance, and that pontoon will eventually have to be replaced. Planned maintenance of the pontoons at all three terminals will continue to ensure they remain in a state of good repair.

Corrective maintenance activities include steelwork, electrical work, repair and replacement of interior and exterior coatings, repairs to the cathodic protection system, and safety improvements. At Halifax, the deckhouse and associated overhead doors are in need of redesign and replacement, and this work will have to be progressed unless funding is allocated to completely replace the pontoon.

Total Capital Budget Request: (5 Years) \$

3,075,000

Supports Outcome Area:

Transportation (Council Priority)

Project Status:

Tender Ready

How advanced are the budget estimates? Class A, B, C, or D

Class A

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	2,325,000	-	250,000	250,000	250,000
Funding Source:					
Federal Government Cost Sharing	1,420,000	-	-	-	-
Total Funding:	1,420,000	-	-	-	-
Net Budget:	905,000	-	250,000	250,000	250,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	250,000	250,000	250,000	250,000	250,000
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	250,000	250,000	250,000	250,000	250,000

Detailed Work Plan:

	2017/18	2018/19
Alderney Pontoon Replacement Project	3,200,000	-
Regular maintenance of pontoons	150,000	-
Total Estimated Work Plan	3,350,000	-
Less: Projected Carry Forward from Previous Years	1,025,000	N/A
Gross Budget Request	2,325,000	-

2017/2018 Capital Budget Form

Project Name:	Halifax Ferry Terminal
Project Number:	CB000039
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Erin Harrison

Project Summary:

Conceptual design work for this project was initiated in July, 2016. In August 2016, the Federal Government announced it would match the existing project budget, expanding the budget envelope to approximately \$1,000,000, and design work is currently underway. It is anticipated that key components of the new design will include a new entranceway, security/fare collection booth, washroom renovations, the creation of an "information wall", wayfinding signage, lighting improvements and re-painting. This project also includes the completion of the Halifax Ferry Terminal Land Use Optimization Study. The goal of this study is to determine the optimal use of the land surrounding the Halifax Ferry Terminal. The intent of the plan is to support the growth of this site as an iconic & historic waterfront, an integrated mobility hub, and to further transportation, green space, and intensification goals as identified in the Regional Plan.

Total Capital Budget Request: (5 Years) \$

Supports Outcome Area:

Project Status:

How advanced are the budget estimates? Class A, B, C, or D

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Detailed design and renovations including paintwork, tilework, technology upgrades, signage, accessibility improvements, lighting, and washroom renovations	1,000,000	-
Halifax Ferry Terminal land use optimization	130,000	-
Total Estimated Work Plan	1,130,000	-
Less: Projected Carry Forward from Previous Years	1,130,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	MetroX Expansion
Project Number:	CM000006
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Erin Harrison

Project Summary:

This project is to introduce MetroX (rural commuter express) service in Middle Sackville, originating from a Park & Ride lot on Margeson Drive at the Highway 101 interchange. Funding is to design and construct the Park & Ride and purchase the required vehicles.

Total Capital Budget Request: (5 Years) \$ 4,400,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	4,400,000	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	4,400,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Mid-Life Rebuild
Project Number:	CVD00431
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Wendy Lines

Project Summary:

The purpose of this initiative is to extend the life of conventional transit vehicles and defer the capital cost of new asset acquisition. This account is used for structural frame rebuilds.

Total Capital Budget Request: (5 Years) \$ 925,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	185,000	185,000	185,000	185,000	185,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	185,000	185,000	185,000	185,000	185,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	190,000	195,000	205,000	210,000	215,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	190,000	195,000	205,000	210,000	215,000

Detailed Work Plan:

	2017/18	2018/19
7 vehicles are rebuilt annually	185,000	185,000
	-	-
Total Estimated Work Plan	185,000	185,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	185,000	185,000

2017/2018 Capital Budget Form

Project Name:	Mumford Terminal Replacement
Project Number:	CB000014
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Erin Harrison

Project Summary:

The existing Mumford Terminal is both over capacity and aging and needs to be upgraded or replaced. In 2017/2018, funding will be used to conduct an assessment of potential sites to accommodate the future terminal. The terminal would be similar to the new Lacewood Terminal in size and features.

Total Capital Budget Request: (5 Years) \$ 300,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	300,000	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	150,000	-	-	-	-
Total Funding:	150,000	-	-	-	-
Net Budget:	150,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Conduct an opportunities assessment to determine potential sites for new terminal	300,000	-
	-	-
Total Estimated Work Plan	300,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	300,000	-

2017/2018 Capital Budget Form

Project Name:	New Transit Technology
Project Number:	CM020005
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Marc Santilli

Project Summary:

Halifax Transit Technology Roadmap recommended the sequence of 33 projects to be implemented over several years and estimated cost to develop and implement best practice business processes through sector-leading technology solutions. The Roadmap also described a program management office structure, including Project Management Office (PMO) governance and organizational change management.

Total Capital Budget Request: (5 Years) \$ 16,480,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	700,000	8,480,000	7,300,000	-	-
Funding Source:					
Provincial Government Cost Sharing	-	2,000,000	-	-	-
Total Funding:	-	2,000,000	-	-	-
Net Budget:	700,000	6,480,000	7,300,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Provincial Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Program Management Office	1,170,000	-
Fixed Route Scheduling	1,635,000	-
Fare Management	6,195,000	-
Para-transit +	390,000	-
Automated Vehicle Locator (AVL)	295,000	-
Security Systems	355,000	-
Continuation of technology projects	-	8,480,000
Total Estimated Work Plan	10,040,000	8,480,000
Less: Projected Carry Forward from Previous Years	9,340,000	N/A
Gross Budget Request	700,000	8,480,000

2017/2018 Capital Budget Form

Project Name:	New/Expanded Transit Centre
Project Number:	CB000017
Budget Category:	Halifax Transit
Project Type:	Growth
Discrete/Bundled:	Discrete
Project Manager:	Erin Harrison

Project Summary:

The existing Halifax Transit maintenance and storage facilities are nearing capacity. A new or expanded facility is required to accommodate growth and transit service increase. As per the findings of the Burnside Transit Centre Opportunities Assessment, detailed design will begin in 2017/18 and construction of the new or expanded facility is scheduled to begin in 2019/20.

Total Capital Budget Request: (5 Years) \$ 33,000,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	3,000,000	-	3,500,000	16,500,000	10,000,000
Funding Source:					
Reserve Q551 - Transit Capital Reserve	2,385,000	-	-	-	-
Total Funding:	2,385,000	-	-	-	-
Net Budget:	615,000	-	3,500,000	16,500,000	10,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q551 - Transit Capital Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Design work will begin for the new/expanded facility	3,000,000	-
	-	-
Total Estimated Work Plan	3,000,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	3,000,000	-

2017/2018 Capital Budget Form

Project Name:	Ragged Lake Transit Centre Paving Project
Project Number:	CB000083
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Wendy Lines

Project Summary:

Extend the Ragged Lake Transit Centre (RLTC) maintenance yard to provide for safer passage and bus storage.

Total Capital Budget Request: (5 Years) \$

100,000

Supports Outcome Area:

Transportation (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B, C, or D

Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	100,000	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	100,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Extend and pave Ragged Lake Transit Centre (RLTC) maintenance yard	-	100,000
	-	-
Total Estimated Work Plan	-	100,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	100,000

2017/2018 Capital Budget Form

Project Name:	Transit Facility Investment Strategy
Project Number:	CB000016
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Erin Harrison

Project Summary:

A Transit Facility Investment Strategy will be developed in 17/18 to inform the strategic, long term investment in Halifax Transit infrastructure to improve customer service and service reliability. Planned improvements to date include improvements to Cobequid and Penhorn Terminals, and the construction of a new Mumford Terminal. Refinements to the work plan will be informed by this strategy to be completed in 17/18.

Total Capital Budget Request: (5 Years) \$ 15,250,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	250,000	-	500,000	13,000,000	1,500,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	250,000	-	500,000	13,000,000	1,500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,500,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,500,000	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Completion of the Transit Facilities Investment Strategy	250,000	-
	-	-
Total Estimated Work Plan	250,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	250,000	-

2017/2018 Capital Budget Form

Project Name:	Transit Priority Measures
Project Number:	CM000009
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Erin Harrison

Project Summary:

This project includes the construction of a transit only right turn lane on the west side of Windmill Road, from Seapoint Road to Bancroft Lane and a transit only queue jump lane on the east side of Windmill Road from Victoria Rd to Wright Avenue. These lanes will extend the reach of transit priority measures in the Windmill Road corridor, and be used by transit vehicles to avoid congestion and increase reliability. In addition, following the completion of the Transit Priority Measures Study undertaken in 2015/16, between three and five of the transit priority measures recommended by the study will go through detailed design and be implemented pending land acquisition and final traffic approvals.

Total Capital Budget Request: (5 Years) \$ 1,250,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	900,000	350,000	-	-	-
Funding Source:					
Federal Government Cost Sharing	450,000	175,000	-	-	-
Total Funding:	450,000	175,000	-	-	-
Net Budget:	450,000	175,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Windmill Road - Additional lane from Seapoint to Bancroft Lane	150,000	-
Windmill Road - Additional lane from Victoria Rd to Wright Ave	600,000	-
Design & implementation of three to five TPM measures identified in TPM Study	150,000	-
Design & implementation of remaining TPM measures identified in TPM Study	-	350,000
	-	-
Total Estimated Work Plan	900,000	350,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	900,000	350,000

2017/2018 Capital Budget Form

Project Name:	Transit Priority Measures Corridors Study
Project Number:	CM000014
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Erin Harrison

Project Summary:

Both Bayers Road and Gottingen Street have been identified as critical areas for the introduction of a series of Transit Priority Measures (TPMs). This project will include the analysis and design of the appropriate TPMs for each of the two corridors and their adjacent streets (where warranted) to ensure transit vehicles' efficient movement through traffic.

Total Capital Budget Request: (5 Years) \$ 250,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	250,000	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	125,000	-	-	-	-
Total Funding:	125,000	-	-	-	-
Net Budget:	125,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Complete the detailed design for the Bayers Road and Gottingen Street Transit Priority Corridors	250,000	-
	-	-
Total Estimated Work Plan	250,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	250,000	-

2017/2018 Capital Budget Form

Project Name:	Transit Security
Project Number:	CMU00982
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Ian Shawcross

Project Summary:

Transit Security projects include augmentation and installation of security measures for transit assets. The project includes continual maintenance and upgrades of the security infrastructure at ferry service, to ensure compliance of Transport Canada's Domestic Ferry Security Regulations. Projects also include ongoing technical upgrades and enhancements, maintenance, and installations at transit facilities properties and vehicles, as outlined in the Threat and Vulnerability Assessment Report, performed for HRM by Transportation Resource Associates Inc. in October 2008. These initiatives help HRM to mitigate risk and to increase security over the next number of years. Increased security has many added benefits such as increased comfort to passengers and protection of HRM employees and assets from issues such as vandalism, fraud, mischief and theft.

Total Capital Budget Request: (5 Years) \$ 4,800,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	3,900,000	-	300,000	300,000	300,000
Funding Source:					
Federal Government Cost Sharing	1,950,000	-	-	-	-
Total Funding:	1,950,000	-	-	-	-
Net Budget:	1,950,000	-	300,000	300,000	300,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	310,000	320,000	330,000	340,000	350,000
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	310,000	320,000	330,000	340,000	350,000

Detailed Work Plan:

	2017/18	2018/19
Improved camera system with additional camera views and collision warning systems	3,900,000	-
	-	-
Total Estimated Work Plan	3,900,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	3,900,000	-

2017/2018 Capital Budget Form

Project Name:	Transit Support Vehicle Replacement
Project Number:	CV000004
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Wendy Lines

Project Summary:

Halifax Transit currently has a fleet of eight (8) supervisor vehicles that operate twenty two and a half (22.5) hours a day, all year round. In addition to this, Halifax operates a number of vans and service trucks (8) that provide mobile road repair service, transit shelter/sign repair; electronic component repair; and the shuttling of parts between garages. These vehicles incur high mileage and this project will replace vehicles as they reach the end of their economic life.

Total Capital Budget Request: (5 Years) \$ 560,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	70,000	160,000	270,000	60,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	70,000	160,000	270,000	60,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,120,000	245,000	340,000	340,000	70,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,120,000	245,000	340,000	340,000	70,000

Detailed Work Plan:

	2017/18	2018/19
One maintenance service vehicle will be replaced in 17/18	70,000	-
Two maintenance vehicles will be replaced in 18/19	-	160,000
	-	-
Total Estimated Work Plan	70,000	160,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	70,000	160,000

2017/2018 Capital Budget Form

Project Name:	West Bedford Park & Ride
Project Number:	CM000010
Budget Category:	Halifax Transit
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Erin Harrison

Project Summary:

In 2015, Halifax Transit purchased land on Innovation Drive for the purposes of building a Park & Ride facility to accommodate a 350-400 car Park & Ride, and a four bay bus platform. It is anticipated that this site will open for service in 2020/2021 in conjunction with the last phase of implementation for the Moving Forward Together Plan.

Total Capital Budget Request: (5 Years) \$ 3,000,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	500,000	2,500,000	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	500,000	2,500,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Detailed design	-	500,000
	-	-
Total Estimated Work Plan	-	500,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	500,000

2017/2018 Capital Budget Form

Project Name:	Woodside Ferry Terminal Upgrades
Project Number:	CB000042
Budget Category:	Halifax Transit
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Erin Harrison

Project Summary:

The Woodside Ferry Terminal was constructed in 1986. The planned and corrective maintenance activities implemented in support of this structure over the years has been inadequate, and a significant effort is now required to correct serious deficiencies and improve passenger accessibility. Although scope was originally limited to customer service improvements, the rehabilitation project is now planned to include significant improvements to all aspects of the building, including the building envelope. In addition, with the recent expansion in the Halifax Ferry fleet, the need has arisen to create additional berthing and maintenance space. Therefore the scope of this project now also includes the potential construction of additional berthing and maintenance facilities on the Woodside Ferry Terminal site. Work is ongoing to determine the most appropriate way forward, in terms of the percentage of the existing building that can/should be re-used, and the sequencing of building and berthing construction activities. In 2017/18, the intent is to complete all required design work to move forward with this project.

Total Capital Budget Request: (5 Years) \$ 2,500,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	2,500,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	2,500,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Complete detailed design of the ferry terminal building renovations/replacement	600,000	-
Complete design work required to install additional berthing space	715,000	-
	-	-
Total Estimated Work Plan	1,315,000	-
Less: Projected Carry Forward from Previous Years	1,315,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name: Wrights Cove Terminal
Project Number: CR000007
Budget Category: Halifax Transit
Project Type: Service Improvements
Discrete/Bundled: Discrete
Project Manager: Erin Harrison

Project Summary:

This project is to introduce a new transit terminal to facilitate transfers into the Burnside Business Park. The new terminal will be located on Bancroft Lane (near Windmill Road), and will feature four to six bus bays, layover space, and passenger and operator amenities.

Total Capital Budget Request: (5 Years) \$ 2,000,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	2,000,000	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	1,000,000	-	-	-
Total Funding:	-	1,000,000	-	-	-
Net Budget:	-	1,000,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Design work will be undertaken in the 2017/18 fiscal year	180,000	-
Construction of the new facility	-	2,000,000
	-	-
Total Estimated Work Plan	180,000	2,000,000
Less: Projected Carry Forward from Previous Years	180,000	N/A
Gross Budget Request	-	2,000,000

Parks & Playgrounds

Page	Project Name	Project #	2017/18 Gross	2017/18 Net	2018/19 Gross	2018/19 Net
V1	Baker Drive Parkland Development	CP000017	1,000,000	-	-	-
V2	Beazley Field Complex	CP000018	500,000	375,000	500,000	500,000
V3	Cemetery Fence Restoration	CP000015	-	-	50,000	50,000
V4	Cole Harbour All Weather Field Building	CP110002	300,000	300,000	-	-
V5	Cornwallis Park Master Plan Implementation	CP000011	600,000	600,000	500,000	500,000
V6	Cultural Spaces	CD990003	-	-	250,000	-
V7	Fort Needham Master Plan Implementation	CP000012	1,500,000	1,000,000	-	-
V8	Halifax Common Upgrades	CP000013	1,250,000	1,250,000	1,000,000	1,000,000
V9	Halifax Explosion Markers	CP000019	450,000	-	-	-
V10	North Common Restoration	CP000016	-	-	-	-
V11	Park Land Acquisition	CPX01149	4,500,000	2,400,000	1,000,000	500,000
V12	Park Recapitalization	CP000002	2,450,000	2,100,000	1,500,000	1,500,000
V14	Point Pleasant Park Upgrades	CP000006	850,000	850,000	250,000	250,000
V15	Public Gardens Upgrades	CPX01193	815,000	686,000	600,000	600,000
V16	Regional Water Access/Beach Upgrades	CPX01331	800,000	750,000	650,000	650,000
V17	Sports Fields/Courts - State of Good Repair	CP000003	1,250,000	1,250,000	1,500,000	1,500,000
V18	Sports/Ball Fields/Courts - New	CP000004	325,000	30,000	-	-
V19	Western Common Master Plan Implementation	CP000014	50,000	50,000	50,000	50,000
Parks & Playgrounds Total			16,640,000	11,641,000	7,850,000	7,100,000

2017/2018 Capital Budget Form

Project Name:	Baker Drive Parkland Development
Project Number:	CP000017
Budget Category:	Parks & Playgrounds
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Margaret Soley

Project Summary:

Recreation Feasibility Study for the Baker Drive Community Park was completed in 2016. Included in this planning process was the development of a site master plan to identify future site opportunities. This plan reflects a growing community of families, and also the passive recreation requirements of an aging community. The scope of work includes the development of a looping asphalt trail system, a paved parking lot, pathway lighting, tree planting, a playground, a gazebo, and other park amenities.

Total Capital Budget Request: (5 Years) \$ 1,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,000,000	-	-	-	-
Funding Source:					
Reserve Q611 - Parkland Development Reserve	1,000,000	-	-	-	-
Total Funding:	1,000,000	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q611 - Parkland Development Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Baker Drive Community Park development	1,000,000	-
	-	-
Total Estimated Work Plan	1,000,000	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,000,000	-

2017/2018 Capital Budget Form

Project Name:	Beazley Field Complex
Project Number:	CP000018
Budget Category:	Parks & Playgrounds
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Margaret Soley

Project Summary:

The Beazley Field site plan provides an analysis of the current park facilities and a capital project plan for short term and future upgrades. Work includes: basketball court recapitalization, spectator seating upgrades, accessible pathways and field improvements.

Total Capital Budget Request: (5 Years) \$ 1,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	500,000	500,000	-	-	-
Funding Source:					
Federal Government Cost Sharing	125,000	-	-	-	-
Total Funding:	125,000	-	-	-	-
Net Budget:	375,000	500,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Basketball court recapitalization, spectator seating upgrades, accessible pathways and field improvements.	500,000	500,000
	-	-
Total Estimated Work Plan	500,000	500,000
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	500,000	500,000

2017/2018 Capital Budget Form

Project Name:	Cemetery Fence Restoration
Project Number:	CP000015
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Jeff Spares

Project Summary:

This project addresses ornamental fence restoration/replacements at HRM cemeteries. The historic perimeter fencing and foundations located at Camp Hill Cemetery requires restoration construction. Sections of the perimeter fence is severely corroded and will be replaced with a new iron fence retaining as much original historic fabric as possible.

Total Capital Budget Request: (5 Years) \$ 1,100,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	50,000	350,000	350,000	350,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	50,000	350,000	350,000	350,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Detailed design work and temporary stabilization	-	50,000
	-	-
Total Estimated Work Plan	-	50,000
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	50,000

2017/2018 Capital Budget Form

Project Name:	Cole Harbour All Weather Field Building
Project Number:	CP110002
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Darren Young/Jeff Spares

Project Summary:

The recently completed Cole Harbour Turf facility is scheduled to open in Spring 2017. Funds are being budgeted to construct a new building to replace the building that was destroyed by fire in the Fall 2016 during the construction of the All Weather Field. The scope of work includes construction of a new building complete with storage, office space and a washroom.

Total Capital Budget Request: (5 Years) \$ 300,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow					
Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	300,000	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	300,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:	2017/18	2018/19
Cole Harbour All Weather Field Building	300,000	-
Replacement of damaged light standard, building and electrical conduits	700,000	-
	-	-
Total Estimated Work Plan	1,000,000	-
Less Projected Carry Forward from Previous Years	700,000	N/A
Gross Budget Request	300,000	-

2017/2018 Capital Budget Form

Project Name:	Cornwallis Park Master Plan Implementation
Project Number:	CP000011
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Margaret Soley

Project Summary:

Redevelopment of Cornwallis Park is underway as per the concept plan prepared in 2013. The overall approach is to upgrade the existing facilities in the park including the play area. Phase 1&2 included redevelopment and regrading of the southern portion of the park and the installation of play structures. Phase 3 will include the upgrade to the remaining southern park facilities including lighting, benches, plaza and landscaping. Phase 4 will include upgrades to the remaining park facilities including accessible pathways, lighting, furniture and landscaping.

Total Capital Budget Request: (5 Years) \$ 1,100,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	600,000	500,000	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	600,000	500,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Phase 3 - upgrade to the remaining southern park facilities including lighting, benches, plaza and landscaping.	670,000	-
Phase 4 - upgrades to the remaining park facilities including accessible pathways, lighting, furniture and landscaping.	-	500,000
	-	-
Total Estimated Work Plan	670,000	500,000
Less Projected Carry Forward from Previous Years	70,000	N/A
Gross Budget Request	600,000	500,000

2017/2018 Capital Budget Form

Project Name:	Cultural Spaces
Project Number:	CD990003
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Denise Schofield

Project Summary:

Multi-year project that focuses on the development and maintenance of cultural structures such as artifacts, monuments, markers, commemorative signage, public art and banners as outlined in the Cultural Plan and Public Art Policy. This project had been funded from the Cultural Development Reserve which has been changed to the Community and Events Reserve.

Total Capital Budget Request: (5 Years) \$ 500,000

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	250,000	250,000	-	-
Funding Source:					
Reserve Q621 - Community / Events Reserve	-	250,000	250,000	-	-
Total Funding:	-	250,000	250,000	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q621 - Community / Events Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Continued work on HRM artifacts, started in 2016/17 fiscal year	180,000	-
Ongoing repairs and maintenance of HRM public art and monuments	50,000	-
Work plan to be developed in 17/18	-	250,000
	-	-
Total Estimated Work Plan	230,000	250,000
Less Projected Carry Forward from Previous Years	230,000	N/A
Gross Budget Request	-	250,000

2017/2018 Capital Budget Form

Project Name:	Fort Needham Master Plan Implementation
Project Number:	CP000012
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Jeff Spares

Project Summary:

Fort Needham is a Regional Park with high cultural significance, most noted for its association with the Halifax Explosion in 1917. As we approach the 100th Anniversary, a master plan for the redevelopment of the park has been completed that includes improvements and rededication of the Fort Needham Memorial Park as a legacy project. Key elements for implementation include: improvements to make the park more accessible, improvements to the plaza surrounding the monument, new pathways, monument and pathway lighting, landscaping, interpretative elements and construction of a new playground.

Total Capital Budget Request: (5 Years) \$ 3,000,000

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,500,000	-	1,500,000	-	-
Funding Source:					
Federal Government Cost Sharing	500,000	-	-	-	-
Total Funding:	500,000	-	-	-	-
Net Budget:	1,000,000	-	1,500,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Fort Needham Master Plan Implementation	3,500,000	-
	-	-
Total Estimated Work Plan	3,500,000	-
Less Projected Carry Forward from Previous Years	2,000,000	N/A
Gross Budget Request	1,500,000	-

2017/2018 Capital Budget Form

Project Name:	Halifax Common Upgrades
Project Number:	CP000013
Budget Category:	Parks & Playgrounds
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Jeff Spares

Project Summary:

In 1994, Halifax City Council approved the Halifax Common Plan. This document provided direction for design and use of the city-owned land and open space within the Halifax Common land grant. A review is underway of the 1994 Plan to update the policies and governance for the Halifax Common and produce a plan for the redevelopment of the Central Common. The Wanderers Grounds Field located at 5759 Sackville Street is a natural grass field which is in poor condition and requires rehabilitation.

Total Capital Budget Request: (5 Years) \$ 6,750,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,250,000	1,000,000	4,500,000	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,250,000	1,000,000	4,500,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Halifax Common Master Plan development and detailed design	395,000	-
Wanderers Grounds Field rehabilitation	1,000,000	-
Master Plan Implementation - Phase 1	-	1,000,000
	-	-
Total Estimated Work Plan	1,395,000	1,000,000
Less Projected Carry Forward from Previous Years	145,000	N/A
Gross Budget Request	1,250,000	1,000,000

2017/2018 Capital Budget Form

Project Name:	Halifax Explosion Markers
Project Number:	CP000019
Budget Category:	Parks & Playgrounds
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Denise Schofield

Project Summary:

The 100th anniversary of the Halifax Explosion will be commemorated in 2017, which coincides with the celebration of Canada 150. As part of the Fort Needham Master plan, commemorative elements recognizing the 100th anniversary have been incorporated including markers to showcase locations across the region which have a connection to the explosion. HRM has received Federal Canada 150 funding to support installation of the markers and creation of a website to highlight the commemoration.

Total Capital Budget Request: (5 Years) \$ 450,000

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	450,000	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	450,000	-	-	-	-
Total Funding:	450,000	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Installation of commemorative markers to showcase the locations connected to Halifax Explosion and creation of a website regarding the Halifax Explosion	450,000	-
	-	-
Total Estimated Work Plan	450,000	-
Less Projected Carry Forward from Previous Years	-	-
Gross Budget Request	450,000	-

2017/2018 Capital Budget Form

Project Name:	North Common Restoration
Project Number:	CP000016
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Margaret Soley

Project Summary:

A Park Improvement Plan was approved for the North Common in 2010. The intent is to continue the implementation of the plan by upgrading the existing asphalt paths, and lighting, and site reinstatement.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Lighting, pathways, reinstatement	500,000	-
	-	-
Total Estimated Work Plan	500,000	-
Less Projected Carry Forward from Previous Years (from CBX01344)	500,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Park Land Acquisition
Project Number:	CPX01149
Budget Category:	Parks & Playgrounds
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	Peter Stickings

Project Summary:

This project will fund acquisition and purchase of strategic parklands in support of the HRM's regional park and trails system. In addition to the smaller strategic acquisitions, Regional Council has authorized staff to work on several larger strategic open space properties of joint interest with the Province of Nova Scotia. This is an opportunity account to purchase parkland, as it becomes available, to create or expand Regional Parks, Regional Active Transportation Trails, District and Neighbourhood Parks and Trails.

Total Capital Budget Request: (5 Years) \$ 13,500,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	4,500,000	1,000,000	7,000,000	500,000	500,000
Funding Source:					
Reserve Q611 - Parkland Development Reserve	2,100,000	500,000	500,000	500,000	500,000
Total Funding:	2,100,000	500,000	500,000	500,000	500,000
Net Budget:	2,400,000	500,000	6,500,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:					
Reserve Q611 - Parkland Development Reserve	500,000	500,000	500,000	500,000	500,000
Total Funding:	500,000	500,000	500,000	500,000	500,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Current Potential Projects based on Council direction include:	5,600,000	-
White's Lake Swim Area	-	-
Blue Mountain Birch Cove Park	-	-
Cole Harbour View plane	-	-
Belvedere Playground	-	-
Sidney Crescent	-	-
Baker Drive Field	-	-
Porter's Lake Canal	-	-
Gordon R. Snow Water Access	-	-
Trails (COLTA trailhead, Halifax Peninsula, Dartmouth Waterfront)	-	-
Purcell's Cove Backlands	-	-
Prospect, High Head Barrens Park	-	-
Timeline for acquisition dependent on negotiations and may extend beyond 2017/18	-	-
Work plan to be developed in 2017/18	-	1,000,000
Total Estimated Work Plan	5,600,000	1,000,000
Less Projected Carry Forward from Previous Years	1,100,000	N/A
Gross Budget Request	4,500,000	1,000,000

2017/2018 Capital Budget Form

Project Name:	Park Recapitalization
Project Number:	CP000002
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Margaret Soley

Project Summary:

This program is dedicated to improve the quality of our parks, open spaces and play experiences. Areas of focus for this program include upgrades to existing parks, play structures/equipment, bridges, walkways, boardwalks, pathways, retaining walls, and site improvements. Playground equipment is assessed annually, following Canadian Safety Association (CSA) standards to ensure equipment is safe and functional. These assessments are used in prioritizing capital improvements. This project account also supports project planning and consulting for geotechnical, archaeological, and surveying on an as-needed basis.

Total Capital Budget Request: (5 Years) \$ 9,950,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	2,450,000	1,500,000	2,000,000	2,000,000	2,000,000
Funding Source:					
Area Rate	90,000	-	-	-	-
Federal Government Cost Sharing	260,000	-	-	-	-
Total Funding:	350,000	-	-	-	-
Net Budget:	2,100,000	1,500,000	2,000,000	2,000,000	2,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	2,000,000	2,060,000	2,120,000	2,185,000	2,250,000
Funding Source:					
Area Rate	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,000,000	2,060,000	2,120,000	2,185,000	2,250,000

Detailed Work Plan:

	2017/18	2018/19
See detailed work plan on the following page	3,240,000	-
Work plan to be developed in 2017/18	-	1,500,000
	-	-
Total Estimated Work Plan	3,240,000	1,500,000
Less Projected Carry Forward from Previous Years	790,000	N/A
Gross Budget Request	2,450,000	1,500,000

Capital Project Supplementary Report

Project Name: Park Recapitalization	Project # CP000002
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APPROVED CARRYOVER PROJECTS

PROJECT/LOCATION	ESTIMATE
Park Bridge Inspections	\$ 100,000
Westwind Ball Field/Off lease park parking lot paving and lighting	\$ 200,000
Cole Harbour Commons - connections and drainage improvements (bridge)	\$ 150,000
Sheldrake Lake - wood retaining wall and landscaping	\$ 25,000
Outstanding committed works from previous years at various locations	\$ 315,000
Total Estimate Carryover Projects	\$ 790,000

2017/2018 NEW PROJECTS

PROJECT/LOCATION

Play Structures:

Atlantic View Elementary School	Munroe Park
Audrey's Park	Nelson Whynder School
Bass Court Park	Parkdale Park
Brookhouse Elementary	Prospect Elementary School
Brownlow Park	Roaches Pond Park
Chaswood Drive Park	Robert Drive Park
Cherry Brook	Saint Mary's Boat Club
Cole Harbour Place	Sarto Park at Mount Edward School
Dartmouth North Community Centre	Seaview Community Park
Feetham Park	Southgate Drive Park (Ravines)
Freshwater Trail Park	Springfield Lake Recreation Centre
Hawthorne School	Titus Smith Park
Inglis Street School/Gorsebrook Park	Transom Drive
Joseph Howe Elementary School	Westwind Ridge Park
Long Lake Drive Park	Winslow Drive Park
Lynette Road Park	Wynn Castle Drive Park

Play Structures Total	\$ 1,710,000
Geotechnical, surveying, archeological, etc. as required	\$ 250,000
Park Bridge Upgrades - various location	\$ 300,000
Bunchberry Lane Park - landscaping improvements	\$ 40,000
Mainland Common - Off Leash Dog Park Driveway Improvements	\$ 50,000
Cole Harbour Commons - track drainage improvements	\$ 100,000
Total Estimate New Projects	\$ 2,450,000
Total Work Plan for 2017/18	\$ 3,240,000

Summary of Budget Breakdown:

2017/18 Park Recapitalization Budget	\$ 2,450,000
Surplus from Previously Approved Budgets	\$ 790,000
Total Budget	\$ 3,240,000

2017/2018 Capital Budget Form

Project Name:	Point Pleasant Park Upgrades
Project Number:	CP000006
Budget Category:	Parks & Playgrounds
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Jeff Spares

Project Summary:

A park development plan was prepared as part of the 2008 Point Pleasant Park Comprehensive Plan. It described opportunities to improve the visual and practical aspects of the Park. All three main entrances were identified to be redeveloped to provide a clear definition for visitor arrival and transition into the Park. In 2011, implementation of the Tower Road entrance parking lot, and the northern portion of the Harbour entrance parking lot were completed. The redevelopment of the lower parking lot at the Harbour entrance will be the continuation of this work and will include the installation of new lighting, and a new parking lot layout. In addition to the lower parking lot, the stone wall that defines a large portion of the perimeter boundary of Point Pleasant Park is in need of restoration. The perimeter wall is approximately two kilometres long and the rehabilitation work will involve repointing, replacement of damaged and missing stone, repair and reconstruction of the concrete cap and dismantling and rebuilding sections of the wall.

Total Capital Budget Request: (5 Years) \$ 1,850,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	850,000	250,000	250,000	250,000	250,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	850,000	250,000	250,000	250,000	250,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Point Pleasant Park - Lower Parking Lot Reconstruction	850,000	-
Stone Wall Rehabilitation	-	250,000
	-	-
Total Estimated Work Plan	850,000	250,000
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	850,000	250,000

2017/2018 Capital Budget Form

Project Name:	Public Gardens Upgrades
Project Number:	CPX01193
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Jeff Spares

Project Summary:

The immediate priority, identified in the Cultural Asset Study of the Halifax Public Gardens built heritage assets, is restoration of the perimeter fencing. Restoration of ornamental steel fencing around the Public Gardens includes removal, sand blasting, priming and reinstallation. This funding is for the continuation of the section of fence along Summer/South Park Streets. The dredging of Griffin's Pond will also occur during 2017/18.

Total Capital Budget Request: (5 Years) \$ 1,665,000

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	815,000	600,000	250,000	-	-
Funding Source:					
Federal Government Cost Sharing	129,000	-	-	-	-
Total Funding:	129,000	-	-	-	-
Net Budget:	686,000	600,000	250,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Public Gardens Fence Restoration - Phase 4	600,000	-
Griffin's Pond Dredging	481,000	-
Public Gardens Fence Restoration - Phase 5	-	600,000
	-	-
Total Estimated Work Plan	1,081,000	600,000
Less Projected Carry Forward from Previous Years	266,000	N/A
Gross Budget Request	815,000	600,000

2017/2018 Capital Budget Form

Project Name:	Regional Water Access/Beach Upgrades
Project Number:	CPX01331
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Jeff Spares/Greg MacKay

Project Summary:

The Northwest Arm Seawall and pathway runs along three park systems including Sir Sandford Fleming Park, Horseshoe Island and Regatta Point, and totals approximately two kilometers. Parts of the system in Fleming Park and Horseshoe Island are more than sixty years old and were built using traditional methods. In 2010, Coldwater Consulting Ltd., completed a shoreline restoration study and technical report. This comprehensive report has provided staff with data and recommendations for the design details and priorities for a phased restoration strategy in the years ahead. The 2017/18 scope of work for the Northwest Arm Seawall project includes detailed design for the Regatta Point and Horseshoe Island Seawalls. This account also provides for upgrades to HRM owned wharves. Infrastructure upgrades are required to Alderney and Chebucto Wharves to provide safe and secure berths for Tall Ships participating in 2017 - Tall Ships Regatta Nova Scotia.

Total Capital Budget Request: (5 Years) \$ 3,400,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	800,000	650,000	650,000	650,000	650,000
Funding Source:					
Area Rate	50,000	-	-	-	-
Total Funding:	50,000	-	-	-	-
Net Budget:	750,000	650,000	650,000	650,000	650,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	650,000	650,000	650,000	650,000	650,000
Funding Source:					
Area Rate	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	650,000	650,000	650,000	650,000	650,000

Detailed Work Plan:

	2017/18	2018/19
Regatta Point Seawall & Horseshoe Island Seawall improvements - detailed design/permitting	100,000	-
Dingle Wharf - repairs	100,000	-
Docks - Long Lake Park, Gordon R Snow	100,000	-
Alderney Landing and Chebucto Wharf repairs	500,000	-
Northwest Arm Seawall - Phase 4 under construction	830,000	-
Regatta Point Seawall & Horseshoe Island Seawall improvements - Phase 1	-	650,000
Total Estimated Work Plan	1,630,000	650,000
Less Projected Carry Forward from Previous Years	830,000	N/A
Gross Budget Request	800,000	650,000

2017/2018 Capital Budget Form

Project Name:	Sports Fields/Courts - State of Good Repair
Project Number:	CP000003
Budget Category:	Parks & Playgrounds
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Margaret Soley

Project Summary:

This program provides for the life-cycle refurbishment of sports courts and sports fields. Upgrading of assets will provide for increased level of service.

Total Capital Budget Request: (5 Years) \$ 9,250,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,250,000	1,500,000	1,500,000	1,500,000	3,500,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,250,000	1,500,000	1,500,000	1,500,000	3,500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,850,000	1,850,000	1,850,000	1,850,000	3,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,850,000	1,850,000	1,850,000	1,850,000	3,000,000

Detailed Work Plan:

	2017/18	2018/19
Sport Court Reconstruction - Humber Park, Ashburn Park, Roaches Pond Park, Lakecrest Drive Park, Springfield Lake Recreation Centre, Purcell's Cove Park, Graves Oakley, Morash Court, Joseph Howe Elementary School	900,000	-
Kingswood Field - drainage improvements	50,000	-
Le Marchant St Thomas School Field Rehabilitation	200,000	-
Mainland Common Entrance Improvements	100,000	-
Mainland Common Artificial Field - perimeter walkway paving	200,000	-
Metropolitan Field - walkway connection and drainage improvements	150,000	-
Outstanding committed works from previous years	650,000	-
Sports field and court reconstructions	-	1,500,000
Total Estimated Work Plan	2,250,000	1,500,000
Less Projected Carry Forward from Previous Years	1,000,000	N/A
Gross Budget Request	1,250,000	1,500,000

2017/2018 Capital Budget Form

Project Name:	Sports/Ball Fields/Courts - New
Project Number:	CP000004
Budget Category:	Parks & Playgrounds
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Margaret Soley

Project Summary:

This program provides for the development of new sports courts and ball fields throughout HRM. Regional Council approved the construction of the North Preston Recreation Field at a meeting on January 10, 2017. The site for the new field is located at 857 Upper Governor Street, North Preston.

Total Capital Budget Request: (5 Years) \$ 475,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	325,000	-	50,000	50,000	50,000
Funding Source:					
Federal Government Cost Sharing	145,000	-	-	-	-
Area Rate	150,000	-	-	-	-
Total Funding:	295,000	-	-	-	-
Net Budget:	30,000	-	50,000	50,000	50,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
Federal Government Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	100,000	100,000	100,000	100,000

Detailed Work Plan:

	2017/18	2018/19
Eisenhauer Court	150,000	-
North Preston Field	450,000	-
Mount Edward Road Ball Diamond (under construction)	1,000,000	-
Completion of outstanding committed works at various locations	511,000	-
	-	-
Total Estimated Work Plan	2,111,000	-
Less Projected Carry Forward from Previous Years	1,786,000	N/A
Gross Budget Request	325,000	-

2017/2018 Capital Budget Form

Project Name:	Western Common Master Plan Implementation
Project Number:	CP000014
Budget Category:	Parks & Playgrounds
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Margaret Soley

Project Summary:

The Western Common Wilderness Master Plan was completed and approved by Regional Council in 2010. The Western Common extends over lands owned by HRM between Highway 103 to the north, Highway 333 (Prospect Road) to the south, to the Ragged Lake Business Park in the east and to the Nine Mile River in the west. The first phase of the development of the Western Common Wilderness trail system was started in 2016/17 and involved the design and development of two (2) kilometers of trail. The next phase will focus primarily on the continuation of trail development as laid out in the 2010 plan.

Total Capital Budget Request: (5 Years) \$ 200,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	50,000	50,000	50,000	50,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	50,000	50,000	50,000	50,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Nichols Lake Trail construction as outlined in the Western Common Wilderness Master Plan	68,000	50,000
	-	-
Total Estimated Work Plan	68,000	50,000
Less Projected Carry Forward from Previous Years	18,000	N/A
Gross Budget Request	50,000	50,000

Roads & Active Transportation

Page	Project Name	Project #	2017/18 Gross	2017/18 Net	2018/19 Gross	2018/19 Net
W1	Active Transportation - Strategic Projects	CTU00420	4,100,000	4,100,000	4,100,000	4,100,000
W4	Bridges	CRU01077	-	-	2,500,000	2,500,000
W6	Macdonald Bridge Bikeway Connection	CT000010	400,000	400,000	1,000,000	1,000,000
W7	New Paving Streets - HRM Owned Roads	CR000002	125,000	-	500,000	335,000
W9	New Paving Subdivision Streets - Provincial	CR990001	1,640,000	-	500,000	-
W11	Other Road Related Works	CRU01079	1,500,000	1,500,000	2,250,000	2,250,000
W14	Road Operations and Construction - State of Good Repair	CR990002	3,600,000	3,600,000	4,000,000	4,000,000
W15	Sidewalk Renewals	CKU01084	3,000,000	3,000,000	3,250,000	3,250,000
W17	Street Recapitalization	CR000005	23,915,000	23,915,000	30,000,000	21,000,000
Roads & Active Transportation Total			38,280,000	36,515,000	48,100,000	38,435,000

2017/2018 Capital Budget Form

Project Name:	Active Transportation - Strategic Projects
Project Number:	CTU00420
Budget Category:	Roads & Active Transportation
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	David Maclsaac

Project Summary:

These projects support the implementation of the Active Transportation (AT) Priorities Plan which was approved by Regional Council in Sept, 2014. The plan lays out a strategy to implement AT infrastructure and programs between 2014 and 2019. Capital projects prioritized in the plan include new sidewalks, multi-use AT greenways and AT bridges (for walking, bicycling and other active transportation modes), AT greenways built and maintained by community trails associations, on-road bicycling facilities, and supportive infrastructure such as bicycle racks, greenway amenities, and pavement markings. Projects are based on the proposed routes and sidewalk locations from the AT Priorities Plan. Projects are evaluated based on criteria related to need, connectivity, safety and other factors. Efforts are made to integrate AT projects with other capital projects to realize cost efficiencies. All projects are in support of Municipal objectives to develop a complete and connected network of active transportation facilities and to increase the number of residents who walk and bicycle for utilitarian purposes.

Total Capital Budget Request: (5 Years) \$ 30,200,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	4,100,000	4,100,000	4,650,000	8,850,000	8,500,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	4,100,000	4,100,000	4,650,000	8,850,000	8,500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000

Detailed Work Plan:

	2017/18	2018/19
Refer to attached work plan	9,250,000	-
A work plan will be developed in 17/18	-	4,100,000
	-	-
Total Estimated Work Plan	9,250,000	4,100,000
Less: Projected Carry Forward from Previous Years	5,150,000	N/A
Gross Budget Request	4,100,000	4,100,000

Capital Project Supplementary Report

Project Name: Active Transportation	Project # CTU00420
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APPROVED NEW SIDEWALK CARRY FORWARD PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Shore Rd	Romkey	Caldwell	3	\$470,000
Atlantic St	Pleasant	Ferry Terminal	5	\$50,000
Portland St	Green Village	Hwy 111	5	\$125,000
Strath Ln	Rannoch	Raymoor	6	\$45,000
Windmill Rd	Seapoint	Bancroft	6	\$100,000
St. Margaret's Bay Rd	Douglas	Fenerty	9	\$380,000
Cobequid Rd (design)	Judy Anne	Sucker Brook	15	\$50,000
Glendale Dr	McDougall	Metropolitan	15	\$500,000
Bedford Hwy	Civic 1687	Walkway to Rocky Lake	16	\$100,000
Hammonds Plains Rd	Brookshire	Smith	16	\$525,000
Hammonds Plains Rd - Design Fees	Brookshire	Smith	16	\$40,000

APPROVED ACTIVE TRANSPORTATION GREENWAY CARRY FORWARD PROJECTS

HRM	LOCATION	DISTRICT	ESTIMATE
Burnside Dr Greenway	Commodore to Wright	6	\$730,000

Halifax Regional Trails Association (HRTA) PROPOSED, HRM IMPLEMENTED

Penhorn Lake Greenway Design/Property	Penhorn Lake to Portland St	5	\$80,000
Chain of Lakes Greenway Wayfinding Signage and Enhancements		12	\$50,000
Sackville Greenway		15	\$1,320,000
Halifax Urban Greenway Association (HUGA)		7/9	\$55,000

HRTA GROUP IMPLEMENTED

Shubenacadie Watershed Environmental Protection Society (SWEPS) - Planning Community Connection to MacDonald Sports Park		1	\$60,000
Eastern Shore AT		2	\$30,000

AT GENERAL

Porter's Lake Metro X AT Connection		2	\$50,000
Mount Hope to Woodside - Planning	Orion Court to Pleasant St.	5	\$25,000
Barrington Greenway - Planning	North St. to Niobi Gate	8	\$50,000
Morris - University Bikeway - Planning	LeMarchant to Lower Water	7	\$50,000
Local Street Bikeway - Planning	North End and Vernon-Seymour	7/8	\$50,000
Total Estimate Carryover Projects			\$4,935,000

2017/2018 NEW SIDEWALK PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Windmill Rd	Wright	Civic 552	6	\$516,000
Herring Cove Rd	Glenora	Civic 222	9	\$357,000
Coronation Ave	Willett	Gesner	10	\$132,000
Coronation Ave	Willett	Hillcrest	10	\$146,000
Cobequid Rd	Judy Anne	Sucker Brook	15	\$982,000
Dartmouth Rd	Brentwood	Ridgevale	16	\$100,000
Total New Sidewalk Estimate				\$2,233,000

New Sidewalk Infills

New Sidewalk Infills	FROM	TO	DISTRICT	ESTIMATE
Regal Rd	Collins Grove	Portland	3	\$88,000
Total New Sidewalk Infill Estimate				\$88,000

Capital Project Supplementary Report

Project Name: Active Transportation	Project # CTU00420
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2017/2018 AT GREENWAY PROJECTS

HRTA PROPOSED, HRM IMPLEMENTED	LOCATION	DISTRICT	ESTIMATE
Mainland North Community Connector Upgrades	Westridge Sidewalk Connection Improvements to Driveway to Rec. Facilities and Path Access	10/12	\$113,000
Mainland North Community Connector Upgrades	Accessible Connection to Mark Clayton Park	10	\$16,000
Mainland North Community Connector Upgrades	Mainland Linear Trail to Ballfield at Canada Games Centre to Parking Lot	12	\$25,000
Mainland North Community Connector Upgrades	Langbrae at Turnbull Park Gravel Trail Connection etc.	12	\$76,000
Sackville-Bedford Greenway - Realignment and Recapitalize Segment	Adjacent to 1746 Bedford Hwy	16	\$125,000
Total, AT Greenway, HRTA Proposed, HRM Implemented			<u>\$355,000</u>

HRTA GROUP IMPLEMENTED	DISTRICT	ESTIMATE
Atlantic View Greenway - Recapitalization	2	\$90,000
Beechville, Lakeside, Timberlea Trail - Recapitalization	12	\$13,000
Crimson Dr. to Sackville Lakes Park Parking Lot (Sackville Lakes Parks & Trail) - New Greenway Segment	15	\$86,000
St Margarets Bay Rails - Recapitalization	13	\$75,000
Saltwater Marsh - Recapitalization	4	\$30,000
River-Lake Greenway Planning Studies (Shubie Watershed Environmental Society)	1	\$110,000
Gaetz brook AT Greenway Bridge Assessment and Upgrade	2	\$50,000
Total, HRTA Group Implemented		<u>\$454,000</u>

AT GENERAL	LOCATION	DISTRICT	ESTIMATE
Railing System Along Chain of Lakes Greenway	Various Locations	9	\$100,000
AT Wayfinding on HRM Greenways	Sackville Greenway, Mainland North, Others.	9/12/15	\$150,000
Integrated Walkability Enhancements	To Be Determined		\$50,000
Bike Parking, and Amenities	Various Locations		\$50,000
AT Planning Studies (e.g. Africville, Regional Centre Network)	Various Locations		\$100,000
Bedford West Greenways (Sidewalk Oversizing)	Bedford West Streets	16	\$150,000
Miscellaneous AT Integration	Various Locations		\$50,000
Total, AT General			<u>\$650,000</u>

BIKE LANES (INTEGRATED WITH OTHER PROJECTS)	FROM	TO	DISTRICT	ESTIMATE
Fall River Road and Lockview (HW Integration)	Blue Hill	148 Lockview Rd	1	\$265,000
Wyse Rd. (Subject to Separate Council Approval)	Boland	Albro Lake	5	\$0
Almon St. (Subject to Separate Council Approval)	Oxford	Gottingen	8	\$0
Trunk 7	Hillsboro	End of Asphalt Sidewalk	4	\$95,000
Trunk 7	Montague	End of Asphalt Sidewalk	4	\$75,000
Total Bike Lanes				<u>\$435,000</u>

Additional Planning Resources	\$100,000
Total Estimate New Projects	<u>\$4,315,000</u>
Total 2017/18 Workplan	<u>\$9,250,000</u>

Summary of Budget Breakdown:

2017/18 AT Budget	\$4,100,000
Surplus from Previously Approved Accounts	\$5,150,000
Total Budget	<u>\$9,250,000</u>

Potential New Sidewalk Projects List

Akerley Blvd	Joseph Zatzman	Burnside	6	\$300,000
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2017/2018 Capital Budget Form

Project Name:	Bridges
Project Number:	CRU01077
Budget Category:	Roads & Active Transportation
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	David Hubley

Project Summary:

The Bridge program is developed from the work plan prepared as part of the deliverables identified in the Triennial Level 2 Bridge Inspection Program. The Level 2 Bridge Inspection Program outlines maintenance, and capital work required in the short term (1-2 years), medium term (5 years) and long term (10 years).

Total Capital Budget Request: (5 Years) \$ 12,500,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	2,500,000	3,000,000	3,500,000	3,500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	2,500,000	3,000,000	3,500,000	3,500,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	3,605,000	3,715,000	3,825,000	3,940,000	4,055,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	3,605,000	3,715,000	3,825,000	3,940,000	4,055,000

Detailed Work Plan:

	2017/18	2018/19
Refer to attached work plan	2,400,000	-
A work plan will be developed in 17/18	-	2,500,000
	-	-
Total Estimated Work Plan	2,400,000	2,500,000
Less: Projected Carry Forward from Previous Years	2,400,000	N/A
Gross Budget Request	-	2,500,000

Capital Project Supplementary Report

Project Name: Bridges	Project # CRU01077
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APPROVED CARRYOVER PROJECTS

PROJECT/LOCATION	DISTRICT	ESTIMATE
BR57 Walker Ave Inspection	2	\$35,000
BR7 Forest Hills Parkway Inspection	4	\$15,000
BR74 Oakland Rd Replacement**	7	\$500,000
BR26 Lady Hammond Rd Inspection	8	\$15,000
Fairview Overpass Parapet Wall Repairs	8/9	\$420,000
BR30 and BR40 Maintenance NSTIR	Various	\$50,000
Completion of Various Bridge Maintenance and Engineering Fees Already Awarded	Various	\$65,000
Level 2 Inspection	Various	\$250,000
Misc. Bridge Repairs/Designs/Inspections	Various	\$301,000
NSTIR Bridge Rehab BR114, BR81, BR84	Various	\$50,000
NSTIR Cost Sharing Bridges BR131/BR128/BR115	Various	\$84,000
Wooden Railing Replacements - Misc. Locations	Various	\$130,000
Total Estimate Carryover Projects		\$1,915,000

2017/2018 NEW PROJECTS

PROJECT/LOCATION	DISTRICT	ESTIMATE
BR007 CHHS Pedestrian Path Repair work	4	\$50,000
BR026 Lady Hammond Rd Bridge Repair work	8	\$270,000
BR41 Lucasville Rd Bridge Repair work	14	\$65,000
BR65 Rosley Rd Bridge Replacement design	14	\$100,000
Total Estimate New Projects		\$485,000
Total Work Plan for 2017/18		\$2,400,000

Summary of Budget Breakdown:

2017/18 Bridge Budget	\$0
Surplus from Previously Approved Accounts	\$2,400,000
Total Budget	\$2,400,000

**BR74 is a CN Owned Bridge and is Cost Shared Between CN and HRM Pursuant to Approved Agreement

2017/2018 Capital Budget Form

Project Name:	Macdonald Bridge Bikeway Connection
Project Number:	CT000010
Budget Category:	Roads & Active Transportation
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	David Maclsaac

Project Summary:

This project supports the planning, detailed design and construction of structures and intersection modifications to enable safer and more accessible access to the Macdonald Bridge Bikeway from the on-road bicycle network on both sides of the harbour. The project supports the recommendations of the Halifax Active Transportation Priorities Plan and the Mayor's Conversation on Healthy and Livable Communities.

Total Capital Budget Request: (5 Years) \$ 7,000,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	400,000	1,000,000	4,600,000	1,000,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	400,000	1,000,000	4,600,000	1,000,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Macdonald Bridge Bikeway Connector detailed design	700,000	-
Begin construction	-	1,000,000
	-	-
Total Estimated Work Plan	700,000	1,000,000
Less: Projected Carry Forward from Previous Years	300,000	N/A
Gross Budget Request	400,000	1,000,000

2017/2018 Capital Budget Form

Project Name:	New Paving Streets - HRM Owned Roads
Project Number:	CR000002
Budget Category:	Roads & Active Transportation
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	David Hubley

Project Summary:

Paving of HRM owned and maintained gravel roads. Revised local Improvement charges apply to these projects pursuant to the June 21, 2016 Council meeting. The paving of these roads improves rideability and reduces maintenance costs.

Total Capital Budget Request: (5 Years) \$

2,125,000

Supports Outcome Area:

Transportation (Council Priority)

Project Status:

Tender Ready

How advanced are the budget estimates? Class A, B, C, D

Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	125,000	500,000	500,000	500,000	500,000
Funding Source:					
Local Improvement Charge (LIC)	125,000	165,000	165,000	165,000	165,000
Total Funding:	125,000	165,000	165,000	165,000	165,000
Net Budget:	-	335,000	335,000	335,000	335,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:					
Local Improvement Charge (LIC)	165,000	165,000	165,000	165,000	165,000
Total Funding:	165,000	165,000	165,000	165,000	165,000
Net Budget:	335,000	335,000	335,000	335,000	335,000

Detailed Work Plan:

	2017/18	2018/19
Refer to attached work plan	375,000	-
A work plan will be developed in 17/18	-	500,000
	-	-
Total Estimated Work Plan	375,000	500,000
Less: Projected Carry Forward from Previous Years	250,000	N/A
Gross Budget Request	125,000	500,000

Capital Project Supplementary Report

Project Name: New Paving Streets - HRM Owned Roads	Project # CR000002
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APPROVED CARRYOVER PROJECTS

PROJECT/LOCATION	FROM	TO	LIC	DISTRICT	ESTIMATE
Swan Cres	Carmella	End	YES	11	\$140,000
Evans Dr	Halfway Lake	End	YES	13	\$65,000
Total Estimate Carryover Projects					\$205,000

2017/2018 NEW PROJECTS

PROJECT/LOCATION	FROM	TO	LIC	DISTRICT	ESTIMATE
Canavan Dr	Danny	End	YES	14	\$170,000
Total Estimate New Projects					\$170,000

Total 2017/18 Work Plan	\$375,000
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Summary of Budget Breakdown:

2017/18 HRM Funding	\$0
2017/18 LIC **	\$125,000
Surplus from Previously Approved Accounts	\$250,000
Total Budget	\$375,000

**** 1/3 Residents, 2/3 HRM Cost Sharing Based on June 21, 2016 Regional Council Motion, Amendments to Bylaw S-400 to follow.**

2017/2018 Capital Budget Form

Project Name:	New Paving Subdivision Streets - Provincial
Project Number:	CR990001
Budget Category:	Roads & Active Transportation
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	David Hubley

Project Summary:

This program supports the paving of "J" class gravel roads that are owned and maintained by the Province. Local Improvement charges and Provincial funding apply.

Total Capital Budget Request: (5 Years) \$ 3,640,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,640,000	500,000	500,000	500,000	500,000
Funding Source:					
Local Improvement Charge (LIC)	1,640,000	500,000	500,000	500,000	500,000
Total Funding:	1,640,000	500,000	500,000	500,000	500,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:					
Local Improvement Charge (LIC)	500,000	500,000	500,000	500,000	500,000
Total Funding:	500,000	500,000	500,000	500,000	500,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Refer to attached work plan.	1,640,000	-
A project plan will be developed in 17/18	-	500,000
	-	-
Total Estimated Work Plan	1,640,000	500,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,640,000	500,000

Capital Project Supplementary Report

Project Name: New Paving Subdivision Streets - Provincial	Project # CR990001
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PROJECT/LOCATION	FROM	TO	LIC	DISTRICT	ESTIMATE
Bayshore Dr	Prospect Rd.	Lot 19	Yes	11	\$88,000
Birchpond Crt	Tara	End	Yes	11	\$56,000
Carmella Dr	Rte 333	Lot B22	Yes	11	\$456,000
Delmerle Dr	Tara	End	Yes	11	\$324,000
Denford Rd	Stoney Beach	Lot 42	Yes	11	\$140,000
Maple Dr	Terence Bay	Delmerle	Yes	11	\$52,000
Prospect River Crt	Forest Glade	End	Yes	11	\$196,000
Spruceview Dr	Denford	End	Yes	11	\$64,000
Tara Dr	Terrance Bay	Birch	Yes	11	\$188,000
Tidal Way	Bayshore	End	Yes	11	\$76,000
Total Estimate New Projects					\$1,640,000

Summary of Budget Breakdown:

2017/18 Provincial Funding (Aid to Municipalities)**	\$820,000
2017/18 LIC	\$820,000
Total Budget	\$1,640,000

**Requires Approval of Funding from Nova Scotia Department of Transportation and Infrastructure Renewal (NSTIR)

2017/2018 Capital Budget Form

Project Name:	Other Road Related Works
Project Number:	CRU01079
Budget Category:	Roads & Active Transportation
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	David Hubley

Project Summary:

Funding for a variety of areas including installation of new, and upgrading of existing, guiderails and retaining walls, upgrading of walkways, asphalt testing programs, technical studies/assessments and materials testing requirements for capital projects. Also funding for pavement designs and new survey equipment.

Total Capital Budget Request: (5 Years) \$ 12,750,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,500,000	2,250,000	3,000,000	3,000,000	3,000,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,500,000	2,250,000	3,000,000	3,000,000	3,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	3,090,000	3,180,000	3,280,000	3,375,000	3,475,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	3,090,000	3,180,000	3,280,000	3,375,000	3,475,000

Detailed Work Plan:

	2017/18	2018/19
Refer to attached work plan	3,700,000	-
Projects are largely based on asset condition so a project plan is developed after a condition assessment is completed.	-	2,250,000
	-	-
Total Estimated Work Plan	3,700,000	2,250,000
Less: Projected Carry Forward from Previous Years	2,200,000	N/A
Gross Budget Request	1,500,000	2,250,000

Capital Project Supplementary Report

Project Name: Other Road Related Works	Project # CRU01079
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APPROVED CARRYOVER PROJECTS

PROJECT/LOCATION	DISTRICT	ESTIMATE
Guide Rails		
Birch Cove Ln	10	\$20,000
Dickson Ave	10	\$5,000
Walkways		
Stair Replacement Brule to Pinecrest	6	\$110,000
Dunbrack St - Rosedale to Gesner	10/12	\$240,000
Retaining Walls		
Bedford Hwy - Rocky Lake to Civic 1687	16	\$245,000
Bedford Hwy - Oakmount to North Mall Entry	16	\$145,000
Cliff St	16	\$120,000
Retaining Wall Bedford Hwy	16	\$200,000
Completion of Work Previously Awarded		<u>\$100,000</u>
Total Estimate Carryover Projects		\$1,185,000

2017/2018 NEW PROJECTS

PROJECT/LOCATION	DISTRICT	ESTIMATE
Guide Rails - New		
1358 Cobequid Rd	1	\$16,000
Cobequid Rd at Regwood Dr	1	\$35,000
Rocky Lake Dr	1	\$20,000
Waverley Rd (Multiple Locations)	1	\$150,000
Guide Rails - Replace Existing		
Waverley Rd Under Hwy 118	1	\$20,000
Ross Rd at Salmon River Rd	4	\$30,000
Burnside Dr - Between Commodore/Wright	6	\$22,000
Barrington St MacKay Bridge Approaches	8	\$180,000
22 Herring Cove Rd	9	\$31,000
Purcell's Cove Rd at Williams Lake Rd	9	\$10,000
89 Dartmouth Rd	16	\$15,000
Cliff St	16	\$11,500
Miscellaneous Guide Rail Repair TBD	Various	<u>\$55,000</u>
Total Guide Rails		\$595,500

Walkways

Capital Project Supplementary Report

Project Name: Other Road Related Works	Project # CRU01079	
101 Regal Rd	3	\$20,000
57 Glenwood Ave	5	\$41,000
3 Dunrobin Dr to 24 Gourok Ave	6	\$19,000
48 Skeena St to 42 Saguenay Pl	6	\$52,000
2320 Armcrescent West Ave - 2291 Quinn Street	9	\$11,000
107 Alder Cres	15	\$124,000
147 Nordic Cres to Leslie Thomas Jr. High School	15	\$93,000
15 Fourth St to 15 Panorama Ln	16	\$75,000
Miscellaneous Walkways TBD	Various	\$55,000
Total Walkways		\$490,000
Retaining Walls		
Regal Rd New Construction	3	\$45,000
North St (Dartmouth) Inspection and Design	5	\$25,000
201 Brownlow Ave Replacement	6	\$50,000
Quinpool Seawall Repairs	7	\$25,000
Purcell's Cove Rd at Williams Lake Rd Investigation and Design	9	\$25,000
22 Herring Cove Rd	9	\$36,000
Coronation Dr (Hillcrest to Willett) New Construction	10	\$57,000
Cliff St Replacement	16	\$37,000
Miscellaneous Retaining Walls TBD	Various	\$49,500
Total Retaining Walls		\$349,500
Materials Testing		\$500,000
Studies/Reports/Geotechnical Investigations/Pavement Designs		\$500,000
Legal Surveys Related to Capital Projects/Planning		\$20,000
Survey Equipment for Capital Projects		\$60,000
Total Estimate New Projects		\$2,515,000
Total 2017/18 Work Plan		\$3,700,000
Summary of Budget Breakdown:		
2017/18 Other Roads Related Works Budget		\$1,500,000
Surplus from Previously Approved Accounts		\$2,200,000
Total Budget		\$3,700,000

2017/2018 Capital Budget Form

Project Name:	Road Operations and Construction - State of Good Repair
Project Number:	CR990002
Budget Category:	Roads & Active Transportation
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Bev Audet

Project Summary:

Maintenance to the transportation network and includes activities such as asphalt maintenance (spreader patching, skin patching, etc.) sidewalk slab replacement, bridge recapitalization, guide rail maintenance and minor drainage issues.

Total Capital Budget Request: (5 Years) \$ 19,600,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	3,600,000	4,000,000	4,000,000	4,000,000	4,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	3,600,000	4,000,000	4,000,000	4,000,000	4,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	4,120,000	4,245,000	4,370,000	4,500,000	4,635,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	4,120,000	4,245,000	4,370,000	4,500,000	4,635,000

Detailed Work Plan:

	2017/18	2018/19
Asphalt repairs (spreader patching, skin patching, etc.)	1,600,000	1,800,000
Bridges (concrete, rails, timber, washing expansion joints and flushing drainage systems)	432,000	480,000
Sidewalk slab replacement, curb repairs	842,000	962,000
Drainage projects	288,000	320,000
Tree stump removal	438,000	438,000
Total Estimated Work Plan	3,600,000	4,000,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	3,600,000	4,000,000

2017/2018 Capital Budget Form

Project Name:	Sidewalk Renewals
Project Number:	CKU01084
Budget Category:	Roads & Active Transportation
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	David Hubley

Project Summary:

Existing sidewalks are rated on a two year cycle to identify defective slabs. Sidewalk Renewal Projects are selected based on the percentage of defective slabs and integration opportunities with other road related projects.

Total Capital Budget Request: (5 Years) \$ 17,500,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	3,000,000	3,250,000	3,500,000	3,750,000	4,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	3,000,000	3,250,000	3,500,000	3,750,000	4,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	4,120,000	4,245,000	4,370,000	4,500,000	4,635,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	4,120,000	4,245,000	4,370,000	4,500,000	4,635,000

Detailed Work Plan:

	2017/18	2018/19
Refer to attached work plan	5,100,000	-
A work plan will be developed in 17/18	-	3,250,000
	-	-
Total Estimated Work Plan	5,100,000	3,250,000
Less: Projected Carry Forward from Previous Years	2,100,000	N/A
Gross Budget Request	3,000,000	3,250,000

Capital Project Supplementary Report

Project Name: Sidewalk Renewal	Project # CKU01084
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APPROVED CARRYOVER PROJECTS

PROJECT/LOCATION	FROM	TO	DIRECTION	DISTRICT	ESTIMATE
Newcastle St	Old Ferry	Civic 95	E	5	\$114,000
Newcastle St	Old Ferry	Pleasant	W	5	\$144,000
Strath Ln	Raymoor	Helene	N	6	\$20,000
Preston St	Quinpool	Pepperell	W/E	7	\$40,000
Preston St	Watt	Payzant	E	7	\$20,000
Almon St	Robie	Civic 6034	S	8	\$25,000
Almon St	Robie	Civic 6055	N	8	\$60,000
Almon St	Gottingen	Isleville	S	8	\$115,000
Kempt Rd	Commission	Livingstone	N	8	\$375,000
North St	Chebucto	Oxford	S	8	\$25,000
Robie St	Young	Livingstone	W	8	\$160,000
St. Margaret's Bay Rd	Quarry	Ferndale	S	9	\$245,000
Dentith Rd	Herring Cove	Mall Entry	W	11	\$129,000
Leiblin Dr	Rockingstone	Elmdale	S	11	\$280,000
Bedford Hwy	North Mall Ent	Oakmount	E	16	\$60,000
Total Estimate Carryover Projects					\$1,812,000

2017/2018 NEW PROJECTS

PROJECT/LOCATION	FROM	TO	DIRECTION	DISTRICT	ESTIMATE
Cow Bay Rd	Main	Hornes	N	3	\$285,000
Trunk 7	Hillsboro	End of asphalt	S	4	\$470,000
Trunk 7	Montague	End of asphalt	N	4	\$460,000
Newcastle St	Old Ferry	Albert	N	5	\$145,000
Chestnut St	Coburg	Watt	E	7	\$120,000
Chestnut St	Coburg	Payzant	W	7	\$60,000
Chestnut St	Payzant	Watt	W	7	\$60,000
Lilac St	Payzant	Coburg	W	7	\$15,000
Payzant Ave	Larch	Lilac	S	7	\$25,000
Armcrescent West Ave	First	Benjamin Green	W	9	\$100,000
Benjamin Green Ave	Chebucto	Armcrescent	E/W	9	\$25,000
Herring Cove Rd	Cherry	Civic 222	E	9	\$95,000
South Armcrescent Ave	First	Quinpool	W	9	\$20,000
Coronation Ave	Hillcrest	Alex	N	10	\$145,000
Coronation Ave	Alex	Birch	N	10	\$125,000
Leiblin Dr	Elmdale	Old Sambro	S	11	\$420,000
Dartmouth Rd	Eaglewood	End of Sidewalk	S	16	\$180,000
Curb/Sidewalk Integration/Repairs				Various	\$538,000
Total Estimate New Projects					\$3,288,000

Total 2017/18 Work Plan

\$5,100,000

Summary of Budget Breakdown:

2017/18 Sidewalk Renewal Budget	\$3,000,000
Surplus from Previously Approved Accounts	\$2,100,000
Total Budget	\$5,100,000

Potential Projects List

Ahern Ave	Bell	Rainnie	E/W	7	\$265,000
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2017/2018 Capital Budget Form

Project Name:	Street Recapitalization
Project Number:	CR000005
Budget Category:	Roads & Active Transportation
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	David Hubley

Project Summary:

The projects included in the Street Recapitalization account include street renewal, street resurfacing, asphalt overlays, micro surfacing, patching and crack sealing. The projects are selected based on a set of criteria which include Surface Distress Index (SDI), integration opportunities with other stakeholders, classification of the road, etc. Project Planning & Design (PP&D) is currently working from a long term pavement investment strategy that was developed by Opus Consultants in 2014 in which they have recommended investments in HRM pavements in excess of \$330,000,000 over the next 10 years. Also included in this account is funding to support additional term design and construction resources.

Total Capital Budget Request: (5 Years) \$ 152,905,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	23,915,000	30,000,000	32,000,000	33,000,000	33,990,000
Funding Source:					
Other	-	9,000,000	-	-	-
Total Funding:	-	9,000,000	-	-	-
Net Budget:	23,915,000	21,000,000	32,000,000	33,000,000	33,990,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	35,010,000	36,060,000	37,140,000	38,255,000	39,400,000
Funding Source:					
Other	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	35,010,000	36,060,000	37,140,000	38,255,000	39,400,000

Detailed Work Plan:

	2017/18	2018/19
Refer to attached work plan	40,115,000	-
A work plan will be developed in 17/18	-	30,000,000
	-	-
Total Estimated Work Plan	40,115,000	30,000,000
Less: Projected Carry Forward from Previous Years	16,200,000	N/A
Gross Budget Request	23,915,000	30,000,000

Capital Project Supplementary Report

Project Name: Street Recapitalization	Project # CR000005
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APPROVED CARRYOVER PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Montague Rd	Civic 1206	Montague Mines	1	\$405,000
Newcastle St	Old Ferry	Pleasant	5	\$230,000
Perth Dr	Westwood	Strath	6	\$85,000
Strath Ln	Caledonia	Helene	6	\$500,000
Westwood Dr	Caledonia	End	6	\$300,000
Preston St	Quinpool	Payzant	7	\$620,000
Cogswell St	Robie	North Park	7/8	\$100,000
Brunswick Street			7/8	\$115,000
Almon St	Oxford	Gottingen	8	\$465,000
Columbus St	Kempt	Massachusetts	8	\$122,000
Kempt Rd	Commission	Young	8	\$485,000
Robie St	Livingstone	Young	8	\$170,000
Stairs St	Kempt	Massachusetts	8	\$108,000
George Dauphinee Ave	Bayers	Ralph Devlin	9	\$585,000
St. Margaret's Bay Rd	Douglas	Quarry	9	\$320,000
Birch Cove Ln	Kearney Lake	End	10	\$255,000
Dickson Ave	Woodbury	End	10	\$150,000
Fox Glove/Parmbelle/Scarlet			10	\$1,110,000
Riverwood Dr	Eisener	Sprucewood	12	\$525,000
Hammonds Plains Road	Lucasville	Kingswood	13	\$725,000
First Lake Dr	Crimson	Cobequid	15	\$1,195,000
Glendale Dr	Riverside	150m SE McDougall	15	\$475,000
Lydgate Dr	Metropolitan	Lumsden	15	\$175,000
Lynnville Dr	Lydgate	Lennox	15	\$265,000
Bedford Hwy	Hwy 102	Rocky Lake	16	\$665,000
Doyle St	Hammonds Plains	Landsburg	16	\$645,000
Street Planer Patching Phase 2			Various	\$410,000
Micro Surfacing Phase 2			Various	\$430,000
Asphalt Overlay Phase 1			Various	\$340,000
Street Planer Patching Phase 1			Various	\$300,000
Asphalt Overlay Phase 2			Various	\$60,000
Total Estimate Carryover Projects				\$12,335,000

2017/2018 NEW PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Elmridge Ave	Rolling Hills	End	1	\$755,000
Overbrook Dr	Rolling Hills	End	1	\$240,000
Stayner Dr	Overbrook	Stoney Ridge	1	\$495,000
Stoney Ridge Ln	Rolling Hills	End	1	\$385,000
Les Collins Ave	Hwy 207	End	2	\$805,000
Cow Bay Rd	Hornes	Main	3	\$125,000
Main Rd	Harvard	Hines	3	\$155,000
Regal Rd	Portland	Dorothea	3	\$240,000
Badger Ave	Rattling	End	4	\$170,000
Montague Rd	Montague Mines	Serpentine	4	\$605,000
Rattling Ave	Gander	Badger	4	\$225,000
Serpentine Ave	Montague	End	4	\$40,000
Newcastle Rd	Maitland	Old Ferry	5	\$230,000
Pleasant St	Prince Albert	Portland	5	\$200,000
Portland St	Pleasant	Lakefront	5	\$170,000
Portland St	Manor	Hwy 111	5	\$120,000
Prince Albert Rd	Sinclair	Hawthorne	5	\$335,000
Prince Albert Rd	Glenwood	Chittick	5	\$450,000
Wright Ave	Isnor	Burnside	6	\$1,125,000

Capital Project Supplementary Report

Project Name: Street Recapitalization			Project # CR000005	
Chestnut St	Shirley	Coburg	7	\$305,000
Lilac St	Coburg	Payzant	7	\$55,000
Payzant Ave	Larch	Chestnut	7	\$120,000
Gottingen St	Young	Almon	8	\$610,000
Kaye St	Young	Gottingen	8	\$100,000
Kenny St	Novalea	Devonshire	8	\$185,000
Novalea Dr	Young	Stanley	8	\$375,000
Union St	Young	Kenny	8	\$290,000
Armcrescent Ave E/W	First	Benjamin Green	9	\$415,000
Benjamin Green Dr	Armcrescent	Chebucto	9	\$55,000
First St	Connaught	Armcrescent West	9	\$145,000
Herring Cove Rd	Glenora	Old Sambro	9	\$160,000
South Armcrescent St	First	Quinpool	9	\$60,000
Third St	Newton	Connaught	9	\$20,000
Coronation Ave	Gesner	Birch	10	\$805,000
Eastcoast Crt	Rockhaven	End	10	\$10,000
Rockhaven Dr	Woodbury	Falcon	10	\$415,000
Layton Rd	Herring Cove	Penny	11	\$70,000
Woodcrest Ave	Herring Cove	End	11	\$420,000
White Birch Dr	Johnson	Riverwood	12	\$545,000
Anderson Crt	Anderson	End	13	\$120,000
Anderson Rd	Pockwock	End	13	\$515,000
Debbie Dr	Franklyn	Sherri	14	\$130,000
Franklyn Dr	Pinehaven	Debbie	14	\$255,000
Sherri Ln	Pinehaven	Debbie	14	\$275,000
Cobequid Rd	Glendale	First Lake	15	\$705,000
Kipling Dr	Maplegrove	Riverside	15	\$330,000
Lumsden Cres	Lydgate	Lynnville	15	\$530,000
Marie Dr	Maplegrove	Kipling	15	\$160,000
Cliff St	Bedford Hwy	Pine	16	\$60,000
Dartmouth Rd	Bedford Hwy	Bedford Bypass	16	\$1,080,000
Estelle Ave	Olive	Lewis	16	\$55,000
Olive Ave	Lewis	Bernard	16	\$220,000
Asphalt Overlays				\$5,550,000
Micro Surfacing				\$3,000,000
Cracksealing				\$650,000
Street Planer Patching				\$1,815,000
Additional Design Resources				\$200,000
Additional Construction Resources				\$100,000
Total Estimate New Projects				\$27,780,000
Total 2017/18 Work Plan				\$40,115,000
Summary of Budget Breakdown:				
2017/18 Street Recapitalization Budget				\$23,915,000
Surplus from Previously Approved Accounts				\$16,200,000
Total Budget				\$40,115,000
Potential Projects List				
Bissett Rd	Cole Harbour	Rehab Centre	4	\$430,000
Akerley Blvd	Joseph Zatzman	Burnside	6	\$785,000
Ahern Ave	Bell	Rainnie	7	\$390,000
High St	Lady Hammond	Leeds	8	\$205,000
Pockwock Rd	Old Annapolis	2.6 km from End	13	\$725,000

Solid Waste

Page	Project Name	Project #	2017/18 Gross	2017/18 Net	2018/19 Gross	2018/19 Net
X1	Composting/Anaerobic Digestion (AD) Plant	CW000004	250,000	-	250,000	-
X2	Environment Monitoring Site Work 101 Landfill	CWU01353	100,000	-	100,000	-
X3	Green Carts for New Residents/Replacement Greencarts	CW000001	735,000	-	735,000	-
X4	Half Closure Cell 6 - Otter Lake	CWU01358	-	-	-	-
X5	Land Acquisition Otter Lake	CWI00967	-	-	-	-
X6	Leachate Evaporator	CW000010	1,500,000	-	-	-
X7	Materials Recovery Facility Purchase	CW000012	-	-	750,000	-
X8	Materials Recovery Facility Repairs	CW000007	85,000	-	50,000	-
X9	Miller Composting Purchase	CW000011	-	-	2,100,000	-
X10	New Era Recapitalization	CW000009	-	-	250,000	-
X11	Rural Depots	CW000003	285,000	-	-	-
Solid Waste Total			2,955,000	-	4,235,000	-

2017/2018 Capital Budget Form

Project Name:	Composting/Anaerobic Digestion (AD) Plant
Project Number:	CW000004
Budget Category:	Solid Waste
Project Type:	Growth
Discrete/Bundled:	Discrete
Project Manager:	Barry Nickerson

Project Summary:

HRM needs to explore the option of constructing a new organics processing facility, or the expansion of existing facility(s). An Anaerobic Digestion (AD) facility or composting plant to process organics including the wet Industrial, Commercial and Institutional (ICI) stream of organics could be developed to aid or replace one or both of HRM's two existing aerobic composting facilities, which are currently operating at capacity and need to meet revised guidelines for maturity. The ICI organics stream could be handled with an AD or other technology and potentially help in the processing and maturity of the compost produced at the existing aerobic facilities. The costs outlined below will enable a consultant to assist with RFQ/RFP development, review, assessment and scoring; project management, design, siting, regulatory requirements; community consultations and engagement; contract negotiations; legal, and other direct costs for this project. The budget does not include funding for the asset, as staff are currently reviewing a design, build, own, operate and possible transfer procurement model.

Total Capital Budget Request: (5 Years) \$ 500,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	250,000	250,000	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	250,000	250,000	-	-	-
Total Funding:	250,000	250,000	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Consultant assistance in RFQ/RFP development, review, assessment and scoring; project management during construction, design, siting, regulatory requirements.	650,000	250,000
	-	-
Total Estimated Work Plan	650,000	250,000
Less: Projected Carry Forward from Previous Years	400,000	N/A
Gross Budget Request	250,000	250,000

2017/2018 Capital Budget Form

Project Name:	Environment Monitoring Site Work 101 Landfill
Project Number:	CWU01353
Budget Category:	Solid Waste
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Barry Nickerson

Project Summary:

To ensure the site continues to meet all of the requirements of a closed landfill, this work will include water monitoring, site maintenance and repair on a priority basis to meet all requirements of a closed landfill including site regulatory approval requirements. The current engineering and monitoring firm has identified this work to include erosion control, cap and leachate system improvements and inspections of site infrastructure.

Total Capital Budget Request: (5 Years) \$ 500,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
Reserve Q506 - Landfill Closure & Post Closure Cost Reserve	100,000	100,000	100,000	100,000	100,000
Total Funding:	100,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
Reserve Q506 - Landfill Closure & Post Closure Cost Reserve	100,000	100,000	100,000	100,000	100,000
Total Funding:	100,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Water monitoring, site maintenance and repair to meet all requirements of a closed landfill including site regulatory approval requirements. The work also includes: erosion control, cap and leachate system improvements and inspections of site infrastructure. This includes the carry over of residual funding to enable quick response to issues at the landfill that may be identified by the engineering and monitoring firm or the landfill gas operator.	500,000	100,000
	-	-
Total Estimated Work Plan	500,000	100,000
Less: Projected Carry Forward from Previous Years	400,000	N/A
Gross Budget Request	100,000	100,000

2017/2018 Capital Budget Form

Project Name:	Green Carts for New Residents/Replacement Greencarts
Project Number:	CW000001
Budget Category:	Solid Waste
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	Barry Nickerson

Project Summary:

This project includes the supply and delivery of organics green carts to newly constructed homes and the ongoing replacement of damaged and/or worn out carts. A cart is provided to each dwelling eligible for curbside solid waste collection based on the number of units. Contingency has been built in to the budget to account for unpredictable demand for carts (as they age), and the potential for increases in resin prices, which in turn, can increase unit cost.

Total Capital Budget Request: (5 Years) \$ 3,675,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	735,000	735,000	735,000	735,000	735,000
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	735,000	735,000	735,000	735,000	735,000
Total Funding:	735,000	735,000	735,000	735,000	735,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	735,000	735,000	735,000	735,000	735,000
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	735,000	735,000	735,000	735,000	735,000
Total Funding:	735,000	735,000	735,000	735,000	735,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Procurement of new carts to new homes and ongoing replacement of damaged or worn out carts. The unit price of the green carts is approximately \$75-80 and the actual quantity is based on the demand.	735,000	735,000
	-	-
Total Estimated Work Plan	735,000	735,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	735,000	735,000

2017/2018 Capital Budget Form

Project Name:	Half Closure Cell 6 - Otter Lake
Project Number:	CWU01358
Budget Category:	Solid Waste
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Barry Nickerson

Project Summary:

Installation of landfill gas collection system and capping of partial landfill cell in stages, and permanent cap of a fully utilized landfill cell. This closure in stages is anticipated to reduce the maintenance required for the gas collection system, improve the capture of landfill gas, reduce the potential for odours, and will reduce the amount of leachate generated from this cell.

Total Capital Budget Request: (5 Years) \$ 7,500,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Installation of landfill gas collection system and capping of partial landfill cell in stages, and permanent cap of a fully utilized landfill cell.	7,500,000	-
	-	-
Total Estimated Work Plan	7,500,000	-
Less: Projected Carry Forward from Previous Years	7,500,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Land Acquisition Otter Lake
Project Number:	CWI00967
Budget Category:	Solid Waste
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Barry Nickerson

Project Summary:

Purchase of land parcels, as they become available, surrounding the Otter Lake facilities to create a buffer to prevent encroachment and recreational uses.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Purchase of land parcels, as they become available, surrounding the Otter Lake facilities to prevent encroachment and recreational uses.	1,000,000	-
	-	-
Total Estimated Work Plan	1,000,000	-
Less: Projected Carry Forward from Previous Years	1,000,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Leachate Evaporator
Project Number:	CW000010
Budget Category:	Solid Waste
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Barry Nickerson

Project Summary:

Purchase and install a Leachate evaporator at the Otter Lake facility to evaporate a portion of the 75M litres produced annually, which would free up capacity at Mill Cove and reduce transportation costs and emissions.

Total Capital Budget Request: (5 Years) \$ 1,500,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,500,000	-	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	1,500,000	-	-	-	-
Total Funding:	1,500,000	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Purchase and install a Leachate Evaporator which should be able to process 113,000 litres of leachate daily for the next 20 years.	1,500,000	-
	-	-
Total Estimated Work Plan	1,500,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,500,000	-

2017/2018 Capital Budget Form

Project Name:	Materials Recovery Facility Purchase
Project Number:	CW000012
Budget Category:	Solid Waste
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Barry Nickerson

Project Summary:

At the end of the last five year operating term, HRM is required to pay the residual value of the capital upgrades of the site which were added during the contractors term. This includes conveyors and material handling systems, along with a proposed storage building to accommodate the increased volumes of materials processed at the facility since the start of the contract.

Total Capital Budget Request: (5 Years) \$ 750,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	750,000	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	750,000	-	-	-
Total Funding:	-	750,000	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Pay for capital upgrades and equipment as per the contract	-	750,000
	-	-
	-	-
Total Estimated Work Plan	-	750,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	750,000

2017/2018 Capital Budget Form

Project Name:	Materials Recovery Facility Repairs
Project Number:	CW000007
Budget Category:	Solid Waste
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Barry Nickerson

Project Summary:

Repairs to the Materials Recovery Facility (Halifax owned Recycling Plant) located at 20 Horseshoe Lake Dr., Bayer's Lake Business Park, including repairs to bent columns, concrete slab repairs due to heavy vehicle traffic, and repairs to the roofing system to prevent ongoing leaks.

Total Capital Budget Request: (5 Years) \$ 185,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	85,000	50,000	50,000	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	85,000	50,000	50,000	-	-
Total Funding:	85,000	50,000	50,000	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Repairs and upgrade to be completed to the roofing system and concrete floor repairs.	205,000	50,000
	-	-
Total Estimated Work Plan	205,000	50,000
Less: Projected Carry Forward from Previous Years	120,000	N/A
Gross Budget Request	85,000	50,000

2017/2018 Capital Budget Form

Project Name: Miller Composting Purchase
Project Number: CW000011
Budget Category: Solid Waste
Project Type: Service Improvements
Discrete/Bundled: Discrete
Project Manager: Barry Nickerson

Project Summary:

Purchase of the entire assets of the Burnside composting operation at the end of the 20 year operating period as per the 1998 operating contract.

Total Capital Budget Request: (5 Years) \$ 2,100,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	2,100,000	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	2,100,000	-	-	-
Total Funding:	-	2,100,000	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Purchase of the entire assets	-	2,100,000
	-	-
Total Estimated Work Plan	-	2,100,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	2,100,000

2017/2018 Capital Budget Form

Project Name:	New Era Recapitalization
Project Number:	CW000009
Budget Category:	Solid Waste
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Barry Nickerson

Project Summary:

Repairs to the Ragged Lake Composting Facility (Halifax owned Composting Facility) located at 61 Evergreen Place, Ragged Lake Business Park, including structural work, corrosion protection and other repairs to the receiving building, curing building and screening building.

Total Capital Budget Request: (5 Years) \$ 250,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B, C, or D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	250,000	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	250,000	-	-	-
Total Funding:	-	250,000	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Structural work on the corroded girders, base plates, bracing and cladding for the receiving building; corrosion thickness study and corrosion protection for the curing building and new trusses and fabric covering in the screening building.	250,000	250,000
	-	-
Total Estimated Work Plan	250,000	250,000
Less: Projected Carry Forward from Previous Years	250,000	N/A
Gross Budget Request	-	250,000

2017/2018 Capital Budget Form

Project Name:	Rural Depots
Project Number:	CW000003
Budget Category:	Solid Waste
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Barry Nickerson

Project Summary:

Trailers service the two Rural Refuse Depots in Sheet Harbour and Middle Musquodoboit where refuse loads are consolidated prior to transport to the Otter Lake Facilities. There are currently six units in the fleet. The 2007 Wilkens trailer will be replaced in this period. In addition, there are capital maintenance costs and upgrades required for the depots.

Total Capital Budget Request: (5 Years) \$ 605,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B, C, or D Class 'A'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	285,000	-	-	320,000	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	285,000	-	-	320,000	-
Total Funding:	285,000	-	-	320,000	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	350,000	-	-
Funding Source:					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	350,000	-	-
Total Funding:	-	-	350,000	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Replacement of the 2007 Wilkens trailer and upgrades to a retaining wall	290,000	-
	-	-
Total Estimated Work Plan	290,000	-
Less: Projected Carry Forward from Previous Years	5,000	N/A
Gross Budget Request	285,000	-

Traffic Improvements

Page	Project Name	Project #	2017/18 Gross	2017/18 Net	2018/19 Gross	2018/19 Net
Y1	Bedford West Road Oversizing	CTU01006	-	-	-	-
Y2	Burnside Connection to Highway 107	CT000013	-	-	-	-
Y3	Cogswell Interchange Redevelopment	CT000007	15,000,000	-	23,000,000	-
Y4	Controller Cabinet and Detection Program	CT000004	800,000	800,000	800,000	800,000
Y5	Destination Signage Program	CTR00904	100,000	100,000	100,000	100,000
Y6	Downtown Streetscapes - Argyle/Grafton	CD000002	-	-	-	-
Y7	Downtown Streetscapes - Future Projects	CD000001	-	-	-	-
Y8	Herring Cove Road Widening	CTX01116	-	-	-	-
Y9	Integrated Mobility Master Plan	CT000014	-	-	-	-
Y10	Intersection Improvement Program	CTU01086	190,000	190,000	900,000	900,000
Y11	LED Conversion of HRM Streetlights	CT000005	4,465,000	-	-	-
Y12	MacLennan Drive - IMP	CTU01365	130,000	130,000	-	-
Y13	Margeson Drive - IMP	CTU01287	-	-	-	-
Y14	Opticom Signalization System	CEJ01220	80,000	-	80,000	-
Y15	Railway Crossing Improvements	CT000015	250,000	250,000	-	-
Y16	Road Corridor Land Acquisition	CTU00897	100,000	-	100,000	-
Y17	Ross Road Realignment	CT000012	1,200,000	600,000	-	-
Y18	Shearwater Connector - IMP	CT000016	-	-	-	-
Y19	Street Lighting	CRU00792	-	-	230,000	230,000
Y20	Streetscaping in Center Hubs and Corridors	CDV00734	-	-	-	-
Y21	Traffic Signal Installation	CTU01085	-	-	400,000	400,000
Y22	Traffic Signal Rehabilitation	CTU00419	1,440,000	1,440,000	1,400,000	1,400,000
Y23	Traffic Signal Re-lamping Program	CT000002	510,000	510,000	520,000	520,000
Traffic Improvements Total			24,265,000	4,020,000	27,530,000	4,350,000

2017/2018 Capital Budget Form

Project Name:	Bedford West Road Oversizing
Project Number:	CTU01006
Budget Category:	Traffic Improvements
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	Paul Burgess

Project Summary:

Implementation of the Bedford West Transportation Master Plan, including road widening projects which will be carried out by HRM, and contributions to developers to oversize new collector roads. Projects will be partially funded through the Capital Cost Contribution Program.

Total Capital Budget Request: (5 Years) \$ 7,450,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	650,000	3,300,000	3,500,000
Funding Source:					
Capital Cost Contribution	-	-	390,000	1,980,000	2,100,000
Total Funding:	-	-	390,000	1,980,000	2,100,000
Net Budget:	-	-	260,000	1,320,000	1,400,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	800,000	-	1,200,000	-	-
Funding Source:					
Capital Cost Contribution	480,000	-	120,000	-	-
Total Funding:	480,000	-	120,000	-	-
Net Budget:	320,000	-	1,080,000	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Burnside Connection to Highway 107
Project Number:	CT000013
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Dave McCusker

Project Summary:

N.S. Transportation & Infrastructure Renewal (NSTIR) plan to extend Highway 107 along the north of Burnside Business Park with a connection to Highway 102 and Sackville. They are currently working with the Federal Government on a time line and funding strategy. An interchange at Akerley Boulevard and a connection to an extension of Burnside Drive would be part of what would be built. Staff from HRM and NSTIR have worked extensively to determine the incremental cost of adding improved connections to the highway to allow for management of traffic produced by an expansion of Burnside into Phase 13 and lands beyond that phase. The funds in this project account for that added incremental cost. The full project would be under the direction of NSTIR and the funds identified are our best estimate of HRM's cost-sharing responsibility. Since the full funding and management of the project is outside of HRM's control, the fiscal years in which our funding contribution will be required is also based on current best knowledge and subject to change.

Total Capital Budget Request: (5 Years) \$ 11,900,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	4,500,000	7,400,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	4,500,000	7,400,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Cogswell Interchange Redevelopment
Project Number:	CT000007
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John Spinelli

Project Summary:

Removal of the existing Cogswell area roadways, bridges, elevated structures, walls and underground infrastructure systems. Installation of new roadways, roundabouts and realignment of existing streets to facilitate improvement of vehicle, pedestrian and bicycle flows. Several public parks will be created. Harbour views will be maintained and there will be improvements to waterfront connectivity. The program will improve circulation into and out of the downtown area and provide a link from the downtown area to the North End. Several land parcels for development of high value residential/mixed-use facilities by 3rd party developers will be created. The layout of these areas shall conform to the existing small block footprint which will maintain and extend the existing urban structure concepts. The phased release of these land parcels should substantially contribute to the ongoing construction costs for the Cogswell Interchange area.

Total Capital Budget Request: (5 Years) \$

58,000,000

Supports Outcome Area:

Economic Development (Council Priority)

Project Status:

Concept

How advanced are the budget estimates? Class A, B C, D

Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	15,000,000	23,000,000	20,000,000	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	15,000,000	23,000,000	20,000,000	-	-
Total Funding:	15,000,000	23,000,000	20,000,000	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Begin construction	15,000,000	23,000,000
	-	-
Total Estimated Work Plan	15,000,000	23,000,000
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	15,000,000	23,000,000

2017/2018 Capital Budget Form

Project Name:	Controller Cabinet and Detection Program
Project Number:	CT000004
Budget Category:	Traffic Improvements
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Taso Koutroulakis

Project Summary:

Many of the controller cabinets that hold the electronic components that operate traffic signals have reached their life expectancy and/or are not adequate to hold the components required to run current systems such as conflict detection, communication, phasing plans and the Opticom emergency vehicle detection system. Also, upgrades to timers and communication are required to communicate to the iNet traffic control system which was installed as part of a previous project. This project will also include the installation and maintenance of vehicle and pedestrian detection equipment such as: inductive loops, cameras, radar and accessible pedestrian signals. Detection equipment is a key component to optimize the traffic signal network.

Total Capital Budget Request: (5 Years) \$ 3,660,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B C, D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	800,000	800,000	980,000	530,000	550,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	800,000	800,000	980,000	530,000	550,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	560,000	570,000	585,000	605,000	620,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	560,000	570,000	585,000	605,000	620,000

Detailed Work Plan:

	2017/18	2018/19
Replacement of 113 timers	400,000	-
Replacement of 10 Cabinet Assemblies	170,000	-
Installation of 140 modems	170,000	-
Installation of 5 Accessible Pedestrian Signals	50,000	-
Installation of new detector equipment	200,000	-
Contingency to address detection equipment failure	110,000	-
Carry-over equipment purchase from 2016/17	160,000	-
2018/19 Work Plan will be developed in 2017/18	-	800,000
Total Estimated Work Plan	1,260,000	800,000
Less Projected Carry Forward from Previous Years	460,000	N/A
Gross Budget Request	800,000	800,000

2017/2018 Capital Budget Form

Project Name:	Destination Signage Program
Project Number:	CTR00904
Budget Category:	Traffic Improvements
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Taso Koutroulakis

Project Summary:

Inspection, maintenance and installation of overhead traffic sign infrastructure such as lane use, guide and destination signs, which provide directional guidance to motorists. The project also includes the funding for a detailed inspection of all sign truss structures is carried out every five years.

Total Capital Budget Request: (5 Years) \$ 400,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	100,000	100,000	100,000	-	100,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	100,000	100,000	-	100,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	100,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Inspection fees	100,000	-
Barrington Street truss structure replacement	220,000	-
Miscellaneous truss structure repairs	150,000	-
Contingency	80,000	-
2018/19 Work Plan will be developed in 2017/18	-	100,000
Total Estimated Work Plan	550,000	100,000
Less Projected Carry Forward from Previous Years	450,000	N/A
Gross Budget Request	100,000	100,000

2017/2018 Capital Budget Form

Project Name:	Downtown Streetscapes - Argyle/Grafton
Project Number:	CD000002
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Jacob Ritchie

Project Summary:

On April 26, 2016, Council approved business cases and funding for two major streetscaping projects - the Argyle and Grafton Shared Streetscape and the Spring Garden Road Streetscaping. The Argyle and Grafton project will be tendered in early 2017 and constructed this year. Previous plans for Spring Garden Road need to be updated, to ensure tender ready drawings are ready for construction considering changes that have occurred on the street since they were originally prepared. Minor work to update plantings, unit paver brick work, and other elements built through previous streetscape projects will also be undertaken.

A new framework for streetscaping in the Regional Centre has been requested by Council. This will consider the feasibility of projects identified in the five year, \$50M capital campaign (Council endorsed the projects on February 11th, 2014) as well as identify other high value projects that align with Centre Plan growth areas as well as Complete Streets initiatives identified through the ongoing Integrated Mobility Plan.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Construct Argyle Grafton Shared Streetscape Project	6,200,000	-
Spring Garden Road Streetscaping Project (Queen to South Park) - Update detailed design	1,000,000	-
Spot improvements of existing streetscape projects (Portland, Alderney, Downtown Halifax, Gottingen, etc.)	200,000	-
Develop Ten year major streetscape plan	100,000	-
	-	-
Total Estimated Work Plan	7,500,000	-
Less Projected Carry Forward from Previous Years	7,500,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Downtown Streetscapes - Future Projects
Project Number:	CD000001
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Jacob Ritchie

Project Summary:

A new framework for streetscaping in the Regional Centre has been requested by Council. This will consider the feasibility of projects identified in the five year, \$50M capital campaign (Council endorsed the projects on February 11th, 2014) and identify other high value projects that align with Centre Plan growth areas as well as Complete Streets initiatives identified through the ongoing Integrated Mobility Plan.

Total Capital Budget Request: (5 Years) \$ 9,000,000

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	9,000,000	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	9,000,000	-
Total Funding:	-	-	-	9,000,000	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Herring Cove Road Widening
Project Number:	CTX01116
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Dave McCusker

Project Summary:

Development approved in the Regional Plan (2014) have increased traffic demand due to growth on the Herring Cove Road and a need for additional street capacity. The plan would see operational changes to the Herring Cove Road approach to the Armdale Roundabout and the Herring Cove/Purcell's Cove intersection. Herring Cove Road would be widened to four lanes from Purcell's Cove Road to approximately Withrod Drive. Like all projects in the Regional Plan, this one is subject to review in the Integrated Mobility Plan.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	4,500,000	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	4,500,000	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
Total Estimated Work Plan	-	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Integrated Mobility Master Plan
Project Number:	CT000014
Budget Category:	Traffic Improvements
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	Peter Duncan

Project Summary:

The Integrated Mobility Plan will be complete in 2017/2018, and will provide an action plan, framework for project evaluation, and a framework for performance measurement to ensure modal share targets contained in the Regional Plan are met. This project will include strategic projects such as transit priority upgrades in the road network, Bus Rapid Transit and/or Commuter Rail, Active Transportation upgrades, as well as road network improvements if supported by the Integrated Mobility Plan. This funding currently resides in a single project account, but as strategic projects become more defined, funding will be allocated to separate project accounts, possibly within different asset classes (like Transit and Active Transportation).

Total Capital Budget Request: (5 Years) \$ 11,000,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	-	6,000,000	5,000,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	6,000,000	5,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	16,000,000	15,000,000	15,000,000	10,000,000	10,000,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	16,000,000	15,000,000	15,000,000	10,000,000	10,000,000

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Intersection Improvement Program
Project Number:	CTU01086
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Taso Koutroulakis

Project Summary:

Improve safety and operation at intersections or specific roadway sections, through minor reconfiguration or lane use changes. This budget also includes the addition of pedestrian ramps at marked crosswalks to improve pedestrian connectivity.

Total Capital Budget Request: (5 Years) \$ 6,790,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B C, D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	190,000	900,000	1,900,000	2,000,000	1,800,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	190,000	900,000	1,900,000	2,000,000	1,800,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	2,700,000	2,780,000	2,860,000	2,945,000	3,040,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,700,000	2,780,000	2,860,000	2,945,000	3,040,000

Detailed Work Plan:

	2017/18	2018/19
Chebucto/Windsor/Cunard - detailed design	150,000	-
Sackville/Sackville Cross Rd - traffic pole relocation	20,000	-
Sackville/Beaverbank - reduce curb radius on southeast corner	40,000	-
Traffic Calming - various locations	100,000	-
Miscellaneous minor improvements (pedestrian ramps, etc)	200,000	-
Glendale at Raymond - create a left turn lane	260,000	-
Coburg/Edward - intersection modification	30,000	-
Contingency	290,000	-
2018/19 Work Plan will be developed in 2017/18	-	900,000
Total Estimated Work Plan	1,090,000	900,000
Less Projected Carry Forward from Previous Years	900,000	N/A
Gross Budget Request	190,000	900,000

2017/2018 Capital Budget Form

Project Name:	LED Conversion of HRM Streetlights
Project Number:	CT000005
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Taso Koutroulakis

Project Summary:

Municipalities are obligated under provincial regulation to convert all street lights to LED by December 31, 2022. Converting streetlights to LED technology will provide the Municipality with significant operational savings due to their energy efficiency and lower maintenance costs. The fundamentals of the business case are built on the annual operating savings. It was determined that this conversion could be funded through these future savings. The savings are placed in a reserve to fund the principal and interest costs of debt financing. In 2015, Regional Council approved a 2 year plan to convert streetlights to LED technology.

Total Capital Budget Request: (5 Years) \$ 4,465,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Tender

How advanced are the budget estimates? Class A, B C, D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	4,465,000	-	-	-	-
Funding Source:					
Other - Operational Savings	4,465,000	-	-	-	-
Total Funding:	4,465,000	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Other - Operational Savings	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Year 2 of implementation plan - replacement of approximately 40% of street light fixtures	21,000,000	-
	-	-
Total Estimated Work Plan	21,000,000	-
Less Projected Carry Forward from Previous Years	16,535,000	N/A
Gross Budget Request	4,465,000	-

2017/2018 Capital Budget Form

Project Name:	MacLennan Drive - IMP
Project Number:	CTU01365
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Dave McCusker

Project Summary:

MacLennan Drive is planned as a collector roadway for Middle and Upper Sackville. The first phase of this work is a two-lane rural collector road extending from Margeson Drive to Rosemary Drive (1.0 km). Preliminary environmental scoping work was completed in 2016/17 and engineering design work undertaken in 2017/18. Construction is planned for 2019/20. Undertaking the functional engineering design work well in advance of the planned tender date is beneficial in providing lead time to resolve property or environmental issues. Like all roadway network projects, it is subject to review under the Integrated Mobility Plan.

Total Capital Budget Request: (5 Years) \$ 3,830,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	130,000	-	1,850,000	1,850,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	130,000	-	1,850,000	1,850,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	4,000,000	4,000,000	4,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	4,000,000	4,000,000	4,000,000

Detailed Work Plan:

	2017/18	2018/19
Engineering Design Contract	120,000	-
Public Information and Engagement	10,000	-
	-	-
Total Estimated Work Plan	130,000	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	130,000	-

2017/2018 Capital Budget Form

Project Name:	Margeson Drive - IMP
Project Number:	CTU01287
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Dave McCusker

Project Summary:

Margeson Drive is a planned north-west collector roadway through the Middle Sackville and Lucasville areas. An interchange on Highway 101 at Margeson Drive plus a connection to Trunk 1 was constructed in 2009. This phase of Margeson Drive extends Margeson Drive from Magenta Drive in the Indigo Shores Development to Stonewick Cross Road. This 900 metre section of two-lane collector roadway includes a bridge across the Sackville River. Completion of this collector roadway will create a valuable connection to Highway 101 and the proposed park-and-ride lot and will reduce traffic loading on Hammonds Plains Road and Lucasville Road. Like all roadway network projects, it is subject to review under the Integrated Mobility Plan.

Total Capital Budget Request: (5 Years) \$ 3,100,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	3,100,000	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	3,100,000	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
	-	-
Total Estimated Work Plan	-	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Opticom Signalization System
Project Number:	CEJ01220
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Stephen Nearing

Project Summary:

The Opticom Signalization System, is a traffic control system that speeds up the traffic light process, to provide a green light - and therefore intersection right-of-way - to emergency vehicles (does not speed up the pedestrian right of way signal). HRM Traffic and Right of Way and HRFE, coordinate which intersections, based on high volume routes will be converted from the existing infrared technology to the upgraded GPS Opticom System.

Total Capital Budget Request: (5 Years) \$ 400,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class D, C, B or A Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	80,000	80,000	80,000	80,000	80,000
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	80,000	80,000	80,000	80,000	80,000
Total Funding:	80,000	80,000	80,000	80,000	80,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	80,000	80,000	80,000	80,000	80,000
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	80,000	80,000	80,000	80,000	80,000
Total Funding:	80,000	80,000	80,000	80,000	80,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Completion of approximately 12 signalized intersections on the Halifax Peninsula	80,000	-
Completion of approximately 12 signalized intersections on the Halifax Mainland	-	80,000
	-	-
Total Estimated Work Plan	80,000	80,000
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	80,000	80,000

2017/2018 Capital Budget Form

Project Name:	Railway Crossing Improvements
Project Number:	CT000015
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Taso Koutroulakis

Project Summary:

The operation of trains and rail crossings in Canada are governed by the Rail Safety Act (the Act). The Act refers to a series of regulations, including the Grade Crossings Regulations (GCR) which was recently passed into law. This new regulation now imposes significant responsibilities on road authorities and railway operators as it relates to public railway grade crossings. The revised regulations are intended to improve safety by providing comprehensive and enforceable safety standards, clarifying roles and responsibilities, and ensuring key safety information is shared between railway operators and road authorities. All at-grade crossings must be in compliance with the Act, Regulations and Standards by November 2021. This means all road authorities must evaluate data collected, review site conditions and build a capital plan for required upgrades. The plan must be developed in conjunction with the railway operator wherever there are common issues.

Total Capital Request: (5 Years) \$ 250,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

CAPITAL COSTS - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	250,000	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net budget:	250,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Safety audit of 26 railway crossings, identify work required including cost estimates.	250,000	-
	-	-
Total Estimated Work Plan 2017/18 (From Summary Sheet)	250,000	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request for 2017/18	250,000	-

2017/2018 Capital Budget Form

Project Name:	Road Corridor Land Acquisition
Project Number:	CTU00897
Budget Category:	Traffic Improvements
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	Dave McCusker

Project Summary:

The Road Network, Active Transportation and Parking Priorities Plans give direction on both short-term and longer-term requirements for the Transportation Network. This direction will be given further clarity through the Integrated Mobility Plan. Land acquisition may be needed to secure corridors and sites for longer-term road and other transportation projects identified in these plans and for other road projects approved by Regional Council well in advance of the project itself being budgeted for. Properties needed are normally purchased only when a unique opportunity arises and always with the approval of Regional Council. In 2017-18, a focus will be placed on lands identified for expansion of transit priority measures.

Total Capital Budget Request: (5 Years) \$ 500,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
Reserve Q526 - Capital Fund Reserve	100,000	100,000	100,000	100,000	100,000
Total Funding:	100,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
Reserve Q526 - Capital Fund Reserve	100,000	100,000	100,000	100,000	100,000
Total Funding:	100,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:	2017/18	2018/19
Property appraisals and purchase as required	100,000	100,000
	-	-
Total Estimated Work Plan	100,000	100,000
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	100,000	100,000

2017/2018 Capital Budget Form

Project Name:	Ross Road Realignment
Project Number:	CT000012
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Dave McCusker

Project Summary:

The intersection of Ross Road and Trunk 7 has experienced safety and operational issues for many years due to high speeds on Trunk 7 and the proximity of the intersection to another major signalized intersection at Lake Major Road. The most effective solution to this issue is the realignment of Ross Road to create a fourth leg to the existing signalized intersection. Implementing that solution has recently become more attainable with the sale of the land across which the realigned roadway would travel to a developer interested in working with the Municipality. A distribution of cost responsibility will be developed through the negotiation process for a Development Agreement. The funds identified in this account are an estimate of HRM's likely contribution.

Total Capital Budget Request: (5 Years) \$ 1,200,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,200,000	-	-	-	-
Funding Source:					
Private Cost Sharing	600,000	-	-	-	-
Total Funding:	600,000	-	-	-	-
Net Budget:	600,000	-	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
Private Cost Sharing	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:	2017/18	2018/19
Tender construction of the roadway realignment	1,200,000	-
	-	-
Total Estimated Work Plan	1,200,000	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,200,000	-

2017/2018 Capital Budget Form

Project Name:	Shearwater Connector - IMP
Project Number:	CT000016
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Peter Duncan

Project Summary:

The Regional Plan (2014) identified the Shearwater Connector as a needed project due to the lack of capacity on Portland Street. This roadway connection runs between Baker Drive and Caldwell Road in Colby Village primarily through lands owned by Department of National Defense. Like all projects in the Regional Plan, this one is subject to review in the Integrated Mobility Plan.

Total Capital Budget Request: (5 Years) \$ 14,500,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	1,000,000	7,500,000	6,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	1,000,000	7,500,000	6,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
	-	-
Total Estimated Work Plan	-	-
Less Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Street Lighting
Project Number:	CRU00792
Budget Category:	Traffic Improvements
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Taso Koutroulakis

Project Summary:

The Municipality has been active in developing a street light guideline that reflects: consistent application of recommended lighting design standards; recognition of impacts resulting from obtrusive lighting; improvement of urban design through uniform lighting installations; and reduction of energy consumption through utilization of energy efficient technologies. This project deals with the installation and replacement of street light infrastructure.

Total Capital Budget Request: (5 Years) \$ 700,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B C, D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	230,000	235,000	235,000	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	230,000	235,000	235,000	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Replacement of 4 power enclosures	150,000	-
Replacement of 10 ornamental poles and lights	30,000	-
Installation of 10 wood street light poles	25,000	-
Purchase and installation of 50 LED street lights and related equipment	50,000	-
Contingency to address unanticipated light failures	85,000	-
Replacement of LED lights and related equipment	200,000	-
2018/19 Work Plan will be developed in 17/18	-	230,000
Total Estimated Work Plan	540,000	230,000
Less Projected Carry Forward from Previous Years	540,000	N/A
Gross Budget Request	-	230,000

2017/2018 Capital Budget Form

Project Name:	Streetscaping in Center Hubs and Corridors
Project Number:	CDV00734
Budget Category:	Traffic Improvements
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Jacob Ritchie

Project Summary:

Regional Streetscape projects were originally intended to improve the appearance and functionality of three specific commercial “Hubs and Corridors” outside the Regional Centre. The work was guided by three streetscape plans completed for Sackville Drive, Main Street (Dartmouth), and Herring Cove Road. The boundaries of these plans generally coincide with the three associated BID boundaries. With a few exceptions, all of the projects from these plans that could be implemented, have been. The future of this program will continue to implement remaining projects where feasible, but will also be guided by the priorities of the Integrated Mobility Plan (IMP), in particular the implementation of the Complete Streets Framework expected as a key deliverable of the IMP.

Total Capital Budget Request: (5 Years) \$ 2,250,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Concept

How advanced are the budget estimates? Class A, B C, D Class 'D'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	-	500,000	750,000	1,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	500,000	750,000	1,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

Detailed Work Plan:

	2017/18	2018/19
Preliminary Design - Dutch Village Road	100,000	-
Design of Main Street to Lakecrest: connector at Hartlen (contingent on land acquisition)	50,000	-
Adding complete streets elements to other road capital projects	250,000	-
Implement priority complete streets initiatives identified by the IMP	600,000	-
	-	-
Total Estimated Work Plan	1,000,000	-
Less Projected Carry Forward from Previous Years	1,000,000	N/A
Gross Budget Request	-	-

2017/2018 Capital Budget Form

Project Name:	Traffic Signal Installation
Project Number:	CTU01085
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Taso Koutroulakis

Project Summary:

Installation of new traffic control such as traffic signals and crosswalk lights as per guidelines and technical warrants established by the Transportation Association of Canada. The traffic controls are installed to appropriately assign the right of way at intersections and to address public safety concerns.

Total Capital Budget Request: (5 Years) \$ 2,650,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Tender Ready

How advanced are the budget estimates? Class A, B C, D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	-	400,000	750,000	750,000	750,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	400,000	750,000	750,000	750,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	770,000	790,000	815,000	840,000	865,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	770,000	790,000	815,000	840,000	865,000

Detailed Work Plan:

	2017/18	2018/19
Forest Hills/Flying Cloud/Chameau - detailed design for new traffic signals	40,000	-
Washmill/Main - new RA-5 crosswalk lights	40,000	-
Baker Dr at Freshwater Trail - RA-5 crosswalk light (carry-over)	50,000	-
Chebucto Rd at Benjamin Green - RA-5 crosswalk light	50,000	-
Contingency to address unanticipated minor signalization such as new traffic signal phases or new crosswalk lights.	100,000	-
2018/19 Work Plan will be developed in 2017/18	-	400,000
Total Estimated Work Plan	280,000	400,000
Less Projected Carry Forward from Previous Years	280,000	N/A
Gross Budget Request	-	400,000

2017/2018 Capital Budget Form

Project Name:	Traffic Signal Rehabilitation
Project Number:	CTU00419
Budget Category:	Traffic Improvements
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Taso Koutroulakis

Project Summary:

HRM owns and operates approximately 268 traffic signals and 180 RA-5 crosswalk lights. An ongoing rehabilitation program is required so that these installations provide adequate traffic control service and are structurally sound. The objective of this program is to achieve a sustainable level of structural and operation soundness for the HRM's inventory of traffic signal hardware.

Total Capital Budget Request: (5 Years) \$ 7,470,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B C, D Class 'C'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	1,440,000	1,400,000	1,950,000	1,680,000	1,000,000
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,440,000	1,400,000	1,950,000	1,680,000	1,000,000

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2017/18	2018/19
Windsor/Almon - full rehabilitation	220,000	-
Agricola/Almon - full rehabilitation	220,000	-
Rectangular Rapid Flashing Beacons - various locations	120,000	-
Quinpool/Preston - full rehabilitation	220,000	-
Prince Albert/Hawthorne - full rehabilitation	250,000	-
Crosswalk light upgrades - various locations	300,000	-
Various miscellaneous repairs	150,000	-
Robie/South - full rehabilitation	220,000	-
2018/19 Work Plan will be developed in 2017/18		1,400,000
Total Estimated Work Plan	1,700,000	1,400,000
Less: Projected Carry Forward from Previous Years	260,000	N/A
Gross Budget Request	1,440,000	1,400,000

2017/2018 Capital Budget Form

Project Name:	Traffic Signal Re-lamping Program
Project Number:	CT000002
Budget Category:	Traffic Improvements
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Taso Koutroulakis

Project Summary:

The traffic signal network utilizes LED lights. One of the many benefits is the reduction in electricity costs of approximately 85% compared to the use of incandescent lamps. Although it is quite unusual for an LED light to completely fail in comparison to an incandescent lamp, the light levels do decline over time. This project is for the systematic replacement of LED lights to ensure that minimum light levels are maintained.

Total Capital Budget Request: (5 Years) \$ 1,030,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Design

How advanced are the budget estimates? Class A, B C, D Class 'B'

Capital Costs - Cash Flow

Fiscal Year	2017/18	2018/19	2019/20	2020/21	2021/22
Gross Budget:	510,000	520,000	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	510,000	520,000	-	-	-

Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Budget:	-	570,000	570,000	570,000	570,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	570,000	570,000	570,000	570,000

Detailed Work Plan:

	2017/18	2018/19
Replacement of LED traffic signals in the Dartmouth area	320,000	-
Replacement of LED traffic signals in Dartmouth and Halifax	720,000	-
2018/19 Work Plan - LED replacement in Halifax and Bedford	-	520,000
Total Estimated Work Plan	1,040,000	520,000
Less: Projected Carry Forward from Previous Years	530,000	N/A
Gross Budget Request	510,000	520,000

Glossary

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are actually disbursed or received (see Cash Basis).
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only. (Compare Regional Area Rate)
Assessment	(see Property Assessment)
Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Assessment Cap	The percentage that a property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous year. Some properties, such as apartments, are ineligible.
Assessment Lift	The total increase in the assessment base from one year to the next.
Assessment Roll	The assessed value of all properties within the municipality as provided by the Province of Nova Scotia.
Assets	The property owned by an entity.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base Projects	Capital projects which maintain current service levels. This normally involves replacement or recapitalization of an existing asset.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within the rural area of HRM.

Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Business Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.
Business Taxes	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
Business Plans	Include program objectives, outcomes desired, resources required and performance measures used to determine whether outcomes have been achieved.
Business Units	High level corporate divisions based on major services.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability Projects	Capital projects which expand current service levels. This normally involves addition, modification or acquisition of assets.
Capacity Gap	The difference between the funding required annually to recapitalize or replacing of existing assets needed to maintain current service levels, and the funding which is available on an annual basis to do so.
Capital Charges, LIC	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc

Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years “in principle”.
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development.
Capital Reserve Pool (Crespool)	Capacity remaining, following completion of a capital project, which was funded from debt. These reserved funds may only be used to provide additional funding for capital projects which are over-budget or to new budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capital Budget	The Council-approved capital expenditures for a fiscal year and the means of financing them. To qualify for inclusion in the Capital Budget, projects must have a cost of at least \$50,000 and a useful life of at least one year.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason it is often referred to as “pay-as-you-go” capital funding.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis	Accounting for expenses and revenues as the funds are actually disbursed or received.

Chartered Accountants	Accountants who have obtained the CA designation through prescribed training and work experience.
Citizen	A person who resides in HRM.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial Assessment	The market value of real property (land and buildings) used for commercial purposes as assessed by the Province of Nova Scotia Assessment Services.
Commercial Forest Taxes	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.40 per acre (50,000 acres or more).
Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. It is a multiple of the Residential General Tax Rate.
Commercial Multiplier	A factor that is used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet together as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole.
Consumer Price Index (CPI)	An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost effective ways of providing service within budget.

Crespool	(see Capital Reserve Pool)
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, debentures are provided by the Municipal Finance Corporation, a branch of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds its operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.

Director	The most senior management position within a Business Unit.
Education Rate	As determined by the Province of Nova Scotia, the rate per \$100 of assessed value which is applied to the Uniform Assessment in order to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization
EMS	Environmental Management Services
Executive Management Team (EMT)	Consists of the Chief Administrative Officer and the Deputy Chief Administrative Officers.
Farm Acreage Taxes	Each year the Province of Nova Scotia pays to the municipality in which farm property exempt from taxation is situated, a grant equal to \$2.10 per acre in respect of the land. This rate is increased by the Consumer Price Index each year after March 31, 2001.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal Framework	A financial projection showing revenues, expenditures, debt and other information using a consistent set of assumptions. It is used for budgeting purposes and for longer-term projections. The framework is frequently presented to Council using a Base Case scenario. Council can then provide staff with direction regarding the assumptions that underlie the development of the proposed budget.
Fiscal Year	Runs from April 1 to March 31.
Corporate Accounts (Formally Fiscal Services)	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, most debt charges (except those related to Transit Services, Wastewater and Solid Waste), payments to reserves, Capital from Operating, Capital and Operating Grants, the surplus or deficit from the prior fiscal year, etc.

FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardise and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services with the exception of those funded from area-rates.
Generally Accepted Accounting Principals (GAAP)	A set of standardized accounting principals defined by the Canadian Institute of Chartered Accountants.
Goal	A general statement of desired outcome to be achieved over a specified period of time. The term goal is roughly equivalent to Strategic Outcome.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Gross Expenditures
GST (Goods and Services Tax)	The Federal sales tax.
Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.

Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
Key Metrics	Indicators that provide information (either qualitative or quantitative) on efficiency and/or effectiveness.
Local Improvement Charge (LIC)	Local charges levied by Council for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc that benefit a specific area.
Long Term Capital Plan	<p>The 10 year Capital Plan consisting of a 3 year detailed plan which includes all project costs and funding sources, and a 7 year capital outlook.</p> <p>The first year is approved by Regional Council as the Project Budget.</p> <p>The second and third year are approved as a detailed planning tool.</p>
Mandatory Education	Provincial statute requires that each municipality make a contribution to its school board. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.

Multi-Year Financial Strateg	Involves predicting the future financial situation of HRM and developing and implementing a strategy in response. This strategy includes principles of financial management, a reserve policy, acCapital spending policy, a capital debt policy, and a business planning process.
Municipal Finance Corporation	An agency of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
Net	Total expenditures less off-setting revenues
Non Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Utility and Review Board	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act . It reports to the legislature through the Minister of Environment and Labour.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial <i>Police Act and HRM Bylaws</i> .

Principal	Portion of loan repayments which directly pays down the total amount owing.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia (Service Nova Scotia and Municipal Relations). Expressed as a rate per \$100 of assessed value. Residential and commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the market value of real property, expressed per \$100 of assessed value.
Property Assessment	The market value of real property as determined by the Province of Nova Scotia Assessment Services.
Province	Government of the Province of Nova Scotia
RCMP Royal Canadian Mounted Police	Federal policing agency.
RDP- Real Domestic Product	Is the Gross Domestic Product adjusted for inflation.
Recapitalization	The use of funds to develop and improve existing assets which have deteriorated through the passage of time and/or a lack of maintenance.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 23 Councillors representing the 23

Districts. Regional council is elected once every four years.

Reserves	Accounts in which funds are accumulated to provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.
Residential General Tax Rates	The general rate of taxation applied to the market value of real property used as a residence, expressed per \$100 of assessed value.
Residential Assessment	The market value of real property (land and buildings) used for residential purposes as assessed by the Province of Nova Scotia Assessment Services.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Resource Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.25 per acre (less than 50,000 acres).
Resource Property Taxes	Taxes levied against farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Revenues	External sources of funds provided to the municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Risk	Something that may negatively impact HRM.
Rural General Tax Rate	(see Base General Tax Rate)
Service Nova Scotia and Municipal Relations (SNSMR)	A department of the Province of Nova Scotia which is the lead service delivery arm of government for programs and services to businesses, individuals and municipalities.
Service Drivers	Factors which have a tendency to increase demand for a service. Examples include population growth, new construction, new trends, etc.

Stakeholder	A person with an interest or concern in the HRM budget.
Standard and Poor's	Bond rating agency.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and which represent a major shift in the type and manner in which services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM
Supplementary Education	Supplementary Education - Supplementary Education Funding are amounts provided to the Halifax Regional School Board (HRSB) and the province-wide Acadian School Board, Conseil Scolaire Acadien Provincial (CSAP) that are in addition to Mandatory Education. The Halifax Chapter requires that the Municipality provide a guaranteed amount for supplementary education, although it may reduce the amount by 10% of the amount spent in 1995-96. Halifax and HRSB have negotiated a Memorandum of Understanding as to the amounts and provisions as to funding.
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.