

A large, faded, black and white photograph of a group of people in a meeting or conference setting serves as the background for the lower half of the page. The people are seated around a table, and some are looking towards the camera while others are looking at documents or each other.

Budget 2001-2002

Halifax Regional Municipality
Service Plans

Halifax Regional Municipality

Approved Operating, Capital and Reserve
Budgets 2001/2002

HALIFAX REGIONAL MUNICIPALITY, NOVA SCOTIA
ORGANIZATION STRUCTURE
January 2001

- BOARDS AND COMMISSIONS:**
- Halifax Regional Water Commission (Liaison, CAO)
 - Greater Halifax Economic Development Partnership (Liaison, CAO)
 - Police Commission (Liaison, ~~Deputy~~ CAO)
 - Halifax Regional Library (Liaison, Deputy CAO)

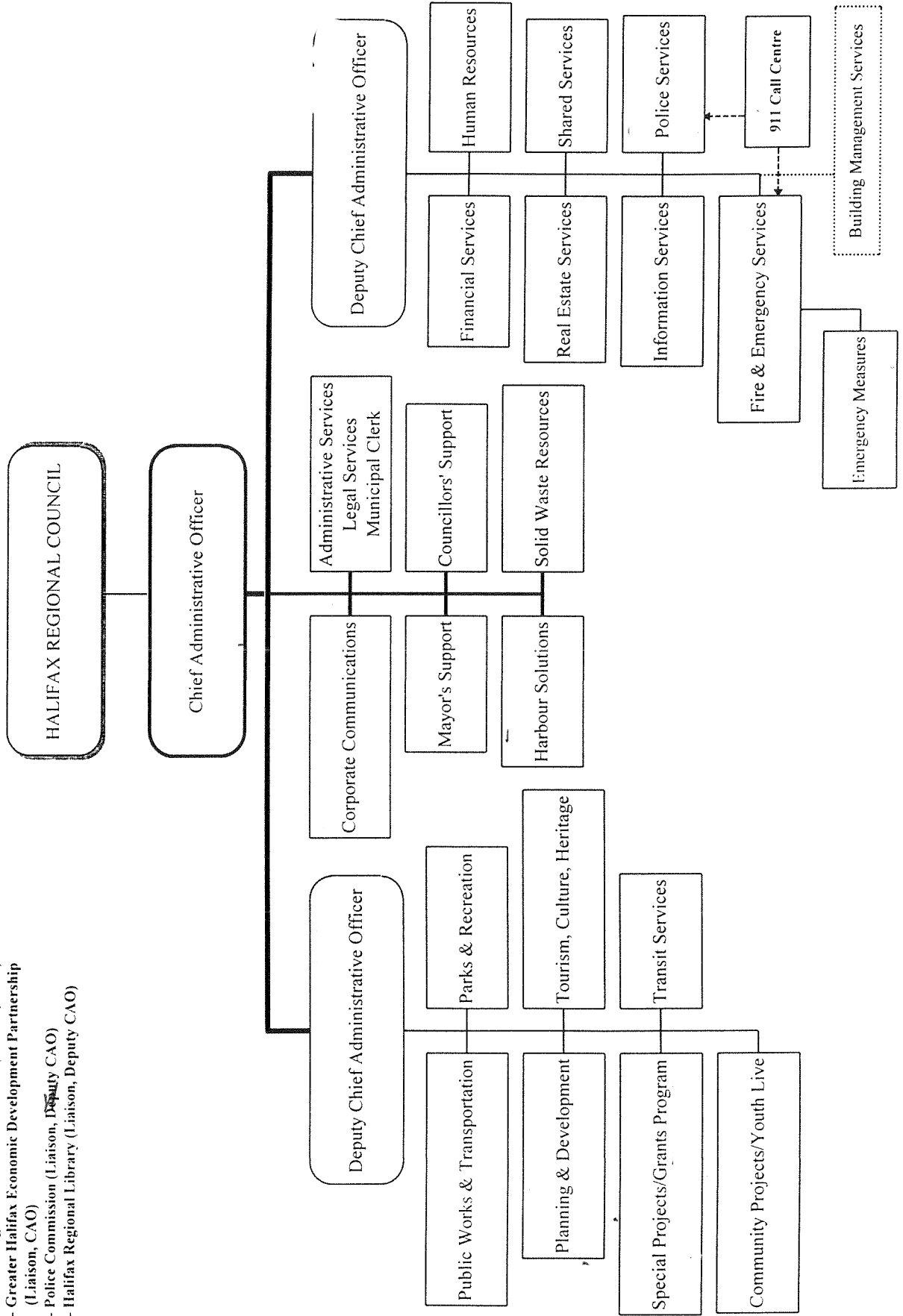


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Resolution

HALIFAX REGIONAL MUNICIPALITY

2001/2002 Approved Operating Budget

RESOLUTION for Approval of Operating Budget and Tax Rates for Fiscal 2001/2002

RESOLUTION OF APRIL 17¹

It is hereby resolved that:

a) the Operating Budget in the amount of **\$493,520,925** gross expenditures, **\$371,731,970** non-departmental revenues, and **\$121,788,955** departmental revenues be approved, which reflects all adjustments approved by Council to the Budget tabled on February 27, 2001, and further;

b) that the general rates of taxation on commercial, machinery and equipment, and business occupancy be set at

- (i) **\$3.395 for the urban area;**
- (ii) **\$3.395 for the suburban area; and**
- (iii) **\$2.820 for the rural area**

applied to the full assessed value of the property.

c) that the general rates of taxation be applied to the assessed value on residential and resource property be set at

- (i) **\$1.331 for the urban area;**
- (ii) **\$1.222 for the suburban area; and**
- (iii) **\$1.016 for the rural area**

applied to the full assessed value of the property.

d) That the boundary of the urban, suburban and rural areas is as delineated in the attached

¹ Based on the February 27th, 2001 Proposed Resolution, Changes approved by Council on April 17, 2001, Area Rates as approved on May 15, June 6, June 12 and July 17, 2001 and other information of March 9 and April 17, 2001.

“Tax Structure Map”.

e) that area rates shall be set on taxable property as per the attached Schedule of General and Area Tax Rates.

f) that **Supplementary Education** shall be set at the rate of \$.123 to the residential and resource; and set at \$.314 to the commercial assessment including business occupancy of the former City of Halifax; and \$.097 to the residential and resource assessment and \$.248 to the commercial assessment and business occupancy of the former City of Dartmouth. Total discretionary funding shall be set at \$16,942,100.

g) that **Fire Protection** rates shall be set at \$.096 for all commercial assessable property, including business occupancy; and resulting in a rate applied at \$.038 for all residential and resource property;

h) that the final tax bills will become **due on Friday, September 28, 2001**.

i) that the interest rate on the Special Reserve Funds, designated as requiring interest under Section 100(2) of the Municipal Government Act, be set at 5.5% for the period April 1, 2001 to March 31, 2002.

j) that the interest rate on the Pollution Control Reserves be set at 5.5% for the period April 1, 2001 to March 31, 2002.

k) that the interest rate on all reserves except for those identified in i) and j) will be set at 5.5% for the period April 1, 2001 to March 31, 2002.

Schedule of General and Area Tax Rates

	Residential and Resource Rate	Commercial, Machinery and Equipment and Business Occupancy Rate
--	----------------------------------	---

GENERAL TAX RATES

URBAN AREA		
General Tax Rate	1.331	3.395
SUBURBAN AREA		
General Tax Rate	1.222	3.395
RURAL AREA		
General Tax Rate	1.016	2.820

AREA TAX RATES

Residential and Resource Rate	Commercial, Machinery and Equipment and Business Occupancy Rate
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Fire Protection

To be levied on all assessable property including business occupancy assessment, that is within twelve hundred feet from a fire hydrant:

Fire Protection (Hydrants)	0.0380	0.0960
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Supplementary Education

To be applied to the former Cities of Halifax and Dartmouth, respectively:

Supplementary Education - Halifax	0.1230	0.3140
Supplementary Education - Dartmouth	0.0970	0.2480

Sidewalks

Waverley	0.0040	0.0000
Fall River	0.0450	0.0000

Sidewalk Plowing

For the Urban Core and Waverley, Fall River	0.0200	0.0200
---	--------	--------

Transit

Hammonds Plains	0.0070	0.0000
Lake Echo/Porters Lake/Grand Desert	0.0450	0.0000
Beaverbank	0.0680	0.0000

Fire Departments

Bay Road	0.1000	0.0000
Beaverbank	0.1610	0.0000
Black Point	0.2080	0.0000
Chezzetcook	0.1370	0.0000
Cook's Brook	0.1570	0.0000
Dutch Settlement	0.1570	0.0000
Enfield	0.0580	0.0000
Hammonds Plains	0.0980	0.0000
Harrietsfield-Sambro	0.2410	0.0000
Herring Cove	0.1720	0.0000
Lake Echo	0.1710	0.0000
Lakeside	0.1890	0.0000
Lawrencetown	0.1740	0.0000
Meaghers Grant	0.1570	0.0000
Middle Musquodoboit	0.1570	0.0000
Milford Station	0.0820	0.0000
Mooseland	0.2040	0.0000
Moser River	0.1760	0.0000
Mushaboom	0.1785	0.0000
Musquodoboit Harbour	0.1400	0.0000
Ostrea Lake	0.1450	0.0000
Oyster Pond	0.1360	0.0000
Port Dufferin - Three Harbours	0.1990	0.0000

Prospect Road	0.2000	0.0000
Seabright	0.1000	0.0000
Sheet Harbour	0.1400	0.0000
Tangier	0.1100	0.0000
Upper Hammonds Plains	0.3360	0.0000
Upper Musquodoboit	0.1580	0.0000
Zone 4	0.1180	0.0000

Street Lighting

District 1	0.1250	0.0000
District 2	0.0090	0.0000
District 3 (placed on entire District)	0.0470	0.0000
District 18	0.0420	0.0000
District 19	0.0830	0.0000
District 22	0.0330	0.0000
District 23	0.0400	0.0000

Note: The rate will be placed upon those areas of the district with access to streetlights. In District 3 the entire District will pay the rate.

Crosswalk Guards

Harrietsfield	0.0050	0.0000
Hatchett's Lake	0.0050	0.0000

Recreation, Parks, Commissions and Other

Bedford and County Education Area Rate	0.0450	0.0450
District 3 Capital Fund	0.0240	0.0000
Dutch Settlement (Riverline)	0.0320	0.0000
East Preston	0.0500	0.0000

Grand Lake Community Centre	0.0220	0.0000
Haliburton Hills	0.0250	0.0000
Hammonds Plains Common Rate	0.0050	0.0000
Harrietsfield/Sambro	0.0210	0.0000
Highland Park	0.0060	0.0000
Hubbards Recreation Centre	0.0310	0.0000
LWF Rec Center (Urban Core)	0.0290	0.0000
Maplewood Ratepayers	\$50	0.0000
Musquodoboit Harbour	0.0050	0.0000
Prospect	0.0230	0.0000
Upper Hammonds Plains	0.1540	0.0000

BIDCs

Downtown Halifax (Minimum \$35, Maximum \$3,000):

Commercial	0.0000	0.0859
Business Occupancy	0.0000	0.1718

Downtown Dartmouth (Minimum \$50, Maximum \$500):

Commercial	0.0000	0.2200
Business Occupancy	0.0000	0.4400

Spring Garden Road (Minimum \$10, Maximum \$3,125):

Commercial	0.0000	0.0147
Business Occupancy	0.0000	0.3382

Quinpool Road (Minimum \$35, Maximum \$3,000):

Commercial	0.0000	0.0859
Business Occupancy	0.0000	0.1718

For Information Purposes:




Local Improvement Charges		
District 3 (As per plan 1 dated May 19/98)	0.0142	0.0142
District 4	0.0134	0.0134
District 5	0.0085	0.0085
District 6	0.0156	0.0156
District 7	0.0070	0.0070
District 8	0.0044	0.0044
District 19	0.0103	0.0103
District 20	0.0192	0.0192
District 21	0.0039	0.0039
District 22 (Year 1 of 3)	0.0183	0.0183
District 23 (Year 2 of 3)	0.0130	0.0130



HALIFAX
REGIONAL MUNICIPALITY

Tax Structure Map

Resolution of Council May 19, 1998
With Amendments of March 21, 2000 and June 20, 2000

-  Rural
-  Suburban
-  Urban

Printed April 17, 2001

TAX STRUCTURE

2001-2002 Approved Operating Budget

General Tax Base:

General Administration and other expenditures
HRM Fire (administration, training and prevention)
Major Recreational Facilities

Suburban Tax Base:

Hammonds Plains, Cow Bay, District 2, Kinsac, portions of Sackville, Herring Cove, Timberlea, Montague Road. Area Rates for transit and sidewalks (based upon actual local costs) will apply if these areas have transit or sidewalks.

Hydrants (if within 1,200 feet)
HRM Fire (except administration, training and prevention)
Streetlights
Crosswalk Guards
Recreation and Community Facilities

Urban Tax Base:

All Suburban Tax Base costs and:

Metro Transit
Sidewalks
Hydrants (if farther than 1,200 feet)

Area Rates:

Volunteer Fire Departments*
Community Transit
Streetlights
Sidewalks
Sidewalk Snow Plowing
Crosswalk Guards
Supplementary Education
Recreation and Community Facilities

* Volunteer Fire Departments which straddle the urban core will receive a subsidy to offset the lost tax base.

Transfer to Rural Areas:

Five cents to the Rural Area

HRM General Tax Rates

	Levy per \$100	
	2001-2002 Residential	2001-2002 Commercial
Rural	1.0610	2.8650
Suburban	1.2670	3.4400
Urban	1.4340	3.6010
Dartmouth	1.4860	3.8040
Halifax	1.4920	3.8500

Note: For illustration purposes, the Urban, Halifax and Dartmouth rates include the Fire Protection rate. Dartmouth and Halifax rates include Supplementary Education while the rest of HRM includes a 4.5 cents Education area rate. Dartmouth and Urban rates include 2.0 cent area rate for Sidewalk Plowing. All other area rates are in addition to the above.

WHAT SERVICES DOES EACH AREA PAY FOR?

Based upon Approved Tax Structure and 2001-2002 Approved Budget

Excludes Rural Area Rates

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
Final Tax Rate	\$1.061	\$1.267	\$1.434	\$1.486	\$1.497
Equalization Transfer (Urban to Rural)	-0.050	0.008	0.008	0.008	0.008
General Tax Rate prior to Equalization	\$1.111	\$1.259	\$1.426	\$1.478	\$1.484

HRM General and Area Tax Rates

Supplementary Education - Halifax
 Supplementary Education - Dartmouth
 Education - Bedford and Former County
 Residential Sidewalk Plowing
 Hydrants (if within 1,200 feet of a Hydrant)

Transit
 Sidewalks, Leaf and Litter Pickup, etc....

Streetslighting
 Fire Departments*
 Recreational and Community Facilities
 Crosswalk Guards

Parks and Recreational:
 - Recreation and Leisure Programming
 - Parks and Natural Services

- Sportsfields and Playgrounds
 - Other

Solid Waste:
 - Waste Resources
 - Former Sackville Landfill

Public Works and Transportation:
 - Engineering Services
 - Streets and Roads
 - Snow and Ice Control

- Other
 Planning and Development
 Library

Regional Police
 Fire - Administration, Training and Prevention
 Tourism, Culture & Heritage

Fiscal Services:

- Mandatory Provincial Contributions
 - Debt Charges
 - Deficit/(Surplus)

- Other Fiscal Charges
 General Government, Administrative, Other
 Water Service (Based on HRWC Bill, not property
 Other Revenues

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
-	-	-	-	-	0.123
-	-	-	-	0.097	-
0.045	0.045	0.045	0.045	-	-
-	-	0.020	0.020	-	-
-	-	0.038	0.038	0.038	0.038
-	-	-	0.067	0.067	0.067
-	-	-	0.042	0.042	0.042
-	0.018	0.018	0.018	0.018	0.018
-	0.116	0.116	0.116	0.116	0.116
-	0.011	0.011	0.011	0.011	0.011
-	0.004	0.004	0.004	0.004	0.004
0.019	0.019	0.019	0.019	0.019	0.019
0.036	0.036	0.036	0.036	0.036	0.036
0.001	0.001	0.001	0.001	0.001	0.001
0.003	0.003	0.003	0.003	0.003	0.003
0.106	0.106	0.106	0.106	0.106	0.106
0.017	0.017	0.017	0.017	0.017	0.017
0.019	0.019	0.019	0.019	0.019	0.019
0.005	0.005	0.005	0.005	0.005	0.005
0.034	0.034	0.034	0.034	0.034	0.034
0.001	0.001	0.001	0.001	0.001	0.001
0.015	0.015	0.015	0.015	0.015	0.015
0.045	0.045	0.045	0.045	0.045	0.045
0.209	0.209	0.209	0.209	0.209	0.209
0.016	0.016	0.016	0.016	0.016	0.016
0.012	0.012	0.012	0.012	0.012	0.012
0.304	0.304	0.304	0.304	0.304	0.304
0.151	0.151	0.151	0.151	0.151	0.151
-0.010	-0.010	-0.010	-0.010	-0.010	-0.010
0.190	0.190	0.190	0.190	0.190	0.190
0.169	0.169	0.169	0.169	0.169	0.169
0.000	0.000	0.000	0.000	0.000	0.000
-0.275	-0.275	-0.275	-0.275	-0.275	-0.275

Total Base General Tax Rate of \$1,066
 (Less Rural Subsidy of 5 cents)

Total Suburban General Tax Rate of \$1,222

Total Urban General Tax Rate of \$1,331
 (With Fire Protection rate of 3.8 cents the total rate is \$1,369)
 sidewalk snowplowing adds 2.0 cents to certain areas

* Within the Urban and Suburban Core, residents will pay a common fire department rate even if they are serviced by a rural fire department. The Transfer (Urban Tax Rate) for Volunteer Fire Departments which cross the Urban and Suburban boundary, is included under "Fire Departments".

The HRM Tax Structure is based upon the original 1997-98 Base Rates as adjusted by Regional Council. Amounts represent the amount charged to residential taxpayers. The cost of providing the actual service is often higher.

Introduction

Introduction

Two years ago, **"Taking Care of Business"** was the theme upon which HRM's Multi-Year Financial Strategy was based. Since then, the Municipality has worked hard to manage its finances, and there have been successes:

- HRM's reliance on debt for capital projects is being reduced;
- Reserves are building;
- The capacity for financing capital projects is increasing;
- Financial policies are being followed and the "double entry" principle that ensures additions to the budget are equally offset by reductions or savings has become entrenched.

The Municipality is also fortunate to be in a period of growth, bringing new opportunities along with tremendous new demands for municipal services. "Taking Care of Business" now has a broader connotation and continues to guide the Municipality towards a time where the community needs are met in a sustainable, focused and valued way. HRM has incorporated business planning principles and longer term services plans are being developed and built upon. Priorities, goals and objectives are being identified. While still in the early stages of business planning, progress is being made towards a more customer focused, cost efficient and effective organization. A corporate scorecard will be developed in the coming year to report to Council and the public on achievements towards goals.

The services provided by HRM are varied and extensive, such as:

- 1,441 kilometers of streets maintained
- 734 kilometers of sidewalks
- 634 park properties
- 467 playgrounds, 206 ball fields, 120 sport fields
- 393 sworn police officers and 164 RCMP officers
- 442 career and approximately 800 volunteer fire members
- 177 buses, 16 Access-A-Bus vehicles, carrying 12 million passengers annually
- 108,000 households served with curbside organic waste collection
- 12 business and industrial parks housing 1,500 + companies
- 13 branch libraries lending 3.5 million items annually

Economic Environment

This past year has seen some positive improvements in the Halifax regional economy. The total value of all construction permits issued in 2000 was close to \$511 million, involving 3,808 permits and 1,641 lots approved, an increase of 38 % over 1999. Housing starts were up 13 %, driven by both single dwelling and rental units. The number of apartment unit starts in 2000 was 1,288, an increase of 135% over 1999.

Commercial permits increased 102 %, responding in part to a decrease in the downtown office vacancy rate of about 6.4% (compared to 8.4% in December 1999). Industrial permits increased to \$11.7 million in 2000, an increase of approximately 500% from 1999. Institutional permits increased 9 %, to \$57.7 million.

Employment in the municipality grew to 186,800, an increase of 1.6 %. The latest unemployment rate was 6.9 percent, with 13,900 people unemployed. Halifax continues to be the financial, business and research hub of the Atlantic region.

Financial Environment

Economic and population growth bring with it increasing demands on the services and programs provided by the Halifax Regional Municipality. For example, 2 new library branches will open in 2001, some 1,578 new homes are receiving solid waste collection services, over 1,000 new street lights were added, and 4,500 traffic signs were installed or replaced, etc.

The assessment base has increased significantly (7.6%) in HRM. This increase has occurred because of several factors.

First, there has been considerable property growth of 2.3%, including new properties and those which have undergone major expansions.

Secondly, market values have increased. This increase has occurred both because of basic inflation and because there has been considerably greater demand. Market demand responds to a number of factors, including an expanding population, increases in incomes, and changing demographics. It does not affect all properties equally. Tax revenues are based on a formula of the tax rates times the assessment base. If demand for services remains the same and the assessment base increases, the tax rate must decline. In a declining assessment base, tax rates increase to achieve that same revenue.

HRM is fortunate to be in an environment of increasing assessment. In such an environment, and

to promote a fiscally responsible revenue strategy, there must be clear limits on revenues or real tax bills will increase beyond a reasonable level. The 2001/02 approved budget limits tax revenue growth by two factors - inflation and real growth (new properties). Therefore, the total increase in tax revenues is limited to a 2% inflation assumption and real new growth of 2.3%. Tax revenues in this budget reflect no increases beyond these two.

The implication of this is two fold. One is that there is not an infinite supply of new dollars with which to expand services. Secondly, staff must continue to seek greater efficiencies and effectiveness in the delivery of services.

There a number of new significant funding requirements accommodated in the approved budget:

- Absorption of the cost of provincially delivered municipal assessment services. In the Province's 2000 budget, it was announced that the cost of assessment was to be transferred to the municipalities. Based on best estimates, HRM's share of this cost for 2001/2002 is \$4.2 million.
- Mandatory education costs are anticipated to increase by \$1.4 million.
- Construction of a new landfill cell, along with the completion of the current one (\$17 million)
- Financing for a downtown parking garage (\$10 million)
- Financing for Harbour Solutions (\$14 million) from the Pollution Control Reserve
- 11 replacement buses (\$ 4.4 million)
- New computer aided dispatch system for police (\$2 million this year)

There is also a recognition that there needs to be a **long term capital plan** to manage the demands for new infrastructure and to maintain the existing asset base, all of which will place substantial demands on HRM's financial capabilities. Much of HRM's existing fleet, buildings and other infrastructure are rapidly aging. Within the next ten years HRM will have to invest substantial capital funds to maintain its current asset base, let alone expand its services to new areas.

Priorities for 2001/2002

The Halifax Regional Municipality continues to manage its resources carefully and establish greater financial stability by meeting the three objectives outlined in the Multi-Year Financial Strategy:

“HRM’s financial objectives are to maximize its financial flexibility, minimize its financial vulnerability and ensure long term program Sustainability while safeguarding the interests of the taxpayers.

- Sustainability - the degree to which HRM can maintain existing programs without increasing the debt burden.
- Flexibility - the degree to which HRM can increase its financial resources to respond to rising commitments.
- Vulnerability - the degree to which HRM is dependent on sources outside its control or influence.”

The principles incorporated in the multi-year financial strategy, approved by Council in June, 1999, are being followed, allowing the Municipality to slowly reduce its reliance on debt financing for capital projects, and ensuring a balanced operating budget is achieved.

Council’s Priorities have been articulated in the “Business Strategies for a Stronger Community”, approved by Council in December 1999. Through the following year, a public consultation process, HRM 20/20 was undertaken by a volunteer committee to identify a new long-term vision for HRM. Their report was presented to Council and accepted in October 2000. In addition, the views of individual Councillors were sought in December. There is a great deal of consistency in these priorities, and there is work underway to merge them. In addition, a corporate scorecard linking action to priorities and defined results is being created and will be in place in fiscal year 2001/02.

Priorities were also identified from an administrative perspective namely the need to build a corporate culture that supports and encourages customer focused service delivery; and that supports and celebrates diversity in the workplace. In addition a number of special projects were identified: Harbour Solutions, Urban Revitalization (Capital Districts Project), trunk mobile radio, capital cost contribution, tax structure review, civic addressing and integrated computer-aided-design/records management system; land information system, regional planning, building management initiative, and North Preston Area and North Dartmouth community development projects.

Finally, from a service perspective, Directors have identified priorities in response to feedback from Council and stakeholders throughout the year, and in response to operational requirements.

2001/2002 Budget Process

In the Fall of 2000 Directors prepared Service Plans that analysed the issues in each Business Unit and developed priorities and objectives. Requests for additional funding were submitted with the Service Plans. As data became available on the assessment base, it became clear that with rising costs, increased demand for new and existing services, and downloading, revenues were not sufficient to allow us to do all the things we did last year and accommodate the new things that had to be done.

External cost pressures along with the service demands of growing communities required that capacity for new and existing services come not only from revenue growth but from our existing expenditure base as well. All business units identified ways in which existing services could be provided more efficiently and areas where services or costs could be reduced to make room for either improvements to core existing services or new services to meet demand. Once that exercise was complete, all funding requests were subjected to review by a sub-committee of the Senior Management Team (SMT). The criteria for review considered regulatory obligation, public and corporate benefit, health and safety, quality of life, potential cost savings and support for Council's Business Strategies. The reviewed requests were then matched to available revenues. Preliminary recommendations were made to the Executive Management Team (EMT) regarding specific funding requests along with priorities for the allocation of remaining expenditures capacity. EMT considered these recommendations and made revisions based on the overall corporate priorities of the HRM. Proposed changes for the upcoming year were reviewed with Program & Service Review and feedback received. The proposed budget is the result of this process and is tabled for discussion by Council.

Accomplishments

- balanced budget
- reduction in the tax rate of 1.3%
- exceeded target in MYFS for capital funds from operating, allowing the capital budget to increase
- requirements met for funding the costs of assessment, mandatory education, landfill cells, downtown parking garage
- 11 replacement buses
- 14 new uniformed police officers (HRP and RCMP)
- 2 new fire prevention officers, and 2 new fire training officers
- two community development initiatives in North Dartmouth and the Prestons
- an increase in funds for economic development
- two major studies on Transit Services and Police Services

- tax structure review underway
- regional planning initiative moving forward
- numerous health and safety initiatives
- initiatives to support succession planning
- new reserve funds for elections, events, emergency measures, heritage
- initiatives to support heritage
- moving towards full funding of the retirement allowance
- 33% increase in capital for sidewalks
- 10% increase in capital for streets
- 6% increase in capital for parks

Overview

Overview of Budgets

Highlights

- The Approved Operating Budget is based on a reduction in the General Property tax rate of 1.3%
- With the approval of the Capital Budget, total issued and approved debt will decrease \$7.9 million or 2.5%.
- Reserves are budgeted to increase by \$1.4m or 1.9% to \$71.3 million
- The Approved 2001-2002 Operating, Capital and Reserve Budgets are consistent with the Multi-Year Financial Strategy

Recommendations

The following is a summary of the overall recommendations included in the Budget

- The gross amount of the **Operating Budget** is recommended at \$493.5 million, an increase of \$31 million or 7% over the 2000-2001 Budget. Included within this increase is \$13.4 million in base budget increases, \$3.2 million in additional provincial costs and \$14.4 million in new services.
- In the operating budget there are business unit revenues of \$121.8 million. Non-departmental revenues are equal to \$371.7 million.
- The gross amount of the **Capital Budget** is \$103.0 million. In total, HRM will have to borrow \$30.0 million to finance the capital budget. In addition, there is \$16.4 million of capital from operating available of which \$6 million is being transferred to the solid waste reserve. There is \$25.9 million in Reserve withdrawals. An additional \$2 million of capital projects are secured by local improvement charges. Infrastructure funding of \$6.6 million is expected. Other sources of funds include the new Capital Cost Contribution policy (\$1.5 million) and two loans from the operating fund (\$15.9 million).
- **Reserve** balances are projected to increase from \$70.0 million to \$71.3 million. Business cases are being prepared for a number of reserves.

Assumptions

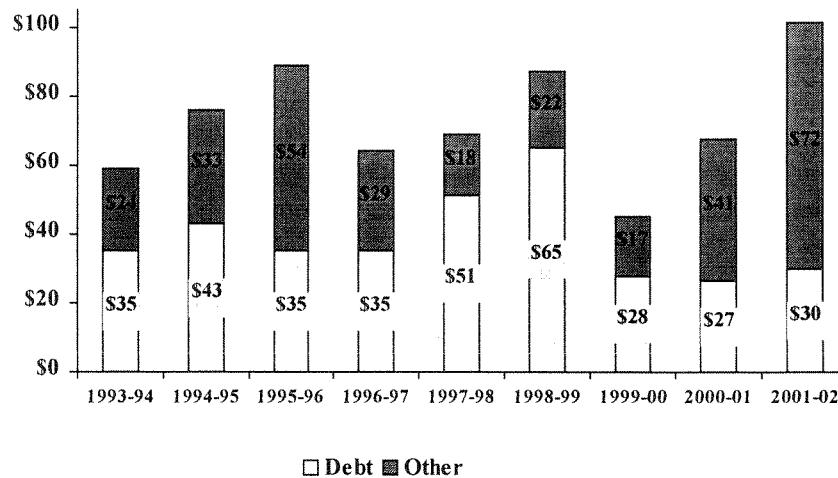
- General Property Tax revenues will increase by \$19.5 million. General property tax rates will decline by 1.3%.
- Debt charges for HRM are \$37.3 million principal and \$16.6 million interest for a total cost of \$53.9 million. This represents 10.9% of gross operating expenditures. Debt charges are found in both Fiscal Services and Operating Business Units.
- An Operating Surplus of \$2.4 million has been forecast for 2000-2001 the benefit of which has been included in the 2001-2002 operating budget.
- Mandatory Education has been calculated at the new mandatory assessment of \$17 billion times a Education-rate of 35.15¢. This produces a contribution amount of \$59.6 million, a decrease of \$1.2 million over budget. Supplementary education amounts remain

unchanged. The former County/Bedford area rate has increased from 3.5¢ to 4.5¢.

- HRM has budgeted \$16.4 million for capital from operating. This is an increase of \$6.7 million over the 2000-2001 capital budget and exceeds the targets set in the Multi-Year Financial Strategy. Partly because of its commitment to capital from operating HRM is managing to increase its capital budget while seeing its debt decline.

Debt as a Share of Capital

Debt Approved through Budgets - \$ Millions



- HRM will not receive a capital grant from the Province but does expect to receive \$6.6 million in Federal-Provincial funding under the infrastructure program.
- Deed Transfer Taxes will decrease by \$1.1 million or 6.2% over last year's budget.
- The provincial phase-out of the \$22 million cost of Social Assistance will continue. HRM has budgeted for \$18.7 million in funding. This is an increase of \$5.5 million from the \$13.2 million provided in 2000-2001.
- In 2001-2002 HRM has been notified that it will be required to pay a share of the cost of operating the provincial assessment system. The exact formula to be used and the amount owed is not yet finalized. HRM has estimated it will pay \$4.3 million.
- HRM must now pay DNA costs, which are expected to cost \$200,000.
- The Consumer Price Index (CPI) is expected to rise by 2.0%. The number of Households will increase by 1.3%.
- Tipping Fees will increase by \$5 per tonne from \$110 to \$115 as of April 1, 2001.
- Interest from investments and taxes in arrears will increase by \$3 million.
- The value of collective agreements negotiated to-date have been included in the operating budget. Estimates have been included for those contracts to be finalized in 2001-2002.

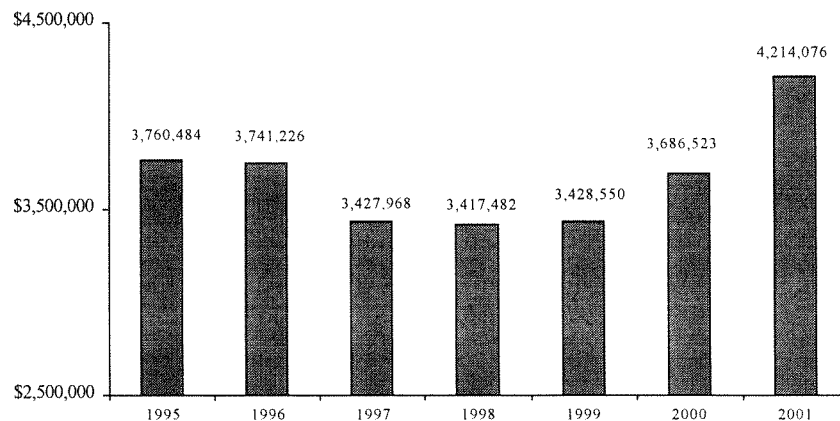
- Under its pricing arrangements with vendors, HRM has budgeted for fuel prices of 55.2¢ (Gasoline) and 42.8¢ (Diesel and Heating). Fuel costs are expected to increase by \$1.8 million. HRM has assumed a \$34 per barrel oil price (WTI).

Assessments and Taxation

- In the 2001 assessment base, **Residential assessment** increased by \$694 million or 5.6%. Approximately 20% of this increase was due to new properties while another 20% is due to lots that were not fully developed in the previous year or were renovated. Existing homes accounted for an estimated 60% of the increased assessment. The average residential home in HRM increased in value from \$124,500 to \$128,600 or 3.3%.
- **Commercial assessment** increased by \$528 million or 14.3%. Approximately 40% of the increase came from new properties with another 20% coming from properties that

Commercial Assessment

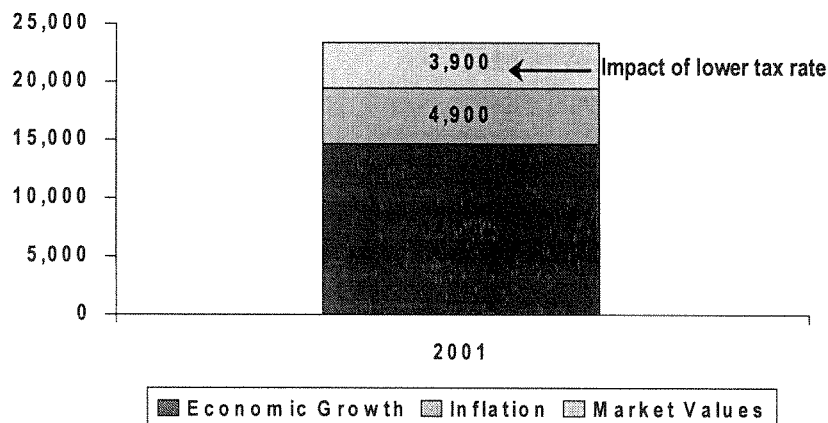
1995 - 2001



switched assessment classes. Approximately 40% came from existing properties. The average commercial assessment rose 6.8%. Since commercial property is taxed higher than residential, this has a significant impact on the tax base. HRM's commercial tax base has now reached pre-algamation levels.

- As part of its taxation strategy, HRM intends to keep the average tax burden neutral (after inflation). As mentioned, 40% of the increase in assessment comes from new or renovated homes. The remaining 60% is due to re-assessments with an average increase of 3.3%. Inflation accounts for 2.0% of the 3.3% total. HRM will lower rates for the remaining 1.3%.

Impact on Total Property Tax Revenues



- Although general tax rates have declined, general property tax revenues will increase by \$19.5 million. This includes the following changes:

General Property Tax Revenues (\$000)

	Amount	Change	Percent
Residential Property Taxes	164,119	6,211	3.9%
Commercial Property Taxes	94,659	9,241	10.8%
Business Occupancy Taxes	36,967	4,533	14.0%
Machinery & Equipment Taxes	954	-408	-30.0%
Resource Property Taxes	1,424	-70	-4.7%
Total	\$298,123	\$19,507	7.0%

- Allowance for Assessment Appeals has been budgeted at \$4.0 million, an increase of \$0.5 million. Property tax revenues are included net of these appeals. The Provincial Phase-

out of Machinery and Equipment Assessment has caused a 30% decline in revenues for this area.

- It is recommended that HRM Council approve a decrease in the general rates of taxation by 1.3%. The value of this decrease is \$3.9 million. The following are the approved general rates of taxation for Residential and Resource Assessment:

Residential Tax Rates (per \$100)				
	Current Tax Rates	Approved Tax Rates	Change per \$100	Percent Decline
Urban	1.348	1.331	-0.017	-1.3%
Suburban	1.238	1.222	-0.016	-1.3%
Rural	1.029	1.016	-0.013	-1.3%

The following are the approved general rates of taxation for Commercial, Business Occupancy and Machinery and Equipment Assessment:

Commercial Tax Rates (per \$100)				
	Current Tax Rates	Approved Tax Rates	Change per \$100	Percent Decline
Urban	3.44	3.395	-0.045	-1.3%
Suburban	3.44	3.395	-0.045	-1.3%
Rural	2.856	2.82	-0.036	-1.3%

There is no recommended change in the Fire Protection rates. Area rates must also be approved by Council. Except for Education and Local Improvement Charges, area rate revenues and transfers are included within departmental revenues.

Debt Charges and Debt

- Included in fiscal services are the majority of HRM's debt charges. Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debt charges. However, it is important to note that not all of HRM's debt charges are included in fiscal services. The debt costs for Metro Transit, Solid Waste and Wastewater Treatment are allocated to their respective departments. The breakdown for debt costs is as follows:

HRM Principal and Interest by Business Unit

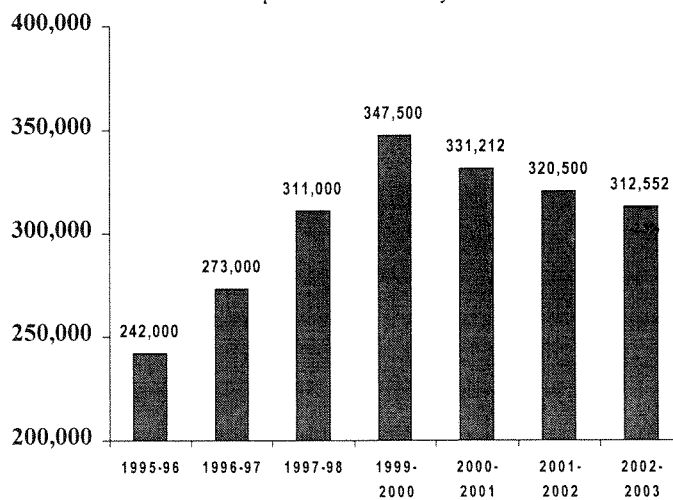
	Principal	Interest	Total
Fiscal Services	23,919,800	10,811,800	34,731,600
Transit	1,651,600	677,000	2,328,600
Wastewater	1,282,500	758,500	2,041,000
Solid Waste	9,807,100	4,126,500	13,933,600
Other	594,400	274,100	868,500
Total	\$37,255,400	\$16,647,900	\$53,903,300

Note: Includes Amalgamation Costs, Loans, Debenture Discount. Excludes repayable debt and interest.

- Other debt costs include area rated loans and debentures.
- The total combined debt of HRM (including debentures, temporary debt and debt approved but not yet incurred) is estimated as of March 31, 2002 at \$312.6 million. This includes all of the funding required for the debt transferred from the predecessor municipal units, transition expenditures, work in progress, and the approved capital budget. This is a decline of \$7.9 million, or 2.5%.

Approved and Issued Debt

as of April 1st of the fiscal year



Halifax Regional Municipality

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Non-Departmental Revenues						
M510 Property Tax	(281,235,755)	(290,988,143)	(293,238,497)	(310,825,200)	(19,837,057)	(17,586,703)
M520 Deed Transfer	(16,819,146)	(17,500,000)	(16,707,000)	(16,406,800)	1,093,200-	300,200
M530 Local Improvmt Chgs	(1,516,058)	(1,312,000)	(1,463,969)	(1,530,000)	(218,000)	(66,031)
M540 Grants in Lieu	(24,837,736)	(24,917,000)	(23,391,307)	(23,520,700)-	1,396,300 -	(129,393)
M550 Own Source Revenue	(16,383,595)	(15,135,272)	(14,851,272)	(15,898,270)	(762,998)	(1,046,998)
M560 Unconditional Trans.	(3,901,275)	(3,142,000)	(3,668,078)	(3,447,000)	(305,000)	221,078
M570 Conditional Transfer	(103,631)	(104,000)	(104,000)	(104,000)0	0	0
Total	(\$344,797,196)	(\$353,098,415)	(\$353,424,123)	(\$371,731,970)	(\$18,633,555)	(\$18,307,847)
Expenditures						
Administrative Services	2,177,810	2,754,520	2,780,320	2,412,970	(341,550)	(367,350)
Building Management Services	431,549	11,208,848	11,267,484	11,645,030	436,182	377,546
Community Projects	1,108,924	1,103,028	910,294	0	(1,103,028)	(910,294)
Community Projects	1,019,770	1,093,300	1,093,300	2,268,275	1,174,975	1,174,975
Corporate Real Estate Services	10,999,810	755,386	791,241	744,680	(10,706)	(46,561)
Emergency 911 Communications	3,210,179	3,690,484	3,617,441	3,734,400	43,916	116,959
Financial Services	7,062,524	7,626,312	7,485,161	7,910,740	284,428	425,579
Fire & Emergency Services	29,485,875	32,088,334	32,155,170	34,712,770	2,624,436	2,557,600
Fiscal Services	177,393,504	180,970,061	181,020,080	195,687,487	14,717,426	14,667,407
General Government	6,120,463	5,223,890	5,299,512	4,599,180	(624,710)	(700,332)
Human Resources Services	2,900,765	2,792,176	2,789,273	2,886,195	94,019	96,922
Information Services	6,199,735	6,871,235	6,630,496	7,074,600	203,365	444,104
Library	11,991,601	12,614,100	12,464,100	14,033,900	1,419,800	1,569,800
Metro Transit Services	19,646,272	20,423,493	20,466,493	32,269,778	11,846,285	11,803,285-
Outside Agency Support	7,349,271	0	0	0	0	0
Parks & Recreational Services	18,577,551	19,752,430	19,974,697	20,975,274	1,222,844	1,000,577
Planning & Development Serv.	5,342,461	7,062,287	6,688,996	8,088,415	1,026,128	1,399,419
Public Works & Transportation	37,775,144	41,511,372	42,207,204	42,786,762	1,275,390	579,558
RCMP	12,315,600	13,799,700	13,799,700	14,124,500	324,800	324,800
Regional Police	33,581,720	34,936,532	35,666,396	36,959,710	2,023,178	1,293,314
Shared Services	13,068,957	13,902,688	13,890,547	4,281,964	(9,620,724)	(9,608,583)-
Solid Waste Services	39,953,750	39,382,709	41,547,336	43,066,090	3,683,381	1,518,754
Tourism, Culture & Heritage	2,921,096	2,836,220	3,022,658	3,258,205	421,985	235,547
Total	\$450,634,331	\$462,399,105	\$465,567,899	\$493,520,925	\$31,121,820	\$27,953,026

Halifax Regional Municipality

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Administrative Services	(\$28,487)	(24,000)	(32,000)	(24,000)	0	0
Building Management Services	(\$269,279)	(1,367,013)	(1,026,100)	(1,512,000)	0	8,000
Community Projects	(\$444,585)	(437,000)	(271,021)	0	(144,987)	(485,900)
Community Projects	(\$1,150,633)	(797,500)	(797,500)	(1,103,850)	437,000	271,021
Corporate Real Estate Services	(\$2,184,582)	(932,100)	(1,207,400)	(810,000)	(306,350)	(306,350)
Emergency 911 Communications	(\$6,398)	0	0	0	122,100	397,400
Financial Services	(\$3,749,137)	(3,924,800)	(3,883,000)	(3,743,150)	0	0
Fire & Emergency Services	(\$5,486,221)	(5,767,370)	(5,880,770)	(6,548,800)	181,650	139,850
Fiscal Services	(\$26,268,975)	(32,539,000)	(32,497,100)	(39,933,700)	(781,430)	(668,030)
General Government	(\$27,998)	(23,000)	(23,000)	(23,000)	(7,394,700)	(7,436,600)
Human Resources Services	(\$157,079)	(30,000)	(31,073)	(42,000)	0	0
Information Services	(\$12,347)	0	(3,271)	(710)	(12,000)	(10,927)
Library	(\$3,319,820)	(3,513,500)	(3,513,500)	(3,474,500)	(710)	2,561
Metro Transit Services	(\$19,967,094)	(20,452,201)	(20,778,101)	(21,037,600)	39,000	39,000
Outside Agency Support	(\$7,349,272)	0	0	0	(585,399)	(259,499)
Parks & Recreational Services	(\$4,945,815)	(5,089,327)	(5,138,217)	(4,919,899)	0	0
Planning & Development Serv.	(\$3,737,730)	(3,791,579)	(4,236,351)	(4,491,480)	169,428	218,318
Public Works & Transportation	(\$14,401,418)	(15,641,200)	(16,629,700)	(17,282,496)	(699,901)	(255,129)
RCMP	(\$243,078)	0	0	0	(1,641,296)	(652,796)
Regional Police	(\$2,142,701)	(1,806,400)	(2,428,198)	(1,556,870)	0	0
Shared Services	(\$177,130)	(391,500)	(440,100)	(440,500)	249,530	871,328
Solid Waste Services	(\$12,842,926)	(12,208,000)	(14,895,000)	(14,337,350)	(49,000)	(400)
Tourism, Culture & Heritage	(\$1,118,799)	(565,200)	(785,742)	(507,050)	(2,129,350)	557,650
Total	(\$110,031,504)	(\$109,300,690)	(\$114,497,144)	(\$121,788,955)	(\$12,488,265)	(\$7,291,811)
Excess of Exp. over Rev.	(\$4,194,369)	\$0	(\$2,353,368)	\$0	\$0	\$2,353,368

Halifax Regional Municipality

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Administrative Services	\$2,149,323	\$2,730,520	\$2,748,320	\$2,388,970	(341,550)	(359,350)
Building Management Services	162,270	9,841,835	10,241,384	10,133,030	291,195	(108,354)
Community Projects	664,339	666,028	639,273	0	(666,028)	(639,273)
Community Projects	(130,863)	295,800	295,800	1,164,425	868,625	868,625
Corporate Real Estate Services	8,815,228	(176,714)	(416,159)	(65,320)	111,394	350,839
Emergency 911 Communications	3,203,781	3,690,484	3,617,441	3,734,400	43,916	116,959
Financial Services	3,313,387	3,701,512	3,602,161	4,167,590	466,078	565,429
Fire & Emergency Services	23,999,654	26,320,964	26,274,400	28,163,970	1,843,006	1,889,570
Fiscal Services	151,124,529	148,431,061	148,522,980	155,753,787	7,322,726	7,230,807
General Government	6,092,465	5,200,890	5,276,512	4,576,180	(624,710)	(700,332)
Human Resources Services	2,743,686	2,762,176	2,758,200	2,844,195	82,019	85,995
Information Services	6,187,388	6,871,235	6,627,225	7,073,890	202,655	446,665
Library	8,671,781	9,100,600	8,950,600	10,559,400	1,458,800	1,608,800
Metro Transit Services	(320,822)	(28,708)	(311,608)	11,232,178	11,260,886	11,543,786
Outside Agency Support	(1)	0	0	0	0	0
Parks & Recreational Services	13,631,736	14,663,103	14,836,480	16,055,375	1,392,272	1,218,895
Planning & Development Serv.	1,604,731	3,270,708	2,452,645	3,596,935	326,227	1,144,290
Public Works & Transportation	23,373,726	25,870,172	25,577,504	25,504,266	(365,906)	(73,238)
RCMP	12,072,522	13,799,700	13,799,700	14,124,500	324,800	324,800
Regional Police	31,439,019	33,130,132	33,238,198	35,402,840	2,272,708	2,164,642
Shared Services	12,891,827	13,511,188	13,450,447	3,841,464	(9,669,724)	(9,608,983)
Solid Waste Services	27,110,824	27,174,709	26,652,336	28,728,740	1,554,031	2,076,404
Tourism, Culture & Heritage	1,802,297	2,271,020	2,236,916	2,751,155	480,135	514,239
Total	\$340,602,827	\$353,098,415	\$351,070,755	\$371,731,970	\$18,633,555	\$20,661,215

Halifax Regional Municipality

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$91,772,046	\$94,963,813	\$93,623,446	\$97,728,550	\$2,764,737	\$4,105,104
Wages	25,550,388	30,849,397	31,765,386	34,109,245	3,259,848	2,343,859
Overtime - Salaries and Wages	6,334,739	4,280,849	4,851,550	4,738,486	457,637	(113,064)
Benefits and Other (Salaries)	14,860,521	13,726,166	13,871,416	14,793,739	1,067,573	922,323
Benefits and Other (Wages)	5,781,102	7,710,613	7,685,712	8,568,170	857,557	882,458
Retirement Allowance & Severance	2,593,798	1,620,452	2,189,033	4,722,094	3,101,642	2,533,061
Clothing Allowance, Stipends, Othe	604,471	883,000	1,124,091	865,830	(17,170)	(258,261)
Office Expenses, less Computers	4,866,088	5,298,071	5,366,543	4,971,649	(326,422)	(394,894)
Computers Expenses	3,806,555	5,289,400	4,821,555	4,875,496	(413,904)	53,941
Consulting Fees	846,853	670,727	755,315	585,900	(84,827)	(169,415)
Other Professional Fees	10,132,335	16,652,940	17,658,177	18,025,106	1,372,166	366,929
Contract Fees	35,896,237	28,227,184	30,287,735	33,360,885	5,133,701	3,073,150
Equipment and Supplies	2,193,367	2,329,681	2,399,942	2,464,004	134,323	64,062
Materials	3,959,655	4,697,000	4,745,754	4,940,769	243,769	195,015
Building Repair, Maintenance	9,592,436	10,263,272	11,488,332	9,716,202	(547,070)	(1,772,130)
Heating Fuel	1,107,910	1,129,250	1,861,950	1,528,950	399,700	(333,000)
Equipment Repair, Maintenance	6,146,416	6,964,785	6,964,221	6,894,922	(69,863)	(69,299)
Vehicle Expenses	2,010,475	5,771,842	5,994,397	6,235,880	464,038	241,483
Diesel Fuel	2,622,235	2,746,387	3,251,000	3,955,801	1,209,414	704,801
Gasoline Fuel	869,737	1,239,900	1,043,349	1,332,899	92,999	289,550
Membership Dues	238,304	230,350	226,248	243,675	13,325	17,427
Conferences and Travel	1,235,469	1,185,989	1,390,514	1,007,590	(178,399)	(382,924)
Training and Education	826,497	1,123,610	1,033,023	1,305,500	181,890	272,477
Site Preparation	37,120	0	0	0	0	0
Advertising and Promotion	2,358,439	2,175,200	2,478,300	2,560,855	385,655	82,555
Books, Publications and Data	1,502,418	1,707,902	1,729,094	2,011,636	303,734	282,542
Other Goods and Services	10,745,782	7,862,608	7,936,611	8,854,996	992,388	918,385
Transfers Outside Agencies	115,545,783	119,402,581	118,164,307	123,443,530	4,040,949	5,279,223
Insurance Costs	2,234,356	2,389,700	2,389,700	2,389,700	0	0
Grants and Tax Concessions	2,900,546	3,400,566	3,407,166	3,434,690	34,124	27,524
Transfer to/from Reserves	3,760,044	6,140,617	8,348,399	14,232,645	8,092,028	5,884,246
Principal and Interest Charges	51,192,098	53,051,118	52,672,556	50,671,038	(2,380,080)	(2,001,518)
Other Loan and Interest Charges	3,920,462	3,813,871	4,065,896	4,093,200	279,329	27,304
Other Fiscal Charges	19,005,387	14,750,264	13,017,685	15,077,294	327,030	2,059,609
Interdepartmental - Fleet	3,536,447	0	118,002	0	0	(118,002)
Interdepartmental - Buildings	0	0	(3,019,636)	(225,000)	(225,000)	2,794,636
Interdepartmental - Other	47,812	(150,000)	(138,871)	4,999	154,999	143,870
Total	\$450,634,328	\$462,399,105	\$465,567,898	\$493,520,925	\$31,121,820	\$27,953,027

Halifax Regional Municipality

Summary by General Ledger Object

Revenues

Fire Protection	(80,005)	(84,700)	(84,700)	(84,700)	0	0
Transfers from Governments, Other	(15,126,856)	(18,871,613)	(19,955,461)	(25,730,950)	(6,859,337)	(5,775,489)
Interest Revenues	0	0	0	0	0	0
Area Tax Rates and Transfers	(24,416,887)	(27,403,807)	(27,438,767)	(29,584,360)	(2,180,553)	(2,145,593)
Building Permits	(2,712,064)	(2,570,000)	(2,920,453)	(3,070,000)	(500,000)	(149,547)
False Alarm Ordinance	(484,687)	(800,000)	(537,100)	(497,300)	302,700	39,800
Other Licenses, Permits and Fines	(4,426,177)	(4,526,600)	(4,589,732)	(4,235,600)	291,000	354,132
Parking and Facility Rentals	(2,349,280)	(2,281,000)	(2,237,800)	(2,632,400)	(351,400)	(394,600)
Transit Fare Revenue	(16,682,215)	(17,124,100)	(17,450,000)	(17,586,200)	(462,100)	(136,200)
Charter Revenue	(276,740)	(295,000)	(295,000)	(275,000)	20,000	20,000
Tipping Fees	(328,769)	(210,000)	(210,000)	(250,000)	(40,000)	(40,000)
Tax Certificates	(629,872)	(713,000)	(567,000)	(686,250)	26,750	(119,250)
Other Fees	(71,325)	(23,000)	(91,000)	(101,000)	(78,000)	(10,000)
Recreation and Leisure Revenues	(2,442,332)	(195,400)	(330,000)	(159,000)	36,400	171,000
Access A Bus Fare Revenue	(63,351)	(129,000)	(129,000)	(131,600)	(2,600)	(2,600)
Communtiy Transit Fare Revenue	(58,713)	(95,000)	(95,000)	(95,000)	0	0
Ferry Fare Revenue	(1,854,811)	(1,914,500)	(1,914,500)	(1,746,700)	167,800	167,800
Other Sales Revenue	(12,683,516)	(11,709,000)	(12,954,200)	(13,497,150)	(1,788,150)	(542,950)
Advertising Revenue	75	(473,900)	(355,000)	(280,000)	193,900	75,000
Environmental Protection/Waste Wa	(11,665,871)	(13,304,240)	(14,282,944)	(14,738,561)	(1,434,321)	(455,617)
Other Revenues	(13,678,105)	(6,576,830)	(8,059,487)	(6,890,389)	(313,559)	1,169,098
Total	(\$110,031,501)	(\$109,300,690)	(\$114,497,144)	(\$122,272,160)	(\$12,971,470)	(\$7,775,016)
Net Cost	\$340,602,827	\$353,098,415	\$351,070,754	\$371,248,765	\$18,150,350	\$20,178,011

Halifax Regional Municipality

Summary of Non-Departmental Revenues

	1999-00 Budget	2000-01 Budget	2001-02 Budget	Change over Budget
Property Taxes				
Residential Property Taxes	(152,073,000)	(157,908,000)	(164,119,000)	(\$6,211,000)
Commercial Property Taxes	(79,626,000)	(85,418,000)	(94,659,000)	(9,241,000)
Business Occupancy Taxes	(31,294,000)	(32,434,357)	(36,967,000)	(4,532,643)
Machinery & Equipment Taxes	(1,700,000)	(1,362,000)	(954,000)	408,000
Resource Property Taxes	(1,557,000)	(1,493,586)	(1,424,000)	69,586
Recreational Non Profit	(8,000)	(8,000)	(8,000)	0
Resource Forest Taxes	(39,000)	(39,000)	(39,000)	0
Commercial Forest Taxes	(101,000)	(101,000)	(101,000)	0
Farm Acreage Taxes	(42,000)	(42,000)	(42,000)	0
Fire Protection	(6,124,000)	(6,829,000)	(7,000,000)	(171,000)
Business Occupancy Appeals	0	0	0	0
Total	(272,564,000)	(285,634,943)	(305,313,000)	(19,678,057)
Deed Transfer Tax				
Deed Transfer Taxes	(15,720,000)	(17,500,000)	(16,406,800)	1,093,200
Total	(15,720,000)	(17,500,000)	(16,406,800)	1,093,200
Area Rate Revenues				
Capital Charges	(1,000,000)	(1,000,000)	(1,036,600)	(36,600)
Area Rate Revenue	0	(312,000)	0	312,000
Area Rate LIC Residential	0	0	(409,400)	(409,400)
Area Rate LIC Commercial	0	0	(84,000)	(84,000)
Total	(1,000,000)	(1,312,000)	(1,530,000)	(218,000)
Tax Agreements				
Tax Agreement - NSLC	(908,000)	(920,000)	(903,000)	17,000
Tax Agreement - NSPI	(2,486,000)	(2,475,000)	(2,457,000)	18,000
Tax Agreement - MT&T	(4,117,000)	(4,450,000)	(4,570,000)	(120,000)
Tax Agreement - Other	(23,000)	(18,000)	(547,000)	(529,000)
Total	(7,534,000)	(7,863,000)	(8,477,000)	(614,000)
Grants in Lieu				
Grant in Lieu - Federal	(16,358,000)	(16,900,000)	(15,060,000)	1,840,000
Grant in Lieu - Provincial	(3,971,000)	(4,150,000)	(4,228,700)	(78,700)
Grant in Lieu - CPC	(516,000)	(494,000)	(485,000)	9,000
Grant in Lieu - CNR & DAR	(1,245,000)	(1,275,000)	(1,499,000)	(224,000)
Grant in Lieu - Halifax Port	(1,215,000)	(1,003,000)	(1,195,000)	(192,000)
Grant in Lieu - CBC	(404,000)	(411,000)	(405,000)	6,000
Grant in Lieu - Via Rail	(281,000)	(225,000)	(189,000)	36,000
Grant in Lieu - WCB	(150,900)	(156,000)	(158,000)	(2,000)
Grant in Lieu - Other	(272,000)	(303,000)	(301,000)	2,000
Total	(24,412,900)	(24,917,000)	(23,520,700)	1,396,300

Halifax Regional Municipality Summary of Non-Departmental Revenues

	1999-00 Budget	2000-01 Budget	2001-02 Budget	Change over Budget
Transfers from other Governments				
Unconditional Grant NS (other)	(3,100,000)	(3,100,000)	(3,405,000)	(305,000)
Public House. Amort.	(104,000)	(104,000)	(104,000)	0
Operating Other	(2,500,000)	(2,450,000)	0	2,450,000
Reserve Funding	0	0	0	0
Total	(5,704,000)	(5,654,000)	(3,509,000)	2,145,000
Interest Revenue				
Interest Revenue - Taxes	(3,700,000)	(3,100,000)	(3,500,000)	(400,000)
Interest Revenue - Investments	(3,410,000)	(4,320,000)	(6,830,400)	(2,510,400)
Interest Revenue - Capital Charges	(200,000)	(151,000)	(264,000)	(113,000)
Interest Revenue - Capital Projects	(1,062,000)	0	0	0
Interest Revenue - Other	(90,000)	(90,000)	(90,000)	0
Total	(8,462,000)	(7,661,000)	(10,684,400)	(3,023,400)
Fee Revenue				
Parking Meters	(1,700,000)	(1,710,000)	(2,056,270)	(346,270)
Parking Rentals	(466,100)	(225,000)	(3,000)	222,000
Total	(2,166,100)	(1,935,000)	(2,059,270)	(124,270)
HRWC Dividend	(2,500,000)	(2,500,000)	(2,500,000)	0
NSF Cheque Fee	0	0	(13,000)	(13,000)
Miscellaneous Revenue	(1,122,000)	(318,000)	(330,500)	(12,500)
Transfer - General Rate	886,900	927,100	1,192,000	264,900
Transfer - Urban Rate	1,451,600	1,540,700	1,730,800	190,100
Other Interdepartmental Revenue	(278,100)	(271,272)	(311,100)	(39,828)
Total	(1,561,600)	(621,472)	(231,800)	389,672
Total Non-Departmental Revenues	(339,124,600)	(353,098,415)	(371,731,970)	(18,633,555)

**Halifax Regional Municipality
Staffing - Full Time Equivalents**

Business Unit	FTE's April 1, 2014 To March 31, 2015
Administrative Services	
Building Management Services	78
Emergency 911 Communications Center	62
CAO & General Governance	25
Fire and Emergency Services	475
Financial Services	136
Human Resources Services	40
Information Services	41
Community Projects	7
Planning & Development Services	114
Parks & Recreation Services	402
Public Works and Transportation	393
Corporate Real Estate Services	8
Regional Police	561
Shared Services	203
Solid Waste Resources	14
Tourism, Culture and Heritage	29
Metro Transit Services	379
Libraries	
Total	<hr/> 2,967 <hr/>

Modifications to the Base Budget

	Gross	Revenues	Net Budget
Community Projects			
Dangerous & Unsightly Premises Improvements	50,000	0	50,000
Fairbanks Center	148,700	-113,700	35,000
Building Management Services			
Implement enhanced service	15,000	0	15,000
911 Communication Centre			
4 FTE's	81,000	0	81,000
Financial Services			
FSR Support to Business Units	50,000	0	50,000
Realignment of Financial Services	50,000	0	50,000
Continuing support for Parking Ticket Project	30,000	-39,000	-9,000
Installation of additional parking meters	15,520	0	15,520
Mature preauthorized payment (PAP)	10,500	0	10,500
1 FTE - Risk & Claim management	33,500	0	33,500
1 FTE - Enhanced Investment HRM Cash & Risk management	77,900	0	77,900
Phase 2 internal audit assistance	119,575	-40,000	79,575
1 FTE - Respond to demands to enforce parking, traffic flow etc.	59,000	-59,000	0
Fire & Emergency Services			
Senior Management Restructuring	161,500	0	161,500
1 FTE - Station Computer Training	36,700	0	36,700
1 FTE - Maintenance Technician	52,500	0	52,500
2 FTE - Training Officers	36,900	0	36,900
2 FTE - Fire Prevention Officers	36,900	0	36,900
Succession Planning	40,000	0	40,000
Public Awareness Initiatives	15,000	0	15,000
Volunteer Recruitment (Core Area)	100,000	0	100,000
EMO Cost Recovery Reserve	25,000	0	25,000
Firefighting Equipment Reduction	(60,000)	0	(60,000)
1 FTE - EVT Mechanic for Rural Districts	0	0	0
2 FTE - Firefighters for Station 50 (Hammonds Plains)	121,200	0	121,200

Fiscal Services

DNA cost (incl DNA for Halifax Police and RCMP)	200,000	0	200,000
Installation of additional parking meters(transferred from Finance)	0	-21,870	-21,870
Mature preauthorized payment (PAP) (transferred from Finance)	0	-11,000	-11,000
1 FTE - Enhanced Investment HRM Cash & Risk management (transferred from Finance)	0	-79,400	-79,400
Strategic & Sustainable Mgt. Programs (set aside for Parks for by-law enforcement)	32,000	0	32,000
Provision for Retirement Allowance	2,500,000	0	2,500,000
Capital from Operating	2,800,000	0	2,800,000
Increase for Snow & Ice Reserve	1,200,000	0	1,200,000
Increase to Capital from Operating	576,000	0	576,000
Increase to Organizational Development Fund	125,768	0	125,768

Grants

Additional Funding Non-Profit Tax Exemption	100,000	0	100,000
1 FTE - Modification for Comm. Dev. Assistance	30,000	0	30,000
Pre-amalgamation Tax Agreements	47,000	0	47,000

General Government

Employee Survey Action Plan	20,000	0	20,000
Visual Identity Program	10,000	0	10,000

Economic Development

Increase HRDA	75,000	0	75,000
Halifax Greater Partnership	200,000	0	200,000

Administrative Services

1 FTE - Deputy Municipal Clerk	48,000	0	48,000
Overtime to cover Print Shop	20,000	0	20,000
Election Reserve	100,000	0	100,000
Committee Clerk - tentative (OD fund request)	38,000	0	38,000

Library

Collection Development	100,000	0	100,000
Staffing & Collection Increases for Keshen	100,000	0	100,000
Additional Funds for Tantallon Library	456,400		456,400

Modifications to the Base Budget

	Gross	Revenues	Net Budget
Community Projects			
Dangerous & Unsightly Premises Improvements	50,000	0	50,000
Fairbanks Center	148,700	-113,700	35,000
Building Management Services			
Implement enhanced service	15,000	0	15,000
911 Communication Centre			
4 FTE's	81,000	0	81,000
Financial Services			
FSR Support to Business Units	50,000	0	50,000
Realignment of Financial Services	50,000	0	50,000
Continuing support for Parking Ticket Project	30,000	-39,000	-9,000
Installation of additional parking meters	15,520	0	15,520
Mature preauthorized payment (PAP)	10,500	0	10,500
1 FTE - Risk & Claim management	33,500	0	33,500
1 FTE - Enhanced Investment HRM Cash & Risk management	77,900	0	77,900
Phase 2 internal audit assistance	119,575	-40,000	79,575
1 FTE - Respond to demands to enforce parking, traffic flow etc.	59,000	-59,000	0
Fire & Emergency Services			
Senior Management Restructuring	161,500	0	161,500
1 FTE - Station Computer Training	36,700	0	36,700
1 FTE - Maintenance Technician	52,500	0	52,500
2 FTE - Training Officers	36,900	0	36,900
2 FTE - Fire Prevention Officers	36,900	0	36,900
Succession Planning	40,000	0	40,000
Public Awareness Initiatives	15,000	0	15,000
Volunteer Recruitment (Core Area)	100,000	0	100,000
EMO Cost Recovery Reserve	25,000	0	25,000
Firefighting Equipment Reduction	(60,000)	0	(60,000)
1 FTE - EVT Mechanic for Rural Districts	0	0	0
2 FTE - Firefighters for Station 50 (Hammonds Plains)	121,200	0	121,200

Fiscal Services

DNA cost (incl DNA for Halifax Police and RCMP)	200,000	0	200,000
Installation of additional parking meters(transferred from Finance)	0	-21,870	-21,870
Mature preauthorized payment (PAP) (transferred from Finance)	0	-11,000	-11,000
1 FTE - Enhanced Investment HRM Cash & Risk management (transferred from Finance)	0	-79,400	-79,400
Strategic & Sustainable Mgt. Programs (set aside for Parks for by-law enforcement)	32,000	0	32,000
Provision for Retirement Allowance	2,500,000	0	2,500,000
Capital from Operating	2,800,000	0	2,800,000
Increase for Snow & Ice Reserve	1,200,000	0	1,200,000
Increase to Capital from Operating	576,000	0	576,000
Increase to Organizational Development Fund	125,768	0	125,768

Grants

Additional Funding Non-Profit Tax Exemption	100,000	0	100,000
1 FTE - Modification for Comm. Dev. Assistance	30,000	0	30,000
Pre-amalgamation Tax Agreements	47,000	0	47,000

General Government

Employee Survey Action Plan	20,000	0	20,000
Visual Identity Program	10,000	0	10,000

Economic Development

Increase HRDA	75,000	0	75,000
Halifax Greater Partnership	200,000	0	200,000

Administrative Services

1 FTE - Deputy Municipal Clerk	48,000	0	48,000
Overtime to cover Print Shop	20,000	0	20,000
Election Reserve	100,000	0	100,000
Committee Clerk - tentative (OD fund request)	38,000	0	38,000

Library

Collection Development	100,000	0	100,000
Staffing & Collection Increases for Keshen	100,000	0	100,000
Additional Funds for Tantallon Library	456,400		456,400

Human Resources

Performance Development Process Related Training	72,000	0	72,000
SMT Training	6,000	0	6,000
Heart Health Screening Program	46,000	0	46,000
Rewards & Recognition	30,000	0	30,000
Core Services Year End Support	6,000	0	6,000
Skills Inventory Database Project	8,000	0	8,000

Information Services

Land Information Systems support costs	83,000	0	83,000
Set up & maintain Intranet for HRM	56,000	0	56,000
Upgrade Class for Windows	46,500	0	46,500
Computer Lease Cost Transferred from other Business Units	37,700	0	37,700

Transit Services

Implement enhanced service	253,400	-168,600	84,800
Maintain Sunday Ferry Service Year Round	0	-34,000	-34,000
CUTA Conference	24,700	0	24,700

Parks & Recreational Services

Reinstate Playgrounds - condition and compliance	222,000	0	222,000
Athletic fields - to improve level of servicing staff	307,000	0	307,000
HRM Kids Youth Program	15,000	0	15,000
Class Windows Upgrades	165,300	0	165,300
Cemeteries (contract for labourer)	35,000	0	35,000
Volunteer Training	40,000	-20,000	20,000
1 FTE - Receptionist at Alderney Gate	35,000	0	35,000
Fence Repairs & overseeding	60,000	0	60,000
Trails Booklet	15,000	-10,000	5,000
Strategic & Sustainable Mgt. Programs	127,600	0	127,600
Park Security Contract	50,000	0	50,000
Dartmouth North NCC	20,000	0	20,000
Part Time wages for Community School Closures	10,000	0	10,000
Arbitration Costs	25,000	0	25,000
Area Rate Services Adjustments	-5,703	0	-5,703
1 FTE - Strategic & Sustainable Mgt. Projects	40,000	0	40,000
Part time seasonal summer students	40,000	0	40,000

Planning & Development

Land Use By-law Compliance Tech	61,500	0	61,500
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LIS Implementation Costs	43,000	0	43,000
Commercial Building Inspectors	208,500	0	208,500
Achieve efficiencies by merging Regional & Community Planning	(100,000)	0	(100,000)

Public Works & Transportation

LIS Implementation Costs	43,000	0	43,000
Legislative Safety Equipment Requirements	20,000	-20,000	0
Safety Equipment	12,000	-12,000	0
Benchmarking Consultants	40,000	-40,000	0
1 FTE - Safety and Training Officer	62,000	-44,000	18,000
Training and Equipment	13,000	-13,000	0
Additional Support Staff	50,000	-25,000	25,000
Air Quality Study	25,000	-25,000	0
Sidewalk Snow Clearing	100,000	-100,000	0

Regional Police

Life Insurance	65,000	0	65,000
DNA Storage Lockers	21,000	0	21,000
6 FTE's Community problem Solving Task Force	303,561	0	303,561
4 FTE's Repeat Offender/High Risk	119,508	0	119,508
1 FTE Training Clerical Supp	25,096	0	25,096
1 FTE Fleet Mech	43,708	0	43,708
Telephone cost increase	20,000	0	20,000
Salary for downtown detail	50,000	0	50,000

RCMP

4 FTE's (Half-Year)	167,800	0	167,800
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Shared Services

Seat Replacement on Transit units	50,000	0	50,000
Strategic & Sustainable Mgt. Programs (transferred from Parks)	51,900	0	51,900
Implement enhanced service (transferred from Transit to fleet maintenance.)	120,600	0	120,600
Land Use By-law Compliance (Fleet Recoveries transferred from Planning & Dev	-4,500	0	-4,500
Commercial Building Inspectors (Fleet Recoveries transferred from Planning & Dev.)	-13,500	0	-13,500
Marketing & Communications Project manager	25,000	0	25,000
Expansion of Recreation Catalogue	9,500	0	9,500
1 FTE - for Marketing & PR Support	64,400	0	64,400

Software and Hardware for Intranet Mapping	25,000	0	25,000
Intranet Mapping Training	7,300	0	7,300
Apprenticeship Program	40,000	0	40,000
Solid Waste Services			
Payment for Havill Lands	158,400	0	158,400
Extra Tonnage at Otter Lake (Jan 12/01)	350,000	0	350,000
Tourism, Culture & Heritage			
Visitor Services Strategy and Implementation	40,000	0	40,000
Supplementary Grants	20,000	0	20,000
Collateral Development - HRM Differentiation of Product	25,000	0	25,000
Cultural Policy	10,000	0	10,000
Heritage Incentive Prog.	50,000	0	50,000
Extending Visitor's Season	20,000	0	20,000
1 FTE - Admin Support	30,000	0	30,000
Events Reserve	50,000	0	50,000
Dartmouth Heritage Museum/Greenvale School	50,000	0	50,000
Discovery Centre	180,000	0	180,000
Transfer to Heritage Reserve	25,000	0	25,000
Total	\$14,732,833	-\$875,570	\$13,857,263

Business Units

Administrative Services

i. Description of Program/Services:

The Administrative Services Business Unit is made up of three main service areas, namely, Legal Services, Corporate Support/Municipal Clerk and Information Resource Management. All of these service areas function in support of the Regional Council and its various Boards and Committees and the Business Units of Halifax Regional Municipality. It is the overall objective of the Business Unit to assist Council and its staff in meeting the objectives of Council's Business Strategies and EMT's priorities while at the same time, ensuring that HRM complies with all its legislative and legal requirements. The Administrative Business Unit reports directly to the Chief Administrative Officer.

Legal Services: Legal Services performs all the legal services required by HRM, including Prosecutions, Due Process, Preventative law, Solicitor Services and Advocacy through a combination of in house and out-sourced services.

Corporate Support

Corporate Support Services supports the process of local government for HRM as mandated by statute (MGA) through the provision of corporate and municipal services to Regional Council, Community Councils and their respective boards and committees, HRM staff and the citizens of HRM.

Information Resource Management

Information Resource Management (IRM) serves HRM and its elected officials through the implementation of a comprehensive approach to information management, treating information as a valuable corporate resource and assisting the organization to respond to Freedom of Information and Protection of Privacy (FOIPOP) legislation.

Election Services

Election services provides the administration of general elections and special elections (by-elections) to the electorate of HRM, in a professional and impartial manner in accordance with legislation; all in a highly efficient and cost-effective manner.

ii. Full Time Equivalentents (FTE's):

Administrative Services FTE's: 27

ii Summary of Achievements Of Last Year's Business Plan

Area/Issue	Status
1. Legal Services	Legal service continues to be provided in a cost effective and professional manner.
2. By-law Enforcement	Legal Services is working with Planning and Development services to more effectively enforce the by-laws of HRM.
3. Update software tools	Several case management software packages have been identified and are being evaluated by Legal Services. Once implemented these will assist the division in establishing and tracking performance standards.
4. Municipal and School Board Elections	Regional Council and Halifax Regional School Board elections completed in accordance with legislated requirements while maintaining other core service standards.
6. Delivery of agendas, minutes, reports, etc.	Information provided as expected on time and minutes were approved with minimal revisions.
7. Placement of by-law ads, etc., and dissemination throughout HRM and general overall maintenance of those records.	Ads placed on time pursuant to legislation. By-laws circulated on time as required. By-laws and Administrative Orders maintained with current information and readily accessible for internal and external customers.
8. Execution of documents	Hundreds of documents executed and disseminated on time and securely stored.
9. Freedom of Information requests	Requests processed involving various business units within time frame pursuant to legislation.
10. General information provided to the public.	Requests for general information processed in a timely manner. No complaints on file.

11. Maintenance of membership of Council and Community Council boards and committees	On-going maintenance to membership listings to numerous boards and committees, advertisements for membership.
12. Standardize the management of municipal information	Worked in partnership with HRM departments to ensure proper procedures for information management were followed. Designed and distributed instructional brochures on semi-active records and off-site storage procedures
13. Ensure that HRM's vital and archival information, regardless of form, is preserved	Vital records storage vault for Municipal Clerks' Office built. Microfilming of vital and archival information. Received 250 boxes of municipal records from N.S. Public Archives. Staff attended two courses in archival records protection
14. Increase awareness of the value of information and its management	Prepared display material and presented the Corporate Library's information services at the HRM's Learning Expo. Gave two presentations to management and director level staff, highlighting library services
15. Design information systems	Creation of the box inventory database for records inventory and library cataloguing.
16. Collect bench marking information	Contacted municipal information services across Canada and the United States for comparable data and statistics. HRM on the leading edge of bench mark collection in municipal information resource management.
17. Internal client feedback	Client satisfaction surveys carried out by Legal Services and Corporate Library with high satisfaction level expressed. Also received positive feedback from clients via phone, e-mail and in person.
18. Budget	Business Unit within budget.

iv Internal/External Issues Analysis

Legal Services

Legal Services by its nature involves the anticipation and avoidance of legal hazards and the reaction to legal issues as they arise. In short, good legal practice involves both preventative law and active law. In the long run, preventative law is a more cost effective

use of resources both within the division and for HRM as a whole. Unfortunately the active law demands are many and varied and by their nature must take precedence on a daily basis over preventative law initiatives. The objective of the division over time is to direct increasing resources to preventative law issues which will result in less active law and reduced cost and more effective service for HRM's business units.

At present approximately one third of the budget for legal services is spent on outside counsel. There will always be a need and an advantage for HRM to employ outside counsel for specific projects but, the cost of such service is much higher than for in-house service. Our objective will be to take steps to transfer more work in-house. Despite there being no budget modifications this year, there is still a significant increase in the base budget due primarily to the increased costs of external services.

Law enforcement is an area where legal services is in a responsive position----our work load will rise and fall based on the efforts of the enforcement units of HRM. We will work closely with those units to anticipate the demands which will be placed on our service so that we can respond appropriately.

We will over the next year be undertaking some in-house projects to increase the efficiency of our operations including a full analysis of our library needs and the development of a precedent system for opinions.

Succession planning will be a priority as approximately half of our lawyers have 25+ years at the Bar while the other half has less than 4 years.

Corporate Support Services

In support of local government process, the Municipal Clerk's Office is mandated with the responsibility of providing support and record keeping services to Regional Council, Community Councils, their boards, committees and commissions, the public and staff. Staff reductions, coupled with ever increasing service demands, have resulted in an overburdened workforce.

In order to keep up with administrative duties (minute taking, attendance at meetings), an inordinate amount of overtime is accumulated. Currently, due to lack of funding for overtime, staff must take time off in lieu, sometimes resulting in decreased efficiency within the unit in general.

Importantly, there needs to be a succession plan put in place to effectively respond in the event of the departure of the Municipal Clerk and other staff having years of experience within the Clerk's Office.

Records Management and Corporate Library

Information Resource Management must continue to ensure that HRM's records are securely stored and accessible. Presently onsite storage exists at Scotia Square and the Eric Spicer building. The future of onsite storage will have to be addressed as HRM rationalizes its real estate holdings.

With deaccessioning of records of the former municipal units held by Nova Scotia Archives and Records Management, HRM must be positioned to accept those valuable records to ensure they are properly and securely preserved. Records will continue to be received throughout the next year.

Ever increasing demands are being made under the FOIPOP legislation. The organization will need to ensure that its record organization and retrieval capabilities can meet these requests in a timely and cost effective manner.

IRM must complete and seek approval for executive and post amalgamation records.

The Corporate Library must develop a collection of information which reflects HRM's strategic goals to enhance the decision making process. Indexing, database design/maintenance and intranet site development/administration are all tools which expedite information retrieval. The Library must position itself to conduct research according to the client's subject and deadline requirements.

Elections

With respect to elections, a location needs to be identified, possibly within an HRM owned building, where election supplies can be stored and where there is sufficient space to mobilize staff and other resources in the event of special election requirements in future years, as well as for the 2004 regular election. The space could be utilized by staff throughout HRM for special projects when not being used for election purposes. The appropriate business unit will be identifying that requirement in their respective business plan.

There is also a necessity to provide for the financing of elections within the budgetary process to smooth the process over the life cycle of Council.

All Divisions

There is a need for training and professional development throughout all Divisions to improve service delivery with the goal of effectively achieving customer satisfaction,

whether municipally or corporately.

v. Goals For The Next Three Years

- Increase preventative law efforts thereby reducing the cost of legal service and of failing to work within the law.
- Improve the responsiveness and effectiveness of Corporate Support in the provision of accurate, current information to the public, Council and staff in a timely manner.
- Implement a standardized corporate-wide information management system.
- Locate an appropriate onsite and offsite storage facilities for HRM records, archival and otherwise.
- Implement a fully functional corporate information system to provide the information required by Municipal Staff to carry out their activities.
- Ensure adequate training for staff.
- Ensure appropriate succession planning.
- Establish a fully funded election reserve account and appropriate election facilities.

vi Objectives 2001/2002

- Continue to provide legal services to the Organization in the most cost effective manner while at the same time maintaining and in fact improving the quality of the service and the level of customer satisfaction in the Organization.
- Continue to develop and improve upon service standards and performance measures in all areas of the business unit.
- Review roles and responsibilities within the Customer Support Services, confirming an appropriate staff fit, including appropriate succession planning.

- Corporate Support Services will continue to disseminate agendas and supporting documents in time as expected; minutes and resultant follow-up deadlines will be met; HRM's documents for execution by Mayor and Clerk (about 700 per year) will be processed in a timely manner; By-laws, administrative orders as well as minutes will be certified within time frame; Advertisement and maintenance of Council's by-laws and administrative orders will continue to meet legislated time lines; Notices of actions brought against the municipality will be received and processed in a timely manner to protect HRM from financial loss; process requests for information, whether they be electronically, in person or via correspondence, delivered in a professional and timely manner, acting as a liaison for external requests for both HRM and pre-amalgamation records.
- Corporate Support Services will work with Information Resource Management in the development of a paperless agenda. The goal will be to achieve savings in all areas throughout HRM while at the same time ensuring accessibility of information for all throughout HRM.
- IRM will coordinate the response to all Freedom of Information requests.
- A reserve will be put in place in the event of special elections.
- IRM will complete the classification of the backlog of documents acquired from former collections; continue to classify and schedule records collections as they are added; and conduct records inventories and manage transfers of records to offsite storage facilities.
- IRM will continue shredding pre-Amalgamation records according to the records retention schedules.
- IRM will develop and get approval for executive and operational records schedules.
- IRM will continue to microfilm archival and vital records and place vital records in vault.
- IRM will continue to build relationships with HRM staff which will result in donations of relevant division documents and with the external information community which will result in the acquisition of free material. IRM will identify and purchase relevant books, journals, etc., as they are published.

- IRM keep up with the latest versions of the software required to run the finding aids and continue to develop new finding aids as the need is identified.
- IRM will continue to build the external relationships and networks which are needed for the sharing of information resources and expertise with professional association membership and participation.

vii Performance Measures

- Legal performance tends to be measured in subjective rather than objective ways. The bottom line is whether the clients for whom services are provided are happy with the service. Client satisfaction surveys have confirmed that clients want timely access to service, they want to be kept informed of progress in the file, they want a successful outcome for the interests of their business unit and they want the service provided at low cost and disruption. We will continue to develop service agreements with user business units to ensure that the services we provide will meet their varying needs. Performance measurements which arise from those agreements will then be incorporated in the case management software employed.
- In addition to customer surveys and feedback, Corporate Support Services will be able to develop performance measures based on objective standards such as meetings supported, agendas disseminated, documents executed, advertisements placed, etc.
- In addition to customer surveys and feedback, Records Information Management will be able to develop performance measures based on objective standards such as costs of document storage, number of records microfilmed, etc.
- All units will attempt to establish benchmarks and comparatives with other Municipal units.

viii Overview of 2001/2002 Operating Budget

- There are no proposed modifications from the base budget of Legal Services. All increases are attributable to the increased costs of services, particularly external legal services.

- **\$48,000 - Deputy Municipal Clerk**

This will bring the staff level up to where it should be in order to continue to provide the services expected. The Program & Service Review Committee last year recognized the lack of sufficient staffing in the Clerk's Office to provide the services expected. In order to accommodate appropriate succession planning, the position of a Deputy Municipal Clerk is necessary. The excessive current workload is likely to increase.

- **\$20,000 - Overtime**

These funds will cover overtime for Print Shop Staff and Clerk's staff to accommodate delivery of the Council agenda to Members of Council on Fridays, due primarily to the late arrival of reports from business units. Additionally, funds are identified for the provision of Clerk's services for attendance at evening meetings, rather than the current practice of taking time off in lieu, which can create inefficiencies in the delivery of service expected in all areas of the unit.

- **\$38,000 - Committee Clerk (tentative)**

These funds will cover the costs of an additional staff person to enable the Corporate Support Division to meet the increasing demands for support services for Council, Community Council's, Boards, Commissions and Committees. Council approved \$120,000 to cover \$180,000 on potential expenditures. Corporate Support will be able to compete for a portion of these funds in accordance with the guidelines determined by EMT.

- **\$100,000 - Annual Reserve for Municipal Elections**

A one-time amount of \$600,700 was identified in the 2000/01 operating budget to conduct the regular Municipal and School Board elections in October, 2000. An annual reserve in the amount of \$200,000 is identified to cover special elections in future years plus the 2004 regular election. The \$100,000 will begin to build this reserve. Increases will be required in future years.

There are no budget modifications requested for Information Resource Management.

Overview of 2001/2002 Capital Budget

Administrative Services has no Capital Budget requirements.

Administrative Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$1,078,628	\$1,325,300	\$1,269,300	\$1,253,500	(\$71,800)	(\$15,800)
Wages	17,225	171,100	171,100	6,000	(165,100)	(165,100)
Overtime - Salaries and Wages	5,235	0	0	20,000	20,000	20,000
Benefits and Other (Salaries)	149,149	187,980	182,980	198,300	10,320	15,320
Benefits and Other (Wages)	9,294	15,440	15,440	16,000	560	560
Retirement Allowance & Severance	9,427	0	0	0	0	0
Clothing Allowance, Stipends, Other	0	0	0	3,000	3,000	3,000
Office Expenses, less Computers	112,382	299,000	306,200	94,170	(204,830)	(212,030)
Computers Expenses	0	4,000	4,000	4,000	0	0
Other Professional Fees	482,885	355,000	447,000	420,000	65,000	(27,000)
Contract Fees	65,066	84,000	81,000	63,000	(21,000)	(18,000)
Building Repair, Maintenance	2,263	3,000	3,000	3,000	0	0
Equipment Repair, Maintenance	0	700	700	700	0	0
Membership Dues	156,245	135,400	134,000	135,400	0	1,400
Conferences and Travel	17,117	21,500	18,500	14,800	(6,700)	(3,700)
Training and Education	5,336	6,800	6,600	6,800	0	200
Advertising and Promotion	24,292	43,000	43,000	13,000	(30,000)	(30,000)
Books, Publications and Data	27,219	35,200	35,400	35,200	0	(200)
Other Goods and Services	13,695	67,100	62,100	2,600	(64,500)	(59,500)
Transfer to/from Reserves	0	0	0	123,500	123,500	123,500
Other Fiscal Charges	2,351	0	0	0	0	0
Total	\$2,177,809	\$2,754,520	\$2,780,320	\$2,412,970	(\$341,550)	(\$367,350)
Revenues						
Other Sales Revenue	(24,550)	(24,000)	(24,000)	(24,000)	0	0
Other Revenues	(3,937)	0	(8,000)	0	0	8,000
Total	(\$28,487)	(\$24,000)	(\$32,000)	(\$24,000)	\$0	\$8,000
Net Cost	\$2,149,322	\$2,730,520	\$2,748,320	\$2,388,970	(\$341,550)	(\$359,350)

Administrative Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A101 Administration	\$108,685	\$121,227	\$108,527	\$111,000	(\$10,227)	\$2,473
A110 Legal Services	1,165,192	1,159,893	1,190,393	1,252,270	92,377	61,877
A121 Corporate Support	634,837	616,600	606,600	690,000	73,400	83,400
A122 Records Management	128,914	200,800	190,800	182,300	(18,500)	(8,500)
A123 Corporate Library	41,734	55,300	69,300	53,900	(1,400)	(15,400)
A125 Elections	98,448	600,700	614,700	123,500	(477,200)	(491,200)
Total	\$2,177,810	\$2,754,520	\$2,780,320	\$2,412,970	(\$341,550)	(\$367,350)

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A101 Administration	\$0	\$0	\$0	\$0	\$0	\$0
A110 Legal Services	(16,996)	(24,000)	(24,000)	(24,000)	0	0
A121 Corporate Support	(11,591)	0	(8,000)	0	0	8,000
A122 Records Management	(2,174)	0	0	0	0	0
A123 Corporate Library	(247)	0	0	0	0	0
A125 Elections	2,519	0	0	0	0	0
Total	(\$28,489)	(\$24,000)	(\$32,000)	(\$24,000)	\$0	\$8,000

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A101 Administration	\$108,685	\$121,227	\$108,527	\$111,000	(\$10,227)	\$2,473
A110 Legal Services	1,148,196	1,135,893	1,166,393	1,228,270	92,377	61,877
A121 Corporate Support	623,246	616,600	598,600	690,000	73,400	91,400
A122 Records Management	126,740	200,800	190,800	182,300	(18,500)	(8,500)
A123 Corporate Library	41,487	55,300	69,300	53,900	(1,400)	(15,400)
A125 Elections	100,967	600,700	614,700	123,500	(477,200)	(491,200)
Total	\$2,149,321	\$2,730,520	\$2,748,320	\$2,388,970	(\$341,550)	(\$359,350)

Building Management Services

i. Description of Program/Service

Building Management Services (BMS) started up in May 2000. Stemming from a series of recommendations made in a buildings report commissioned by HRM in the fall of 1997, and in keeping with Alignment 2000, BMS was created through a partnership with VESTAR Facility Management (formerly Rose Facility Management) to bring about a measurable enhancement in the quality of building services, and to achieve a 5 percent sustainable savings in building operating costs by March 2003.

The mission of BMS is to deliver the most effective and efficient building services in support of the internal customers who exist to serve the needs and interests of the citizens of the Halifax Regional Municipality. BMS exists to:

- i. Optimize the portfolio of owned and leased building space;
- ii. Provide cradle to grave project management services for all buildings on behalf of the business units of HRM;
- iii. Provide the most effective and efficient high quality building services for the portfolio of HRM leased and owned buildings; and
- iv. Develop and implement building strategic plans and programs to support the missions of the business units of HRM.

In the support of this mission, BMS is responsible to manage 167,087 sq ft of leased space, operate and maintain approximately 170 HRM owned buildings in the region, and manage approximately 93 active capital projects totalling \$21,090,426.

ii. FTEs

For fiscal year 2000/01 Building Management Services has **100 paid FTEs** (full time equivalents). This includes the General Manager and Administrative Assistant who are VESTAR Facility Management Employees.

iii. Summary of 2000/2001 Achievements

The summary is against six key strategies. In absence of a 2000/2001 Business Plan these strategies will be used to demonstrate performance.

Six Key Strategies	Status
Establish a Central Service Delivery Organization	<ul style="list-style-type: none"> • BMS created May 2000 • Four managers placed from within HRM • Four subordinate supervisory positions described and classified • Migration of operational staff to self directed teams (Crews) • All parts of BMS co-located in MacKintosh Street location
Acquire and Install Computerized Maintenance Management System (CMMS)	<ul style="list-style-type: none"> • System Needs Analysis Completed • Work processes designed and developed • Decision made to customize SAP maintenance module to deliver all the requirements of the needs analysis
Establish Central Service Call Management Centre	<ul style="list-style-type: none"> • Building Service Advisor placed from within HRM • All building service calls now centralized • Work histories and backlog being captured
Creation of Customer Service Culture	<ul style="list-style-type: none"> • Customer Satisfaction Surveys and Interviews completed with BMS key customer groups • Customer feedback on select work being measured
Quality Customer Service Training Programs for staff	<ul style="list-style-type: none"> • Customized customer service training for all BMS staff scheduled for fall 2000 • BMS awards program under development
Establish standards for BMS in consultation with customers	<ul style="list-style-type: none"> • Building Services Guide issued • Service Level Agreements for each business unit currently being developed

iv. Internal/External Issues Analysis

BMS and the other Business Units - BMS exists solely to support the missions of the other business units. This necessitates that BMS clearly understand the operational imperatives of the business unit in order to provide excellent service delivery.

Absence of Building Focus - Traditionally building services have been delivered in a decentralized fashion. There has no been no central focus for the provision of these services.

Measurable Data - There is an absence of measurable building data including, occupancy profiles, building space utilization data, building performance data, and buildings usage data.

Limited Capital - There is a restriction on the amount of capital funded by debt. This will limit the amount of capital available for buildings and increase the competition for this limited resource. At the time of this plan capital funding from debt for buildings is estimated at \$2,349,000.

Condition of Portfolio - General condition of building portfolio ranges from poor to fair. Portfolio is aged.

VESTAR / HRM Partnership - This agreement is performance based calling for a five percent sustainable savings by the end of the fiscal year 2002/2003.

Business Unit Expectations - With the creation of BMS, customer business units will expect enhanced service delivery from existing centralized resource pool.

Lack of Service Standards - There is a lack of measurable service standards for building related services.

Capital Planning - There is no long term integrated capital plan reflecting the building deficiencies of each business unit and of HRM as a whole.

Building Deficiencies - Building maintenance and operational deficiencies are not fully qualified and quantified; therefore, the extent of the requirements over the long term are not well known.

Best Value for Money - All building decisions need to represent best value for money consistent with Council's Business Strategies.

v. **Goals for Next Three Years (2001/04)**

- Develop and maximize performance of HRM owned buildings and leased space.

- Improve building planning and project management.
- Achieve competitive service delivery.
- Achieve occupation, trade and professional competencies.

vi. Objectives 2001/02

Develop and maximize performance of HRM owned buildings and leased space

- Conduct building suitability assessments for Public Works and Parks and Recreation.
- Identify all portfolio rationalization opportunities and areas to optimize portfolio.
- Identify opportunities to shed lease space.
- Produce Long Term Capital Plan and corresponding process.
- Develop occupancy profiles.
- Complete construction phase of an EPC.

Improve building planning and project management

- Develop measurable building data to support BMS decision making process.
- Program all known maintenance deficiencies.
- Develop business unit occupancy profiles.

Achieve competitive service delivery

- Achieve or have identified 5% sustainable savings.
- Measurable enhancement to service.
- Develop an occupancy charge back system.

Achieve occupation, trade and professional competencies

- Develop BMS awards program.
- Produce gap analysis for training needs.
- Integrate automation into business practices.
- Train Crew Chiefs as effective leaders of self directed teams.

vii. Performance Measurement

Develop and maximize performance of HRM owned buildings and leased space

- Operational deficiencies identified.
- Approved rationalization plan by EMT.
- Lease to owned space reflected in rationalization plan.
- Accurate matrices exist.
- Construction complete on Energy Performance Contract

Improve building planning and project management

- Decision Support System (DSS) exists.
- Multi-year maintenance program out to year 2005.
- Business Unit Occupancy Profiles exist.

Achieve competitive service delivery

- Measured against BMS baseline amount.
- Customer satisfaction and survey results.
- Business Units budget for space in 2002/03
- Awards program integrated with crew and individual work performance.

Achieve occupation, trade and professional competencies

- Training plan approved as part of Business Plan.
- Usage level of CMMS in business practices.
- Competencies achieved.

viii. Overview of Operating Budget

- Some redeployment of resources, but no change in service levels.

ix. Overview of Capital Budget

• 200 Illsley Ave-Air Quality Improvements	\$250,000
• Exhaust Extraction Systems	\$115,000
• Hfx.City Hall-Ext. Restoration Program	\$50,000
• Ferry Terminals-Pontoon Protection	\$85,000
• Various Recreation Facilities-Upgrades	\$246,000
• Bloomfield Centre-Upgrades	\$50,000
• Northcliffe Pool-Upgrades	\$50,000
• Arena Upgrades	\$86,000
• Fire Services-Station Upgrades	\$78,000
• Transit Facilities Upgrades	\$50,000
• Regional Library-Facility Upgrades	\$62,000
• Major Facilities Upgrade	\$433,000
• Dingle Tower-Facade Restoration	\$60,000
• HRM Depots Upgrades	\$138,000
• Boiler Replacement & Gas Conversions	\$80,000
• Underground Tank & Chimney Liner Replacement	\$50,000
• Fountains/Wading Pools/Backflow Prevent	\$75,000
• Wharf Repair	\$180,000
• Asbestos Removal	\$50,000
• Air Quality Testing/Remediation	\$50,000
• Environmental Remediation & Bldg Demolition	\$100,000
• Code Requirements/Upgrades	\$50,000
• Parking Area 'J' Expansion	\$100,000
• Dartmouth Patrol Office	\$1,500,000
• Eric Spicer Building Enhancements	\$2,000,000
• St. Margaret's Bay Arena	\$76,000
• Beazley Baseball Fieldhouse	\$95,000

Building Management Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	(\$8,678)	\$1,145,363	\$738,300	\$1,043,200	(\$102,163)	\$304,900
Wages	169,850	2,235,778	2,430,000	2,540,500	304,722	110,500
Overtime - Salaries and Wages	11,009	148,800	249,000	154,600	5,800	(94,400)
Benefits and Other (Salaries)	(2,197)	201,872	147,500	151,300	(50,572)	3,800
Benefits and Other (Wages)	18,456	519,590	412,000	522,600	3,010	110,600
Retirement Allowance & Severance	0	18,600	6,200	9,500	(9,100)	3,300
Clothing Allowance, Stipends, Other	(2,259)	6,200	560	700	(5,500)	140
Office Expenses, less Computers	11,944	66,400	84,635	67,260	860	(17,375)
Computers Expenses	161	3,700	0	2,000	(1,700)	2,000
Consulting Fees	0	160,227	276,000	100,000	(60,227)	(176,000)
Other Professional Fees	103	422,206	212,000	233,600	(188,606)	21,600
Contract Fees	32,280	420,470	413,000	1,048,000	627,530	635,000
Equipment and Supplies	3,043	133,600	127,800	130,600	(3,000)	2,800
Materials	203	106,600	100,748	243,600	137,000	142,852
Building Repair, Maintenance	106,777	3,168,870	3,319,393	2,295,275	(873,595)	(1,024,118)
Heating Fuel	55,952	875,400	1,328,800	1,228,800	353,400	(100,000)
Equipment Repair, Maintenance	14,579	138,625	370,017	420,600	281,975	50,583
Vehicle Expenses	10,976	2,200	0	0	(2,200)	0
Gasoline Fuel	0	7,200	0	7,200	0	7,200
Membership Dues	0	2,800	1,444	4,100	1,300	2,656
Conferences and Travel	478	23,015	22,000	27,300	4,285	5,300
Training and Education	0	39,360	12,000	34,800	(4,560)	22,800
Advertising and Promotion	0	300	2,000	300	0	(1,700)
Books, Publications and Data	23	1,500	400	1,500	0	1,100
Other Goods and Services	6,207	4,522,200	4,519,100	4,629,100	106,900	110,000
Transfers Outside Agencies	0	0	0	77,900	77,900	77,900
Insurance Costs	0	1,500	0	1,500	0	1,500
Interdepartmental - Fleet	0	122,800	115,000	236,600	113,800	121,600
Interdepartmental - Buildings	0	(3,251,328)	(3,585,413)	(3,532,404)	(281,076)	53,009
Interdepartmental - Other	0	(35,000)	(35,000)	(35,000)	0	0
Total	\$431,551	\$11,208,848	\$11,267,484	\$11,645,031	\$436,183	\$377,547
Revenues						
Transfers from Governments, Other	0	(340,913)	0	0	340,913	0
Parking and Facility Rentals	(12,228)	(778,100)	(778,100)	(1,264,000)	(485,900)	(485,900)
Other Revenues	(244,558)	(248,000)	(248,000)	(248,000)	0	0
Total	(\$269,278)	(\$1,367,013)	(\$1,026,100)	(\$1,512,000)	(\$144,987)	(\$485,900)
Net Cost	\$162,273	\$9,841,835	\$10,241,384	\$10,133,031	\$291,196	(\$108,353)

Building Management Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
W100 Admin/Overhead	\$8,633	\$739,835	\$0	\$584,200	(\$155,635)	\$584,200
W300 RFM Contract Costs	0	340,913	250,000	0	(340,913)	(250,000)
W400 Portfolio Developmnt	0	5,490,700	0	4,775,000	(715,700)	4,775,000
W500 Parking Lots	0	0	0	31,000	31,000	31,000
D965 Bloomfield Centre	327,656	47,500	295,500	294,500	247,000	(1,000)
D996 Crichton Commun. Ctr	30,479	0	0	0	0	0
W210 Buildings-Custodial	0	0	0	1,838,210	1,838,210	1,838,210
Total	\$431,550	\$11,208,848	\$11,267,484	\$11,645,031	\$436,183	\$377,547

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
W300 RFM Contract Costs	0	(340,913)	0	0	\$340,913	0
W400 Portfolio Developmnt	0	(716,100)	0	0	716,100	0
W500 Parking Lots	0	0	0	(187,000)	(187,000)	(187,000)
D965 Bloomfield Centre	(245,780)	0	(248,000)	(248,000)	(248,000)	0
D996 Crichton Commun. Ctr	(23,499)	0	0	0	0	0
W200 Bldgs-Oper/Maint	0	(310,000)	(778,100)	(822,075)	(778,100)	(43,975)
W210 Buildings-Custodial	0	0	0	(254,925)	0	(254,925)
Total	(\$269,279)	(\$1,367,013)	(\$1,026,100)	(\$1,512,000)	(\$144,987)	(\$485,900)

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
W100 Admin/Overhead	\$8,633	\$739,835	\$0	\$584,200	(\$155,635)	\$584,200
W300 RFM Contract Costs	0	0	250,000	0	0	(250,000)
W400 Portfolio Developmnt	0	4,774,600	0	4,775,000	400	4,775,000
W500 Parking Lots	0	0	0	(156,000)	(156,000)	(156,000)
D965 Bloomfield Centre	81,876	47,500	47,500	46,500	(1,000)	(1,000)
D996 Crichton Commun. Ctr	6,980	0	0	0	0	0
W210 Buildings-Custodial	0	0	0	1,583,285	1,583,285	1,583,285
Total	\$132,109	\$9,841,835	\$10,241,384	\$10,133,031	\$291,196	(\$108,353)

Building Management Services Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Buildings	3,865,000	17,482,000	13,617,000	352.32%
Industrial Parks	8,750,000	950,000	(7,800,000)	-89.14%
Information Technology	241,000		(241,000)	n/a
Total Gross Budget	12,856,000	18,432,000	5,576,000	43.37%
Total Funding	(12,856,000)	(16,083,000)	(3,227,000)	25.10%
Total Net	0	2,349,000	2,349,000	n/a

Community Projects

i. Description of Program/Service

The purpose of the Community Projects Business Unit is to facilitate cooperation and partnerships between youth, agencies, corporate and private citizens in providing programs, resources and a safe healthy environment for youth.

Community Projects has developed the following strategic directions to achieve their purpose:

Support Programs: *Maximize* the opportunities & support for youth through a commitment to developing programming, services and provision of resources.

Economic Development: *Identify, develop, & promote* opportunities for youth that provide realistic occupational goals, skills, and experiences.

Continuous Learning: *Develop* a continuous learning process which encourages life long learning.

Care Givers: Promote stability and a healthy living environment through support referrals, services and skill development for the family /care givers of youth.

Commitment to Empowerment: *Demonstrate* commitment to individuals and organizations by directly involving them in the planning, development, and implementation of policies and programs relevant to youth.

Diversity: *Strive* to eliminate racism through education, communication and awareness. *Promote* an awareness of cultural diversity and cross cultural understanding.

ii. Full Time Equivalentents (FTEs)

For the fiscal year 2000-2001, Community Projects has 67 full time equivalentents (FTES's).

iii. Summary of 2000/2001 achievements against 2000/2001 Business Plan

Goal	2000/2001 Achievements - TO DATE
Youth Development	- Enhanced the capacity of youth participants through individual assessments, Action Plans, Performance Enhancement, Job Skills Development, Modelling Behavior, Career Development and Job Exploration.
Leadership Development	<ul style="list-style-type: none"> • Developed and implemented leadership concepts into our daily workplace including: performance working groups, complementary skills analysis, operating principles, system analysis of business unit , daily action research etc.
Process Development	<ul style="list-style-type: none"> • Developed, implemented and facilitated processes within and outside Business Unit.
Social Entrepreneurship Development	<ul style="list-style-type: none"> • Maintained and re-engineered paper recycling, residential enviro depot, commercial enviro depot and organic green cart program business initiatives. • Established business initiatives for Special Projects and Dangerous or Unsightly Premises Improvements.
Community Safety	<ul style="list-style-type: none"> • 18/24 (75%) of participants successful in gaining employment, returning to school, enrolling in a training program and/or starting a business.
Landfill Diversion	<ul style="list-style-type: none"> • 1.5 million beverage containers • 50 tonnes of paper • 100 tonnes of non-refundable product
Alternative to Social Services	<ul style="list-style-type: none"> • Paid youth a weekly stipend of \$200.00 (no deductions for Income Tax, CPP or EI). • Implemented a Performance Bonus of \$40.00/week.

iv Internal/External Issues Analysis

Mandate: Business Units are not collaborating on youth related initiatives.

Economic trends : The Community Projects Business Unit generates most of its resources externally in addressing youth issues within HRM. Cut backs and re-engineering of funding for social programs continue to be a challenge.

Services Levels:

- Youth related issues continue to be a major concern throughout HRM.
- Youth issues are complex and there are no easy solutions.
- Identifying programs that address youth needs.
- Youth "at risk" factors are diverse including gender barriers, age (under 30), low education, low life skills, low employment skills, low literacy, homelessness, substance abuse, involvement in the Justice System, racial barriers, family dysfunction, low income, dependance on the Social System, sexual orientation discrimination, etc.
- Resources to address youth issues are minimal and are not well managed within and between the three levels of government and the private sector.
- There is a lack of coordination in addressing youth issues.

Geographic vastness: Mobilizing resources to service such a diverse and large community continues to be an challenge.

Increase in the "at risk" youth population : Our services continue to be affected by this social trend.

Public Policy:

The pending change in the Federal Government's Young Offenders Act (YOA) to the Intensive Support and Supervision Program (ISSP) will increase the demands for youth services. Public policy within and between the three levels of government is fragmented relative to youth services.

Awareness : Our community does not demonstrate that they understand or are committed to addressing youth issues.

v. **Goals for Next Three Years (2001/04)**

The following goals are key initiatives in addressing Council's Business Strategies including Community Development, Public Safety and Economic Development:

Youth Development: build capacities within youth that enhance self reliance including physical, social, emotional, intellectual and economic well being.

Leadership Development: create an environment for individuals to thrive by mobilizing ideas and values that energize others.

High Performance Development: re-engineer, design and facilitate processes that enhance individual, group and organization performance.

Social Entrepreneurship: develop entrepreneurial initiatives to address community social needs through public and private sector alliances.

Community Safety: enhance the capacity of individuals and communities by addressing negative behaviors and dangerous premises.

Landfill Diversion: lead and support initiatives to divert recyclables from the landfill.

Economic Development: develop initiatives that provide alternatives to Social Assistance for "at risk" youth and address unsightly premises while HRM derives economic benefits through reduced costs for services.

vi. **Performance Measurement**

We use a number of measurable performance indicators within our services including:

Youth Development:

- Individuals assessments
- Individual Action Plans
- Performance Enhancements
- Job Skills Development
- Modelling Behavior Modules
- Career Development
- Job Exploration

Leadership Development :

- Individual Skills Analysis
- Complementary Skills Analysis
- Individual and Organizational Goal Congruence
- Employee Development Processes
- Individual and Organizational daily Action Researches (What Went Well & What Concerns regarding participant, customer, staff, facility and equipment care)
- Individual and Organizational Priority Management Quadrants
- Performance Working Groups
- Daily revisit of Operating Principles
- Career Development
- Job Re-engineering and Exploration

High Performance Development:

- Issue Analysis
- Needs Analysis
- Action Planning

- Action Research
- High Performance Teams
- Leadership Model
- Modelling Behavior Modules
- Priority Management Quadrants
- Performance Measurements
- Strategic Thinking, Acting and Planning
- Facilitation Skills
- Business Cases

Social Entrepreneurship:

Paper Recycling :

- customer service related data
- product weights
- product sales

Residential Enviro Depot:

- customer service related data
- units by product stream
- product sales

Commercial Enviro Depot;

- customer service related data
- units by product stream
- product sales

Organic Green Cart Program:

- inventory control
- customer service related data
- job costing, revenue generation
- units by container type delivered, removed, cleaned and repaired

Dangerous or Unightly Premises Improvements:

- customer service related data
- work orders
- job costing
- revenue generation
- tenders

Special Projects:

- customer service related data
- work orders
- job costing
- revenue generations

Funding Alliances:

- programs and funds

Community Safety:

- number of "at risk" youth interventions
- success rate in achieving employment, returning to school, enrolling in training program or starting a business
- number of dangerous premises addressed

Landfill Diversion:

- weights of paper product
- units of beverage containers
- weight of Metropolitan Recycling Facility (MRF) product

Economic Development:

- participant related data on earnings and performance bonus
- participant career progress tracking
- external funding
- reduced fees for alternative service delivery for HRM
- number of unsightly premises addressed

viii Overview of 2001/2002 Operating Budget

\$50,000: additional funds to continue the Dangerous and Unsightly Improvements project in partnership with By-Law Enforcement. The project will generate revenues of \$382,700, and expenditures of \$432,700. The funds will be used to offset expenses not directly trackable or changeable to the property owners. The impact of this project is to reduce the average length of time between the expiration of Order and commencement of work significantly. It also reduces administrative demands which increase By-Law Enforcement time in the field.

\$29,500: Fairbanks Centre. This building is being leased for one year at a cost of \$1.00. The Centre provides the opportunity to address Community Projects programs and other

business units' initiatives. Estimated revenues are projected to be \$113,700, which will offset the costs of \$143,200.

Community Projects

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$415,626	\$513,800	\$513,800	\$958,900	\$445,100	\$445,100
Wages	42	0	0	177,000	177,000	177,000
Overtime - Salaries and Wages	429	0	0	0	0	0
Benefits and Other (Salaries)	35,758	71,800	71,800	134,000	62,200	62,200
Benefits and Other (Wages)	11,983	20,500	20,500	49,325	28,825	28,825
Clothing Allowance, Stipends, Other	134,353	260,000	260,000	383,080	123,080	123,080
Office Expenses, less Computers	22,499	18,700	18,700	97,525	78,825	78,825
Computers Expenses	269	0	0	0	0	0
Contract Fees	18,244	19,500	19,500	464,200	444,700	444,700
Equipment and Supplies	23,601	14,100	14,100	32,800	18,700	18,700
Materials	14,834	2,800	2,800	12,950	10,150	10,150
Building Repair, Maintenance	16,511	17,200	17,200	39,000	21,800	21,800
Heating Fuel	5,833	8,000	8,000	11,500	3,500	3,500
Equipment Repair, Maintenance	47,549	24,800	24,800	61,000	36,200	36,200
Vehicle Expenses	58,890	38,400	38,400	165,600	127,200	127,200
Diesel Fuel	1,935	15,000	15,000	30,000	15,000	15,000
Gasoline Fuel	1,582	0	0	0	0	0
Membership Dues	150	0	0	800	800	800
Conferences and Travel	5,031	13,600	13,600	17,700	4,100	4,100
Training and Education	3,866	9,000	9,000	13,200	4,200	4,200
Advertising and Promotion	1,591	0	0	0	0	0
Books, Publications and Data	172	500	500	1,600	1,100	1,100
Other Goods and Services	192,285	45,600	45,600	101,300	55,700	55,700
Other Fiscal Charges	36	0	0	0	0	0
Interdepartmental - Fleet	6,698	0	0	0	0	0
Total	\$1,019,767	\$1,093,300	\$1,093,300	\$2,751,480	\$1,658,180	\$1,658,180
Revenues						
Transfers from Governments, Other	(477,981)	(468,000)	(468,000)	(371,550)	96,450	96,450
Other Sales Revenue	(446,094)	0	0	(380,500)	(380,500)	(380,500)
Other Revenues	(226,558)	(329,500)	(329,500)	(526,505)	(197,005)	(197,005)
Total	(\$1,150,633)	(\$797,500)	(\$797,500)	(\$1,587,055)	(\$789,555)	(\$789,555)
Net Cost	(\$130,866)	\$295,800	\$295,800	\$1,164,425	\$868,625	\$868,625

Community Projects

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Y401 Comm. Proj. Admin.	\$0	\$84,300	\$84,300	\$85,400	\$1,100	\$1,100
Y421 HR	4,412	0	0	7,000	7,000	7,000
Y431 947 Mitchell	76,694	0	0	74,200	74,200	74,200
Y432 1300 St. Marg. BayRd	35,307	0	0	12,300	12,300	12,300
Y433 Storefront	7,294	0	0	0	0	0
Y434 Fairbanks Learning C	484	0	0	0	0	0
Y412 Support Service	81,819	46,300	46,300	80,900	34,600	34,600
Y441 Business Development	159,588	196,100	196,100	112,400	(83,700)	(83,700)
Y456 Co-ordination	43,907	169,300	169,300	46,700	(122,600)	(122,600)
Y461 Career Development	44,858	0	0	0	0	0
Y442 Coordination	0	0	0	143,200	143,200	143,200
Y471 Participant Developm	5,927	0	0	85,900	85,900	85,900
Y472 Junior Ed	6,497	0	0	0	0	0
Y416 Trucking/Fleet Serv	67,055	0	0	99,000	99,000	99,000
Y481 Co-ordination	135,203	597,300	597,300	121,100	(476,200)	(476,200)
Y482 Recycling	71,092	0	0	100,400	100,400	100,400
Y483 Res/Comm Enviro Depo	222,788	0	0	185,250	185,250	185,250
Y484 Dangerous & Unsightl	24,691	0	0	432,700	432,700	432,700
Y485 Organic Carts	3,295	0	0	43,300	43,300	43,300
Y486 S/W Snow & Ice Remov	28,859	0	0	100,505	100,505	100,505
Y494 By Law Enforcement	0	0	0	1,021,225	1,021,225	1,021,225
Total	\$1,019,770	\$1,093,300	\$1,093,300	\$2,751,480	\$1,658,180	\$1,658,180

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Y412 Support Service	0	(46,300)	(46,300)	0	\$46,300	46,300
Y441 Business Development	(480,565)	(196,100)	(196,100)	0	196,100	196,100
Y456 Co-ordination	0	(169,300)	(169,300)	(46,700)	122,600	122,600
Y442 Coordination	0	0	0	(113,700)	(113,700)	(113,700)
Y471 Participant Developm	0	0	0	(85,900)	(85,900)	(85,900)
Y472 Junior Ed	(1,860)	0	0	0	0	0
Y416 Trucking/Fleet Serv	0	0	0	(99,000)	(99,000)	(99,000)
Y481 Co-ordination	(222,057)	(385,800)	(385,800)	(121,100)	264,700	264,700
Y482 Recycling	(156,790)	0	0	(100,400)	(100,400)	(100,400)
Y483 Res/Comm Enviro Depo	(288,881)	0	0	(185,250)	(185,250)	(185,250)
Y484 Dangerous & Unsightl	0	0	0	(382,700)	(382,700)	(382,700)
Y485 Organic Carts	0	0	0	(43,300)	(43,300)	(43,300)
Y486 S/W Snow & Ice Remov	(480)	0	0	(100,505)	(100,505)	(100,505)
Y494 By Law Enforcement	0	0	0	(308,500)	(308,500)	(308,500)
Total	(\$1,150,633)	(\$797,500)	(\$797,500)	(\$1,587,055)	(\$789,555)	(\$789,555)

Community Projects

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Y401 Comm. Proj. Admin.	\$0	\$84,300	\$84,300	\$85,400	\$1,100	\$1,100
Y421 HR	4,412	0	0	7,000	7,000	7,000
Y431 947 Mitchell	76,694	0	0	74,200	74,200	74,200
Y432 1300 St. Marg. BayRd	35,307	0	0	12,300	12,300	12,300
Y433 Storefront	7,294	0	0	0	0	0
Y434 Fairbanks Learning C	484	0	0	0	0	0
Y412 Support Service	81,819	0	0	80,900	80,900	80,900
Y441 Business Development	(320,977)	0	0	112,400	112,400	112,400
Y456 Co-ordination	43,907	0	0	0	0	0
Y461 Career Development	44,858	0	0	0	0	0
Y442 Coordination	0	0	0	29,500	29,500	29,500
Y471 Participant Developm	5,927	0	0	0	0	0
Y472 Junior Ed	4,637	0	0	0	0	0
Y416 Trucking/Fleet Serv	67,055	0	0	0	0	0
Y481 Co-ordination	(86,854)	211,500	211,500	0	(211,500)	(211,500)
Y482 Recycling	(85,698)	0	0	0	0	0
Y483 Res/Comm Enviro Depo	(66,093)	0	0	0	0	0
Y484 Dangerous & Unsightl	24,691	0	0	50,000	50,000	50,000
Y485 Organic Carts	3,295	0	0	0	0	0
Y486 S/W Snow & Ice Remov	28,379	0	0	0	0	0
Y494 By Law Enforcement	0	0	0	712,725	712,725	712,725
Total	(\$130,863)	\$295,800	\$295,800	\$1,164,425	\$868,625	\$868,625

Corporate Real Estate

i Description of Program/Service

The Real Estate Services Business Unit of Corporate Services (Corporate Real Estate Services) includes the service responsibilities of the former Real Estate Office; the former Business Parks Office and certain sales responsibilities of the former Building Transition Program. The mission of Corporate Real Estate Services is to provide the Municipality with an effective market oriented, professional program of corporate real estate services including property acquisition and sales; negotiation and administration of land leases, easement and license agreements; development and management of HRM owned business parks; management of surplus vacant land assets; local marketing of the portfolio of twelve government owned business and industrial parks located within Greater Halifax; and in-house real estate advice and project support to other HRM business units, the Executive Management Team and Council.

ii Full Time Equivalents (FTEs)

For the 2000 - 2001 fiscal year, Corporate Real Estate Services has seven (7) full time equivalent staff.

iii Summary of 2000/01 Achievements Against 2000 -/01 Business Plan

Service Delivery Goal/Objective	Status
Realignment of service responsibilities with Building Management Services (BMS)	<ul style="list-style-type: none"> • Completed
Revised organizational structure for Corporate Real Estate Services	<ul style="list-style-type: none"> • Completed • Requirement for two additional positions to reflect realignment with BMS

<p>Design and implement Real Property Inventory Management System</p>	<ul style="list-style-type: none"> • Design completed • Implementation phase on schedule
<p>Sale of surplus real estate assets of \$2.6 Million</p>	<ul style="list-style-type: none"> • 20 transactions closed • \$7.4 Million gross revenue
<p>Sale of Business Parks lots of \$2.0 Million</p>	<ul style="list-style-type: none"> • 12 transactions closed • \$2.1 Million gross revenue
<p>Improved management system for HRM land leases, easements and related agreements</p>	<ul style="list-style-type: none"> • Comprehensive schedule of agreements to be completed by February, 2001 • Assignment of portfolio to Real Estate Officer - subject to EMT approval of secondment from Planning Services
<p>Preparation of Business Plan for Strategic Expansion of HRM Business Parks</p>	<ul style="list-style-type: none"> • Initial draft 50% complete • Draft complete for internal circulation by end of May 2001

Acquisition of properties for capital projects	<ul style="list-style-type: none"> • 8 transactions completed, \$416,196 • Negotiations in progress on additional 8 acquisitions, including sites for Harbour Solutions Project
Selection of design, built, operate contractor for downtown Halifax parking structure	<ul style="list-style-type: none"> • RFP to close on October 16th • Recommendation to Council scheduled for end of November, 2000 • Completion of legal documents by March 15, 2001
Administration of Vestar facilities management contract	<ul style="list-style-type: none"> • Ongoing

iv Internal and External Issues Analysis

The provision of Real Estate Services and Building Management Services within HRM has now been realigned into two distinct business units which provide for clarity, comprehensiveness and certainty in relation to the allocation of service responsibility and the allocation of HRM resources for the provision of these services. This allocation of service responsibilities can be summarized as follows:

ALLOCATION OF RESPONSIBILITIES	
CORPORATE REAL ESTATE SERVICES	BUILDING MANAGEMENT SERVICES
1. Real Estate Sales	1. Facility Management Services including custodial services, maintenance, repairs, snow clearing and landscaping
2. Negotiation and Administration Lease Arrangements for HRM surplus lands; easement agreements and right-of-way agreements	2. Leasing of HRM facilities
3. Rules and Processes for the acquisition and disposal of HRM real estate and facilities	3. Facility planning, space planning, space utilization and allocation services
4. Management of HRM surplus lands	4. Negotiation of facilities lease agreements for HRM as Tenant
5. Development, expansion and marketing of HRM Business Parks	5. Management of HRM facilities lease agreements

6. Real Estate Consulting and Development Services to EMT and advice to HRM business units on real estate valuation and related issues	6. Capital projects planning and implementation (buildings, facilities and related site improvements)
7. Real estate acquisitions	7. Building management services for facilities under lease agreements where HRM is Landlord

Now that these basic issues of service responsibility have been resolved, the major issues for Corporate Real Estate Services relate to providing more effective and responsive services and having the resources available to accomplish these objectives. These issues are as follows:

Organizational Structure and Staffing Realignment/reallocation of responsibilities between Corporate Real Estate Services and Building Management Services leaves Real Estate Services under-resourced to track its performance; to fulfill its responsibilities in the management of leases and related agreements; to meet the market opportunities for the sale of real estate assets; and to satisfy the demands of other business units for the acquisition of property.

Marketable/Saleable Quality of Surplus Property is considerably lower and will continue so as a result of the Municipality's success in selling over \$10 million of the surplus property inventory in the past 18 months. Having basically sold off an "A" list of high grade surplus real estate consisting of large, well located, vacant lots, buildings, and former school properties, the remaining surplus properties are predominantly small in size and value and relatively unattractive as sales opportunities for the private sector.

Projected Reduced Marketability of Surplus Property will require increased staff resources to generate sales even though these sales will produce approximately the same overall revenue that has been realized in recent years. Over the longer term, reduced revenue is forecast for the business unit. In years to come, the business unit will be less able to offset operating costs from land sales revenues. The current financial arrangements will need to be revised beyond fiscal year 2002 - 03.

Reduction in New Monies to the Sale of Land Reserve. Less money will be available to fund real estate acquisitions from the Sale of Land Reserve due to projected reductions in the revenues realized from the sale of surplus property.

Anticipated Introduction of Capital Cost Contributions (CCC) Policy will likely increase capital costs of expanding business and industrial parks. The impact should be examined in regard to the Municipality's ability to meet demand from business sector while at the same time maintaining competitive prices and policy of full capital cost recovery.

HRM Regional Planning Policies are required as a framework for deciding on the timing for the preparation of Master Plans for Large Scale HRM Land Development Opportunities; e.g.

Residential/Business Park Lands of Western Commons; North Dartmouth Lands between Burnside Park and Highway 118; Cogswell Interchange Lands and Jack's Lake Lands.

HRM/Province of Nova Scotia Regional Transportation Plan which sets out the pattern and timetable of arterial/collector road construction for the next 10-15 years is required in order to proceed with detailed planning and forecasts for industrial and business park expansion.

Several Industrial and Business parks are in locations and have Specialty Land Use Designations for which market demand is extremely limited; i.e. Aerotech, Ragged Lake, Musquodoboit, Sheet Harbour. The issue is how to transform these into productive assets without undermining the competitive position of other Parks.

Overall Continued Economic Growth of the Atlantic Canada, Provincial and Greater Halifax Regional Economy is a prerequisite for the business unit being able to meet sale projections for surplus property and business parks lots for the next three fiscal years. A downturn in the economy, reduced rates of economic growth and/or unanticipated increases in interest rates could severely impair the business unit's ability to meet sales projections.

Lack of Commitment by the Province of Nova Scotia on the Construction of Several Major Highway Improvements, such as the Burnside Drive extension and upgrades to the ramp system at Lacewood Drive and Highway 102 will have a negative impact upon the ability of the business unit to proceed with timely strategic expansions to these business parks.

Regional Planning Policies and a Community Consensus on where and to what extent the municipality ought to direct the growth of office development would provide a major assist to the preparation, approval and implementation of a Business Plan for strategic expansion of HRM Business Parks.

Continued Development of a Customer/Market Oriented Culture within the business unit requires a further commitment to improved articulation of real estate business practices - how we do our business - and increased staff training and development.

Marketing of the Sale of Available land within the Industrial and Business Parks of Greater Halifax is fragmented between HRM and the Province of Nova Scotia Business Development Corporation with resulting confusion for the prospective purchaser and reduced efficiency and effectiveness in the overall sales and marketing effort.

Growth of E. Commerce will continue to challenge the technological performance of our existing Business Parks Website and will likely increase pressures to develop a companion Website for HRM Surplus Property.

Skill Replacement, Retention and Transfer of Corporation Memory and Succession Planning. The two most senior staff in the business unit are eligible for early retirement by the end of this three year business planning cycle.

v Goals for Next Three Years (2001/04)

In the context of the business unit's mandated service responsibilities and the internal and external issues anticipated above Corporate Real Estate Services has fifteen goals to be accomplished in the next three fiscal years.

- Complete the staffing of the business unit in accordance with mandated service responsibilities.
- Complete the implementation of the Real Property Inventory Management System.
- Establish and achieve realistic annual targets for the sale of surplus property based on the anticipated quality and quantity of marketable property and market conditions.
- Establish and achieve realistic annual targets for the sale of building lots in HRM owned business parks based on the anticipated quality and quantity of available lots and market conditions.
- Assume an active role in the preparation of a regional plan process/framework as the basis for:
 - i. The Business Plan for the Strategic Expansion of HRM Business Parks; and
 - ii. Providing a framework and timetable for potential HRM large scale development opportunities.
- Complete the preparation, approval and implementation of a Business Plan for the Strategic Expansion of HRM Business Parks.
- Complete the preparation, approval and implementation of a Strategic Properties Acquisition Plan.
- Achieve considerable progress in the development of strategic HRM properties in Downtown Halifax and Downtown Dartmouth.
- Complete a review of and implement economically viable and sustainable improvements to the business processes for the sale and/or lease of HRM surplus property; business and industrial property; business and industrial park lots and the acquisition of property for HRM capital projects.
- Identify and catalogue for sale, marketable surplus real estate assets.
- Enhance the utilization of information technology and the Internet, in particular,

in the marketing of surplus property sales and business/industrial parks lot sales.

- Improve the management system and practices for negotiation and administration of land lease agreements and for the management of surplus vacant HRM lands.
- Prepare and implement a staff succession plan to anticipate the need for skills replacement, retention and transfer of corporate memory and continuity in service delivery in light of the eligibility of senior staff early retirements.
- Design and implement an In-House Staff Development Program.
- Provide effective overview of the contract with Vestar Facilities Management to provide for an integrated customer focused, efficient building management service for HRM.

vi Objectives 2001/02 Operating Budget

The following specific objectives are established for 2001 - 2002:

- Improve overall response times to service requests for property acquisitions.
- Improve overall response times to opportunities for the sale of surplus property and serviced lots in business parks.
- Close the sale of surplus properties having a value of \$2.0 million.
- Close the sale of serviced lots in business parks having a value of \$ 3.0 million.
- Complete inputting of data files on approved surplus properties into Real Property Inventory Management System.
- Complete catalogue of surplus property and surplus property website.
- Public consultation process and approval of Business Plan for Strategic Expansion of HRM Business Parks.
- Close the purchase of five properties as identified in Strategic Properties Acquisition Plan (assumes approval of capital funds).
- Close Agreement(s) for the design, construction and operation of the Downtown Halifax Parking Structure.
- Active participation in Regional Planning Process relative to HRM business parks and HRM large scale land development opportunities.
- Review, map and improve/refine key business processes.
- Design and initial implementation of In-House Staff Development Program.
- Completion by end of fiscal year of internal review and mapping of improved business processes
- Complete preparation and distribution of catalogue to brokerage industry for March, 2002
- Roll out surplus property Website for March, 2002
- Formalize Property Management System by January 1, 2002

- Completion of Staff Succession plan by September 1, 2002

vi Performance Measures

- No. of properties identified as potential for surplus designation and presented to Council for disposal by sale
- No. of properties & dollar value of transactions approved for sale and closed
- Approval of timetable by Council for proceeding with Master Planning & request for development proposals
- Timely approval by Council of Business Plan for Strategic Expansion of Business Parks and timely, cost effective implementation of Plan
- Close agreement for design, build, operate of downtown Halifax parking structure
- Implementation of Staff Succession plan without interruption of service delivery

- Realization of sustainable net savings in the cost of operating and maintaining the Municipality's portfolio of Facilities of a minimum of 5% of total current expenditures by the end of the third full fiscal year of the contract .

viii Overview of 2001/02 Operating Budget

There are no changes proposed for the 2001/02 Operating Budget.

ix Overview of 2001/02 Capital Budget

\$950,000 in capital budget proposals for 2001 - 2002 are to provide for the completion of several business parks development projects. In particular, the timing is now appropriate to install the second layers of asphalt paving for several streets in business parks where the lots on these streets have now been sold and service laterals installed. Funding for Strategic Property Acquisition would be from the Sale of Land Reserve and for the Business Parks from the Business Parks Expansion Reserve.

Corporate Real Estate Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$868,033	\$346,583	\$335,000	\$342,500	(\$4,083)	\$7,500
Wages	942,371	0	0	0	0	0
Overtime - Salaries and Wages	110,041	6,500	1,000	6,500	0	5,500
Benefits and Other (Salaries)	140,170	51,612	48,700	51,000	(612)	2,300
Benefits and Other (Wages)	170,768	8,300	7,000	8,300	0	1,300
Retirement Allowance & Severance	24,394	0	0	0	0	0
Clothing Allowance, Stipends, Other	3,685	200	200	0	(200)	(200)
Office Expenses, less Computers	94,047	27,500	19,000	26,380	(1,120)	7,380
Computers Expenses	162	1,000	500	1,000	0	500
Other Professional Fees	354,048	60,000	82,500	60,000	0	(22,500)
Contract Fees	823,851	50,000	55,000	50,000	0	(5,000)
Equipment and Supplies	35,696	500	500	0	(500)	(500)
Materials	86,837	0	0	0	0	0
Building Repair, Maintenance	1,600,846	7,300	1,000	7,300	0	6,300
Heating Fuel	393,133	0	0	0	0	0
Equipment Repair, Maintenance	228,612	0	0	0	0	0
Vehicle Expenses	2,760	0	0	0	0	0
Diesel Fuel	(129)	0	0	0	0	0
Membership Dues	2,701	2,900	2,900	2,900	0	0
Conferences and Travel	19,092	6,800	3,000	6,800	0	3,800
Training and Education	9,609	4,000	1,000	4,000	0	3,000
Advertising and Promotion	373,065	175,000	225,000	175,000	0	(50,000)
Books, Publications and Data	1,525	1,000	750	1,000	0	250
Other Goods and Services	4,586,468	2,000	4,000	2,000	0	(2,000)
Other Fiscal Charges	(12,460)	4,191	4,191	0	(4,191)	(4,191)
Interdepartmental - Fleet	140,487	0	0	0	0	0
Total	\$10,999,812	\$755,386	\$791,241	\$744,680	(\$10,706)	(\$46,561)
Revenues						
Fire Protection	468	0	0	0	0	0
Parking and Facility Rentals	(1,296,886)	(293,400)	(293,400)	(250,000)	43,400	43,400
Other Sales Revenue	(949,193)	(638,700)	(914,000)	(560,000)	78,700	354,000
Other Revenues	61,029	0	0	0	0	0
Total	(\$2,184,582)	(\$932,100)	(\$1,207,400)	(\$810,000)	\$122,100	\$397,400
Net Cost	\$8,815,230	(\$176,714)	(\$416,159)	(\$65,320)	\$111,394	\$350,839

Corporate Real Estate Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A510 Real Estate Services	\$769,974	\$751,195	\$787,050	\$744,680	(\$6,515)	(\$42,370)
A520 Bldg Mgmt Services	5,681,123	0	0	0	0	0
R771 Administration - FAC	599,150	4,191	4,191	0	(4,191)	(4,191)
R772 Maint. Metro Transit	1,015,629	0	0	0	0	0
R773 Hlfx. Ferry Terminal	64,646	0	0	0	0	0
R774 Drtm. Ferry Terminal	71,309	0	0	0	0	0
R775 Woodside Ferry Term.	102,670	0	0	0	0	0
R785 Buildings	2,695,309	0	0	0	0	0
Total	\$10,999,810	\$755,386	\$791,241	\$744,680	(\$10,706)	(\$46,561)

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A510 Real Estate Services	(\$949,193)	(\$932,100)	(\$1,207,400)	(\$810,000)	\$122,100	\$397,400
A520 Bldg Mgmt Services	(1,247,894)	0	0	0	0	0
R771 Administration - FAC	28	0	0	0	0	0
R785 Buildings	12,477	0	0	0	0	0
Total	(\$2,184,582)	(\$932,100)	(\$1,207,400)	(\$810,000)	\$122,100	\$397,400

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A510 Real Estate Services	(\$179,219)	(\$180,905)	(\$420,350)	(\$65,320)	\$115,585	\$355,030
A520 Bldg Mgmt Services	4,433,229	0	0	0	0	0
R771 Administration - FAC	599,178	4,191	4,191	0	(4,191)	(4,191)
R772 Maint. Metro Transit	1,015,629	0	0	0	0	0
R773 Hlfx. Ferry Terminal	64,646	0	0	0	0	0
R774 Drtm. Ferry Terminal	71,309	0	0	0	0	0
R775 Woodside Ferry Term.	102,670	0	0	0	0	0
R785 Buildings	2,707,786	0	0	0	0	0
Total	\$8,815,228	(\$176,714)	(\$416,159)	(\$65,320)	\$111,394	\$350,839

Emergency 911 Communications

i. Description of Program/Service

The HRM Emergency 911 (HRM E911) Communications Centre provides a 7day/24 hours communication dispatch coverage using 800 MHZ communication equipment to the inner core services of Police and Fire. Approximately 2000 calls per day are received at the centre, including emergency and non-emergency Fire and Police calls.

Currently E911 serve the former Halifax, Dartmouth and Bedford communities, and 55 of the 63 fire departments. The RCMP handle calls for the former County area. If the call involves a medical emergency, the call is sent to the provincial Ambulance Dispatch centre, who in turn call fire via the Bedford E911 for fire's assistance. If the call is strictly a fire call, the RCMP Dispatch Center forward the call to Bedford E911 to dispatch Fire Services Private dispatchers provide service to 8 rural fire departments.

In addition, the HRM E911 Communications Centre provides computer aided dispatch services to Halifax Regional Police, (HRP) and Halifax Regional Fire & Emergency Services (HRFS) which is interfaced with the Records Management system (RMS) of both services.

ii. Full Time Equivalent (FTEs):

59.0

iii Summary of 2000/2001 achievements against 2000/2001 Business Plan

Area/Issue	Status
The continued operational delivery expansion of the back-up communications centre to enhance service delivery outside the non-emergency service delivery envelope.	Completed with introduction of back-up communications centre at Knightsridge fire station.
The provision of a paging system for the volunteer fire service within HRM, by attaining the necessary communication infrastructure and equipment.	A consultant's report was received in February 2001 and is currently being reviewed.

Area/Issue	Status
Research possible alternative communication systems including redundant systems.	A consultant's report was received in February 2001 and is currently being reviewed.
The merging of the HRFS (FDM) and HRP (PRC) computer aided dispatch systems to a single computer aided dispatch system, reducing background noise with modified work station layouts, including the use of more 911 KML terminals and the efficient and effective use of dispatching staff job descriptions by the cross utilization of work assignments. The single CAD configuration will also improve multiple radio cross-patches and eliminated manual bridging of 911 and MTT technology.	An ad-hoc committee including representatives from IS, HRFS, HRP, and 911 will be bringing back an RFP for computer aided dispatch / records management system.
The development of a single long-term mobile radio and paging system for all of HRM, to allow for seamless communication ability for emergency and non-emergency services within HRM. At present there are seven (7) communication systems operating within HRM, with dispatch centres provided by, HRM E911 Communications Centre, RCMP, Emergency Health Services, Works and Natural Services, Metro Transit, Fleet Management, EMO and 47 volunteer fire services.	A consultant's report was received in February 2001 and is currently being reviewed.
New back-up centre costs, microwave linkage and land line costs already approved by Council in September 1999. \$594,000 until 08/2004, or \$122,000/year (Operational)	The back-up centres and land lines are installed. The microwave linkage is under review by the consultant hired by the Radio Committee.
Volunteer Fire Department paging and radio system \$64,680/year until 08/2004 (operational)	A consultant's report was received in February 2001 and is currently being reviewed.

Area/Issue	Status
Training Customer Service Enhancements and cross-utilization job role enhancement to support single CAD. One-time cost for 2000-2001. Seconded training co-ordinator \$52,718 (operational) Training Deliver \$70,000 (operational)	Waiting for a single CAD system to be installed for both Police and Fire.
Single Computer Aided Dispatch System (2001-02) \$2,000,000 (Capital)	RFP being prepared.
Single Communication System \$3,000,000 (capital)	A consultant's report was received in February 2001 and is currently being reviewed.

iv. Internal/External Issues Analysis

Increasing volumes of calls: Calls have increased 15% over last year. In the past year, E911 has increased the number of Fire Departments dispatched to 55, leaving 8 Departments being dispatched from private enterprises. Further growth in calls will require additional staff resources and/or changes in the radio configuration.

Single Computer Aided Dispatch system: Currently, having different systems is inefficient, less effective, and results in background noise.

Development of a single long-term mobile radio and paging system for all of HRM: Need to have seamless communication ability for emergency and non-emergency services within all of HRM. There are currently 7 communication systems operating within the region.

Disjointed service - need for one dispatch centre: The mix of dispatchers currently serving HRM involve E911, RCMP, Ambulance Dispatch and 8 private enterprises. This causes confusion and delay of response, particularly those that relate to fire. Fire calls received by the RCMP dispatch centre take additional time as they are then forwarded to Bedford E911. In addition, the information received by Bedford E911 is not from the original caller.

Experience to date with Fire and Police Dispatch in the same room has demonstrated an enhanced communication flow and reduction in the possibility of breakdown in

communications. Staffing requirements have been reduced and costs are less than they would have been should they have been kept separate.

One dispatch centre for all of HRM would be expected to improve services and be more efficient. HRM is currently paying for the cost of staff at the RCMP centre. With the merging of the two, cost savings would be achieved.

Facilities: The current facility is too small to handle call volumes and does not permit integration with HRM Call Centre.

v. Goals for Next Three Years (2001/04)

- To improve communications through the acquisition of a single computer aided dispatch system and a single long-term mobile radio and paging system.
- To examine the feasibility of assuming 911 Call taking for all of HRM.
- To ensure there is sufficient, properly trained and equipped staff to handle the volumes of calls being received.

vi Objectives 2001/02

To improve communications through the acquisition of a single computer aided dispatch system and a single long-term mobile radio and paging system.

- Integrate Fire dispatch with E911

To examine the feasibility of assuming 911 Call taking for all of HRM.

- Enter into negotiations with provincial EMO/911 for all call taking.
- Enter into negotiations with HRM and provincial EMO/911 for Police dispatch.

To ensure there is sufficient, properly trained and equipped staff to handle the volumes of calls being received.

- To hire four new call takers/ dispatchers.
- To move the dispatch centre to a larger location.
- Replace Dictaphones.

viii Performance Measures

- response times for emergency and non-emergency dispatch, benchmarked against other providers and other similar jurisdictions
- calls taken per employee

ii. Overview of 2001/02 Operating Budget

\$81,000 - Replacement Dispatchers

Four new dispatchers are required to replace the same number who are off work due to illness, and to handle increasing call volume.

iii. Overview of 2001/02 Capital Budget

\$75,000 for new Dictaphone to replace two older dictaphones which are not able to handle the call volume.

Emergency 911 Communications

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$2,281,879	\$2,453,244	\$2,427,576	\$2,651,500	\$198,256	\$223,924
Overtime - Salaries and Wages	135,261	63,000	147,061	92,200	29,200	(54,861)
Benefits and Other (Salaries)	361,919	381,780	387,399	426,300	44,520	38,901
Benefits and Other (Wages)	13,725	35,280	35,280	38,000	2,720	2,720
Clothing Allowance, Stipends, Other	1,270	16,600	7,260	1,900	(14,700)	(5,360)
Office Expenses, less Computers	103,815	152,500	104,832	130,500	(22,000)	25,668
Computers Expenses	622	0	3,353	0	0	(3,353)
Equipment and Supplies	329	1,000	710	1,000	0	290
Building Repair, Maintenance	64,134	0	9,336	0	0	(9,336)
Equipment Repair, Maintenance	226,839	536,080	442,917	292,000	(244,080)	(150,917)
Conferences and Travel	0	2,000	1,899	2,000	0	101
Training and Education	117	5,000	3,338	55,000	50,000	51,662
Other Goods and Services	15,131	9,000	8,989	9,000	0	11
Other Fiscal Charges	0	0	2,491	0	0	(2,491)
Interdepartmental - Other	5,140	35,000	35,000	35,000	0	0
Total	\$3,210,181	\$3,690,484	\$3,617,441	\$3,734,400	\$43,916	\$116,959
Revenues						
Other Revenues	(6,398)	0	0	0	0	0
Total	(\$6,398)	\$0	\$0	\$0	\$0	\$0
Net Cost	\$3,203,783	\$3,690,484	\$3,617,441	\$3,734,400	\$43,916	\$116,959

Emergency 911 Communications

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A450 911 Commun. Centre	3,210,179	3,690,484	3,617,441	3,734,400	43,916	116,959
Total	\$3,210,179	\$3,690,484	\$3,617,441	\$3,734,400	\$43,916	\$116,959

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A450 911 Commun. Centre	(6,398)	0	0	0	0	0
Total	(\$6,398)	\$0	\$0	\$0	\$0	\$0

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A450 911 Commun. Centre	3,203,781	3,690,484	3,617,441	3,734,400	43,916	116,959
Total	\$3,203,781	\$3,690,484	\$3,617,441	\$3,734,400	\$43,916	\$116,959

Financial Services

i. Description of Program/Service

The responsibility for corporate financial management within HRM resides in the Financial Services business unit. Financial Services staff provide all central financial management functions including: cash management, accounting, procurement, by-law registration administration, inventory and asset control, budget and business planning support. The business unit operates the taxation system and provides tax policy analysis. Staff from Financial Services represent HRM in initiatives related to economic development. Financial Services is also responsible for all internal and external reporting of financial results and for leading Council's business strategies on fiscal accountability, taxation and economic development.

Mission statement:

Financial Services provides financial management advice and supports financial transactions such that Council and the public have the confidence that the stewardship of HRM's financial resources are provided with integrity and care, and that the organization is able to deliver valued and effective programs and services.

There are four divisions within Financial Services: Accounting, Financial Planning, Procurement and Revenue and Process Audit. Over 145 staff of the business unit work in multiple locations within HRM including Duke Tower, Turner Drive, MacIntosh Street, Dutch Village Road and from the offices of many other business units.

ii. Full Time Equivalent (FTEs)

145 Full Time Equivalent

iii. Summary of 2000/2001 achievements against 2000/2001 Business Plan

Key Initiative	Status
<p>Stabilize process and procedures for SAP purchasing/payments. Complete business process review of disbursements process. SAP - Improve quality of information and improve ease of use and accuracy.</p>	<p>Manager of Accounting seconded to lead this project. This requires involvement with the BMG, Accounting, Procurement and users throughout HRM. This will be jointly managed through the SAP stabilization project and the Managers of Accounting and Procurement. Recommendations expected in early 2001. Material Master position funded. Assigned additional resource to create supply contracts. SAP business process consultation in place. Procedures manual for purchasing/payments being developed. Process in place for business process changes. Desk top ordering transition plan developed. Business process training being rolled out to business units.</p>
<p>Evaluate Level I business planning and implement Levels II and III</p>	<p>Evaluation complete. 2nd year business planning underway. Framework of support for Level II Business planning being developed within Financial Planning and Revenue & Process Audit.</p>
<p>Lead Council's business strategy on taxation by undertaking tax structure review.</p>	<p>Lead is the Director. Taxation review underway. Council Committee is selected. Terms of reference approved. Meetings underway.</p>
<p>Improve HST Returns and provide additional training on HST review</p>	<p>Position filled, training undertaken. Review of 1998/99 complete</p>
<p>Undertake study of role of HRM in the GHEDP and RDA</p>	<p>Independent evaluation of RDA undertaken and performance indicators developed by GHEDP. New service agreement in place for GHEDP.</p>
<p>Improve budget/business planning integration</p>	<p>Complete - timelines and deliverables for business planning and budgeting integrated</p>
<p>Program & Service based budgeting</p>	<p>To be done in years 2 and 3</p>

Key Initiative	Status
Support Business Strategy on fiscal accountability, enhance communication to public regarding fiscal accountability and taxation.	Information on budget provided in Recreation program catalogue. Business strategies stressed in business plans and budgeting process. Quarterly reports provided regularly to Council.
Lead Council's business strategy on Economic Development	Work underway with GHEDP and RDA to clarify roles, responsibilities and measurable outcomes through service agreements.
Determine staff training and development needs and implement program	Included in PDP's for all Managers and Team Leaders for 2000/01. Working with HR to incorporate training assessment into organizational development efforts.
Visa Program - Audit for compliance with the policy	Will be included in work plan of internal group in future.
Return to client-based service model in procurement	Complete
Improve Communications with Business Community - install new web page.	Web page has been created, notices and awards are posted daily. Presently receiving a good volume. Additional staff training on Web page completed. Training is required for improvements to page design and features.
Inventory - reorganization and better role definition	Reorganization complete, positions created, posted and filled. Staff assigned to complete procedures and guidelines.
Electronic download of parking infractions using hand held parking ticket generators	Installation of 1 st 683 meters complete. Ordered 1200 (Phase 2) meters for delivery & installation by June 30, 2001. Working on project development for pilot project on smart card technology.
E-Commerce- 24 hr , 7 days a week service to HRM customers requiring financial and information services through the Internet web site	<ul style="list-style-type: none"> • Web site now created and operational. • Marketing program has been created to advertise the benefits and convenience of Internet use. • Preauthorized payment plan launched with final tax billing. • RFP for E-Commerce portal closed.

Key Initiative	Status
Transfer of Information Respecting Private Property through a Web Site linked to Registry of Deeds	Partnership confirmed. Business case has been approved. Awaiting E-Commerce portal to be selected.
Preparation of a planned program of process audits	Beginning Deed Transfer review immediately. Identifying further areas for review.
Payment Delivery System (PDS)- electronic payment of vendors accounts.	SAP not set up to incorporate at this time.

iv. Internal/External Issues Analysis

Service Delivery

- Mismatch between Financial Services’ service delivery structure and the needs of the HRM Corporation - The current Financial Services’ delivery structure is along functional lines, and it has proven difficult to meet customer service expectations. As an internal service provider, meeting the needs of the organization and providing good customer service is critical.
- Perceptions and delivery of client service is inconsistent.
- Many training needs have been identified by staff. Human resource issues reflect, in part, the difficulties of the current structure. Employees and management are frustrated with their service capacity. The employee survey identified a number of issues that must be addressed.
- Lack of customer and partner clarity regarding roles and responsibilities of Financial Services
- Within HRM, corporate business units are often called in to deal with different aspects of the same problem, resulting in duplication and/or lack of integration of effort. Better integration amongst corporate service business units and a protocol for communication would be helpful in increasing both efficiency and effectiveness.

- Financial Services has been charged with leading two of Council's Business Strategies: Fiscal Accountability and Taxation, and must improve the efficiency of financial information and processes in order to meet these priorities.

Stewardship

- One of Financial Services key roles is financial stewardship. This role has not been well articulated, communicated and discussed throughout the organization. This role needs to be understood by the organization and Financial Services must be able to deliver the services demanded by this role.
- Council has established fiscal accountability as one of its business strategies. Financial information and processes must be credible, accountable, and transparent in order to meet the objectives of this strategy. The multi-year financial strategy lays the foundation for financial stewardship. A medium and long term strategy with targets must be developed, building on the MYFS and supportive of all of Council's strategies.

Revenue

- Public perception is that the tax burden in HRM is unfair and too high.
- Revenue processes throughout the organization are fragmented and inefficient.

Asset and Expenditure Management

- Ensuring that systems are in place to manage HRM's assets and expenditures effectively is part of Council's Fiscal Accountability business strategy. Transaction processes are not consistently efficient, user friendly or timely.

v. Goals for Next Three Years (2001/2 - 2003/04)

Service Delivery:

- Develop an organizational structure that allows Financial Services to meet HRM's service delivery needs
- Ensure Financial Services staff have the right skills, tools and culture to do their job

- Balance provider satisfaction with improved effectiveness of service delivery.
- Identify and document customer and partner roles and responsibilities for financial management
- Better integrate planning and service delivery among corporate service business units
- Improve efficiency of financial information and processes

Stewardship:

- Validate Financial Services's mandate for financial stewardship on behalf of HRM
- Improve accountability and credibility of financial information and processes
- Improve transparency of financial information and processes
- Develop a medium and long term financial strategy with targets, which builds on the MYFS and supports Council's priorities (eg business strategies, HRM 20.20)

Revenue:

- Improve the appropriateness of HRM revenue base
- Ensure revenue recognition is as complete as possible
- Increase effectiveness and efficiency of revenue collection by improving consistency and coordination of revenue process in HRM

Asset and Expenditure Management:

- Decrease transaction costs
- Decrease cost of goods and services purchased
- Improve value for dollars spent
- Decrease time it takes to acquire goods and services

vi Objectives 2001/02

- Implement new organization structure
- Define position outcomes and develop and implement customer feedback mechanism.
- Implement a mechanism for obtaining customer feedback.
- Develop and implement training plan
- Articulate and communicate mission/principles/values
- Complete business plan with staff input
- Develop and implement Employee Survey Action Plan
- Improve physical layout of workspace
- Develop a measure for monitoring the balance between provider satisfaction and effectiveness of service delivery, monitor relationship between provider satisfaction and effectiveness of service delivery over time.
- Where service agreements exist, define Financial Services' role and responsibilities, enter into service agreements with: GHP, HRDA, Alderney Landing, Library, Police
- Initiate discussions to develop a protocol among business units with internal clients.
- Address results of BMG survey: identify and implement quick fixes related to business processes and technology
- Develop, circulate and confirm stewardship document and communicate validation of document to staff.
- In conjunction with business units, prepare timely, accurate quarterly reports that include operating, capital and reserves.

- Develop enhanced accountability policies: Area rates, Discretionary funds
- Undertake internal audits as per internal audit plan and educate vendors regarding procurement policies and procedures.
- Develop new, and enhance existing, communication and reporting tools to the public
- Complete Tax Structure Review including development charges, tax burden study, policy for fees, fines, licenses and permits and review appropriateness of Grants-in-lieu. and communicate to public,
- Business planning and budget processes documented and communicated and business planning and budget criteria are communicated ahead of time.
- Develop framework for Level II (Analysis of Alternatives) business planning, develop framework for Level III (Continuous Improvement) business planning
- Development of long term debt plan, multi-year budgets (capital, operating, reserve), development of long term financial targets
- Program and Service Review Committee review and discuss business plans and integrate and validate Business Strategies and HRM 20/20.
- Complete revenue process mapping
- Identify and implement new revenue tools and systems,
- Provide additional modes of communication in order to increase number of vendors bidding
- Educate HRM staff on purchasing options
- Develop a procurement process that supports Alternative Service Delivery
- Decrease insurance costs through increased risk management

v. Performance Measurement

Performance measures have been identified for each of the goals listed above. Feedback mechanisms need to be established. Bench marking of process efficiency and effectiveness needs to be undertaken

Service Delivery

- Customer feedback on service delivery
- Realigned organization structure complete.
- Training plan complete and underway.
- Employee feedback (obtained by future employee surveys)
- Provider satisfaction/effectiveness of service delivery

Stewardship

- Validation of Financial Services' financial stewardship mandate by SMT, EMT and Council
- Decrease in year-end adjustments & variances
- Accuracy of projections
- Reduction in number of bids rejected
- Public feedback (CRA quarterly survey)
- Adherence to MYFS principles
- Achievement of long term financial targets

Revenues

- Council acceptance of tax structure and revenue base recommendations
- Process in place for on-going revenue recognition evaluation

- Decrease in unbudgeted revenue - improve accuracy of revenue budgets
- Reduction in bad debt
- Cost per transaction lowered
- Length of time per transaction lowered
- % sole source buying decreased
- Decrease in insurance costs

vi. Overview of Operating Budget

- \$50,000: FSR Support to Business Units- to address the current gaps and short comings in electronic procurement system data.
- \$129,575: Process Audit Assistance: to assist business units in undertaking process audits, and to move from Level I to Level III business planning. Assistance may take the form of external consulting resources where appropriate.
- \$33,500 Increased risk and claim management: additional staff person to enhance insurance claim management and in the medium term, to reduce claim costs and increase recoveries from third parties.
- \$ 30,000 Net (\$9,000): Continuing Support for Parking Ticket Project - to reduce the current backlog of parking prosecutable tickets which resulted from a ten month delay in the Joint Parking Ticket Program.
- \$15,520 Net (\$6,350): Installation of Additional Parking Meters - recommendations from Traffic Services and Mayor's Task Force on parking requires 27 new meters. Cost for the new meters will be fully funded over time.
- \$10,500 Net (\$500): Pre-Authorized Payment system support and enhancements - This system was made available to the public in 2000 allowing customers and taxpayers to make regular reductions from their bank accounts. This request supports over-time for peak period processing, advertising to promote awareness and software enhancement.

- \$77,900 Net (\$0): Enhanced Investment Activity/Cash management - to move from the short-term investment environment of the past few years to a longer-term, higher risk environment, additional resources are required to drive and support the internal/external analysis. The costs of this position will be recovered from the increase in investment income over time.

iii. Overview of 2001/02 Capital Budget

\$275,000, funded from Reserves, to continue electronic parking meter conversion.

Financial Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$4,429,658	\$5,049,869	\$4,840,044	\$5,095,048	\$45,179	\$255,004
Wages	7,905	0	0	0	0	0
Overtime - Salaries and Wages	201,816	116,118	77,500	151,568	35,450	74,068
Benefits and Other (Salaries)	638,196	779,749	765,423	832,264	52,515	66,841
Benefits and Other (Wages)	56,900	75,301	77,281	81,654	6,353	4,373
Retirement Allowance & Severance	25,299	39,025	37,520	35,361	(3,664)	(2,159)
Clothing Allowance, Stipends, Other	(1,036)	4,900	5,050	6,450	1,550	1,400
Office Expenses, less Computers	408,217	455,400	441,800	418,600	(36,800)	(23,200)
Computers Expenses	1,786	1,500	450	26,170	24,670	25,720
Consulting Fees	17,636	0	9,793	65,900	65,900	56,107
Other Professional Fees	135,049	229,000	224,000	239,500	10,500	15,500
Contract Fees	404,456	480,100	612,400	611,510	131,410	(890)
Equipment and Supplies	32,230	6,250	6,450	6,550	300	100
Materials	29,748	46,100	46,200	36,120	(9,980)	(10,080)
Building Repair, Maintenance	7,837	0	0	0	0	0
Heating Fuel	20,619	0	0	0	0	0
Equipment Repair, Maintenance	21,853	84,200	107,200	52,600	(31,600)	(54,600)
Vehicle Expenses	26,996	0	0	0	0	0
Diesel Fuel	18,910	0	0	0	0	0
Gasoline Fuel	113,311	0	0	0	0	0
Membership Dues	7,942	10,800	10,400	13,725	2,925	3,325
Conferences and Travel	15,852	29,100	35,100	30,500	1,400	(4,600)
Training and Education	6,461	52,700	21,400	71,900	19,200	50,500
Advertising and Promotion	27,217	16,200	18,700	16,400	200	(2,300)
Books, Publications and Data	6,719	5,300	3,400	9,000	3,700	5,600
Other Goods and Services	289,776	96,700	97,050	53,700	(43,000)	(43,350)
Other Fiscal Charges	89,272	10,000	10,000	0	(10,000)	(10,000)
Interdepartmental - Fleet	21,900	38,000	38,000	56,220	18,220	18,220
Total	\$7,062,525	\$7,626,312	\$7,485,161	\$7,910,740	\$284,428	\$425,579
Revenues						
False Alarm Ordinance	(193,137)	(211,800)	(116,000)	(200,000)	11,800	(84,000)
Other Licenses, Permits and Fines	(2,680,555)	(3,000,000)	(3,200,000)	(2,856,900)	143,100	343,100
Tax Certificates	(629,982)	(713,000)	(567,000)	(686,250)	26,750	(119,250)
Other Revenues	(245,463)	0	0	0	0	0
Total	(\$3,749,137)	(\$3,924,800)	(\$3,883,000)	(\$3,743,150)	\$181,650	\$139,850
Net Cost	\$3,313,388	\$3,701,512	\$3,602,161	\$4,167,590	\$466,078	\$565,429

Financial Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A301 Administration-Fin.	\$659,791	\$594,142	\$538,953	\$584,680	(\$9,462)	\$45,727
A311 Treasury	1,859,592	2,753,430	2,777,226	394,325	(2,359,105)	(2,382,901)
A312 Coin Room	0	0	0	192,200	192,200	192,200
A313 Cash Management	5,339	0	0	342,610	342,610	342,610
A314 General Revenue	483,143	0	0	584,710	584,710	584,710
A315 Ticket Office	11,158	0	0	923,770	923,770	923,770
A316 Taxation	0	0	0	616,550	616,550	616,550
A321 Accounting	1,765,213	2,050,193	2,050,193	2,092,320	42,127	42,127
A331 General Purchasing	526,641	637,922	637,322	734,840	96,918	97,518
A332 Inventory & Asset Mg	1,173,979	1,100,417	1,108,567	1,035,215	(65,202)	(73,352)
A341 Outside Agencies	252,775	0	0	0	0	0
A810 Fin. Analysis Serv.	324,894	490,208	372,900	409,520	(80,688)	36,620
Total	\$7,062,525	\$7,626,312	\$7,485,161	\$7,910,740	\$284,428	\$425,579

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A301 Administration-Fin.	(\$131)	\$0	\$0	\$0	\$0	\$0
A311 Treasury	(3,496,729)	(3,924,800)	(3,883,000)	(58,900)	3,865,900	3,824,100
A314 General Revenue	0	0	0	(200,000)	(200,000)	(200,000)
A315 Ticket Office	(178)	0	0	(2,798,000)	(2,798,000)	(2,798,000)
A316 Taxation	0	0	0	(686,250)	(686,250)	(686,250)
A332 Inventory & Asset Mg	(7,034)	0	0	0	0	0
A341 Outside Agencies	(245,066)	0	0	0	0	0
Total	(\$3,749,138)	(\$3,924,800)	(\$3,883,000)	(\$3,743,150)	\$181,650	\$139,850

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A301 Administration-Fin.	\$659,660	\$594,142	\$538,953	\$584,680	(\$9,462)	\$45,727
A311 Treasury	(1,637,137)	(1,171,370)	(1,105,774)	335,425	1,506,795	1,441,199
A312 Coin Room	0	0	0	192,200	192,200	192,200
A313 Cash Management	5,339	0	0	342,610	342,610	342,610
A314 General Revenue	483,143	0	0	384,710	384,710	384,710
A315 Ticket Office	10,980	0	0	(1,874,230)	(1,874,230)	(1,874,230)
A316 Taxation	0	0	0	(69,700)	(69,700)	(69,700)
A321 Accounting	1,765,213	2,050,193	2,050,193	2,092,320	42,127	42,127
A331 General Purchasing	526,641	637,922	637,322	734,840	96,918	97,518
A332 Inventory & Asset Mg	1,166,945	1,100,417	1,108,567	1,035,215	(65,202)	(73,352)
A341 Outside Agencies	7,709	0	0	0	0	0
A810 Fin. Analysis Serv.	324,894	490,208	372,900	409,520	(80,688)	36,620
Total	\$3,313,387	\$3,701,512	\$3,602,161	\$4,167,590	\$466,078	\$565,429

Financial Services Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Buildings	200,000		(200,000)	-100.00%
Equipment - Heavy	175,000	275,000	100,000	57.14%
Equipment - Light	50,000		(50,000)	n/a
Total Gross Budget	425,000	275,000	(150,000)	-35.29%
Total Funding	(225,000)	(275,000)	(50,000)	22.22%
Total Net	200,000	0	(200,000)	-100.00%

Fire and Emergency Services

i. Description of Program/Service

“Dedicated to enhance and preserve the quality of life, property and environment through education, leadership, partnerships, and effective response to emergencies” is the mission statement of the Fire and Emergency Service. Emergency response is provided twenty-four hours a day, seven days a week through 61 stations located throughout HRM staffed by career and volunteer firefighters. Non-emergency services include public awareness, inspections, investigations, technical expertise and training provided to the public and to other HRM business units.

In 2000/2001 the Emergency Measures Office (EMO) was moved under the auspices of the Fire and Emergency Service. EMO, during times of emergency, facilitates the delivery of a prompt and coordinated response to the emergency. In times of non-emergency, EMO provides programs and leadership that will assist its clients to prepare for an eventual, but unknown peril.

ii. Full Time Equivalent (FTEs)

Operations:	342.0
Training:	11.0
Fire Prevention:	18.0
Administration:	17.0
Mechanical Maintenance:	8.0
Building Maintenance & Logistics:	3.0
Rural Fire Departments:	36.0
EMO	<u>1.0</u>
Total:	<u>436.0</u>

iii Summary of 2000/2001 achievements against 2000/2001 Business Plan

Area/Issue	Status
Pro-active delivery of fire prevention services, and expansion of inspection and public education programs. In the rural areas, less involvement by the Fire Marshal's office has necessitated this.	Hiring process complete and two new inspectors have been selected. Require two more inspectors in each of the next two years for a total of six. Firefighters trained to conduct preliminary fire investigations, and home/apartment inspections. Next phase is to expand to rural areas.
Reduce absenteeism by 15%	This goal has been exceeded through the new attendance management program.
To provide new clothing & equipment to Core Volunteers in accordance with the Occupational Health& Safety Act	Partially completed. This is an on-going program. The 2000/01 budget allocation has been expended.
Establish more effective Operational structure	New structure has been developed and is in the process of being implemented. Two supervisory levels have been eliminated.
To increase operational effectiveness , to reduce risk to the public and the firefighters	New hoses, nozzles and other equipment have been purchased. This is an on-going replacement program and approximately half of the 2000/01 budget allocation has been expended.
To reduce maintenance costs to apparatus, to save training costs, to reduce liability	Training officer for driver training in place.
Improve in-house preventive maintenance to reduce fleet downtime and premature replacement, and to reduce liability	Apparatus and vehicle preventive maintenance program in place. System to track and analyse downtime, types of repairs, number of repairs, and cost is in place. The next phase, which involves extending the program to rural depts, has started.
To increase and standardize operational training and to increase the development of specialized programs	On-shift trainers in place for high-angle rescue, hazmat, confined space, driver assessment, WHMIS. On-going for other programs as needs analysis are completed and training schedules implemented.

Area/Issue	Status
Decrease the number of False Alarms	False alarms have decreased by 13% over last year.
Establish Utility Vehicle and Equipment Reserve	Reserve established
Develop business case for establishing corporate training centre	Business case completed for Fire Service. An ad hoc committee has been established to determine corporate needs.
Fire Safety Harnesses in compliance with Occupational Health & Safety Act	Harnesses purchased. A standard code of practice regarding fall restraint/fall protection approved and will be implemented in October 2000 along with the harnesses.
Strategic Plan	Strategic Plan completed which articulates mission, vision and values of the Fire and Emergency Service. Action plans to be developed.
Implement a file management system that provides a standardized process, security, and ease of information retrieval	File management system implemented. Staff person is now required to sustain the system.
Need for better coordination of emergency measures in all three levels of government	Lease discussions between federal and provincial EMOs concluded and joint facility opened in February, 2001
Need for better communications in the event of an emergency	Consultant engaged to evaluate HRM's communication position and to develop recommendations for improvement. Purchase of EMO portable radios complete. Development and construction of a mobile repeater trailer to allow cross-agency emergency communications at remote sites.

iv **Internal/External Issues Analysis**

Fitness and Job Task Standards - As a result of the Supreme Court of Canada (Meorin) decision, public safety occupations are required to develop physical fitness standards and job task

standards for candidates and incumbent employees.

* **Health and Safety Legislation** - Amendments to the Occupational Health and Safety Act have placed much more stringent requirements on employers to ensure the health and safety of all members. The proposed Health and Safety Guidelines from the Fire Marshal's Office will have a significant impact on facilities, equipment, and training. This will be particularly costly for the Fire & Emergency Service.

Health and Wellness - is an issue for Fire and Emergency Services for three reasons:

- I. The health and wellness of our members,
- ii. Lower service levels for emergency response,
- iii. Cost of backfilling.

Workforce Diversity - The workforce does not reflect the diversity of the community it serves.

Vehicle and Equipment Maintenance - Increase safety of the public and members while reducing liability.

Service Delivery Standards - Changes in Provincial legislation are requiring more stringent adherence to industry standards. Service standards are needed for bench marking purposes and in order to allow a service delivery gap analysis.

Natural Gas - The creation of a natural gas delivery infrastructure will require new equipment and training for personnel to handle emergencies related to this new system.

* **Legislated Reporting Requirements** - Fire Services is having difficulty meeting all the mandatory/legislated reporting requirements such as documentation of incident reports, file management, etc., due to lack of automated systems and staffing.

* **Fire Prevention** - Fire prevention and public education is central to Council's Business Strategy on Public Safety. Fire and Emergency Services Fire Prevention Unit only has enough staff to allow response to complaints and limited enforcement and education activities. The new Fire Safety Act specifies the frequency of inspections which cannot be supported with the current staffing level.

Downloading of Responsibilities From the Fire Marshal's Office - The new Fire Safety Act requires the municipality to provide services previously provided by the Office of the Fire Marshal in the rural districts.

Succession Planning - There is a lack of resources to implement a career development program and performance development process to support succession planning, which is key to ensuring continued effective management.

Risk Management - A risk management plan is required by proposed legislation and industry standards.

Demands for Training - There is an inability to meet the demand of the volunteer sector of our Business Unit, private industry and other HRM business units for training.

Communication System - Currently, several different radio and paging systems exist which makes it difficult if not impossible to communicate during some emergencies. This compromises public safety and the safety of our members. Not all departments are dispatched from one centre. This provides different levels of dispatching and is not adequate.

Water Rescue - Water rescue is no longer being provided by other levels of government. As a result, there is a gap in emergency response services in the Harbour. We are currently being requested to provide this service, and do not have adequate equipment required to do so.

Corporate Training Centre - HRM does not have adequate facilities to conduct job specific training.

Resources for Rural Districts - The current HRM processes do not meet the needs of the rural districts. A streamlined process is required for them to obtain resources. This includes fire prevention, investigation, training, procurement, fleet, administration, safety, and technical requirements.

Records Management - The new records management system required by corporate policy and legal requirements cannot be sustained or extended to the rural districts without sufficient staffing.

IS Support - Lack of station level IS support has seriously delayed the automation of records management and electronic communications throughout the Fire & Emergency Service. IS support is required at the station level for more efficient reporting and record keeping, to establish and maintain training levels, and to trouble shoot 24 hours per day, 7 days a week.

Partnerships - There is potential opportunity to develop partnerships with other HRM business units and with outside organizations which could assist in offsetting the costs of some initiatives, programs, and equipment.

EMO Planning - Need to complete Master Plan and update departmental plans.

Telecommunications and electronic data-transfer during emergency events - HRM does not have an integrated telecommunications system that can provide HRM-wide, point to point telecommunications ability in times of crisis. Internal and external agencies do not have the ability to cross-communicate if necessary. Current applications do not support mobile and ad-hoc transfer of data to the necessary partners.

Strategic Plan - Actions plans must now be developed to implement the Strategic Plan.

Council's Business Strategies and HRM 20/20 - Business Unit plans must align with Council's Business Strategies and HRM 20/20.

v Goals for Next Three Years (2001/04)

- Establish a fitness standard and a job task evaluation standard for applicants and fire service members.
- Comply with amendments to the Occupational Health and Safety Act, and comply with the Health and Safety Guidelines proposed by the Fire Marshal's Office.
- Reduce levels of absenteeism over the previous year. Evaluate the effectiveness of current Health and Wellness programs using surveys and statistics.
- Attract applicants from the designated groups.
- ✱ Establish a proactive preventive maintenance program and record keeping program for the rural districts resulting in reductions in downtime, and development of a fleet plan to ensure appropriate replacement and deployment of vehicles and equipment.
- Have Council adopt proposed service delivery standards. (A staffing and equipment plan will then be developed and implemented to meet the standard. A preliminary analysis indicates that 48 new firefighters will be required over the next three years in the core area.)
- Ensure the Fire Service is prepared for natural gas responses through training and equipment acquisition.
- Identify alternative methods of data collection and standardize and automate reports

which meet all mandatory and legislated reporting requirements.

- Improve the general level of fire and life safety through proactive inspections, and the development of education programs to modify behaviour and spot faulty equipment and unsafe acts.
- Ensure we have adequately trained and motivated personnel to fill vacant positions.
- Identify risks and reduce liability through corrective action.
- Provide adequate training to meet the needs of the core area and rural districts, and other HRM business units.
- Have an effective communication system for all protective services.
- Ensure an adequate level of water rescue capability to meet service demand in the Harbour.
- Secure site for corporate training centre.
- Improve support to the rural districts.
- Sustain the records management system.
- Provide IS support and computer training to stations on a 24 hour per day, 7 day per week basis.
- Cost share and promote our mission and programs through partnerships.
- Complete and implement three subset plans of the Masterplan and review the master plan in year three.
- Develop an HRM-wide telecommunications system with all HRM agencies. Research and develop mobile data procedures.
- Implement the Strategic Plan.
- Align Business Unit plans with Council's Business Strategies and HRM 20/20.

vi Objectives 2001/02

Establish a fitness standard and a job task evaluation standard for applicants and fire service members.

- A defensible fitness standard and a job task evaluation standard is developed.

Comply with amendments to the Occupational Health and Safety Act, and comply with the Health and Safety Guidelines proposed by the Fire Marshal's Office.

- Evaluate proposed new station wear and forestry wear for compliance with industry standards, and purchase required clothing
- Develop a multi-year plan to address facility and equipment compliance,
- Implement the Health Management System following evaluation,
- Have an individual in place to coordinate compliance with Occupational Health and Safety regulations with regards to equipment.

Reduce levels of absenteeism over the previous year. Evaluate the effectiveness of current Health and Wellness programs using surveys and statistics.

- Reduction in absenteeism sustained.

Attract applicants from the designated groups.

- Two Outreach Programs developed and implemented to attract visible minorities.

Establish a proactive preventive maintenance program and record keeping program for the rural districts resulting in reductions in downtime, and development of a fleet plan to ensure appropriate replacement and deployment of vehicles and equipment

- Implement a standardized maintenance and record keeping program for the rural districts.

Have Council adopt proposed service delivery standards.

- Baseline data collected on current service levels, and standards developed.
- Staffing and equipment plan approved.

Ensure the Fire Service is prepared for natural gas responses through training and equipment acquisition.

- Twenty personnel trained to the specialist level and the necessary equipment placed in service within the \$125,000 commitment from Sempra Gas.

Identify alternative methods of data collection and standardize and automate reports which meet all mandatory and legislated reporting requirements.

Compliant with mandatory/legislated reporting requirements

Improve the general level of fire and life safety through proactive inspections, and the development of education programs to modify behaviour and spot faulty equipment and unsafe acts.

- Two new Fire Prevention officers hired resulting in increased proactive inspections, expanded public education programs, and progress towards filling the gap left by Fire Marshal's Office in the rural districts.

Ensure we have adequately trained and motivated personnel to fill vacant positions.

- Implement a career development program and performance development process to support succession planning.

Identify risks and reduce liability through corrective action.

- Develop a risk management plan.

Provide adequate training to meet the needs of the core area and rural districts, and other HRM business units.

- Training options are identified to meet the needs of the core area and rural districts, and other HRM business units. We will also explore the feasibility of offering training to private industry on a cost recovery basis.

Ensure an adequate level of water rescue capability to meet service demand in the Harbour.

- Acquire necessary equipment and training to provide a Harbour rescue capability.

Improve support to the rural districts.

- Evaluate the processes to determine where gaps are occurring as they pertain to the rural

districts, and develop and implement a plan to address the gaps.

Provide IS support and computer training to stations on a 24 hour per day, 7 day per week basis.

- Hire one individual to provide the station level IS support required.

Cost share and promote our mission and programs through partnerships.

- To identify potential partnerships and develop them to support our mission and goals.

Implement the Strategic Plan

- Develop, implement and evaluate action plans. Review and revise the Strategic Plan.

Align Business Units plans with Council's Business Strategies and HRM 20/20

- Ensure alignment of Business Unit plans with Council's Business Strategies and HRM 20/20.

vii Performance Measurement

- A defensible fitness standard and a job task evaluation standard is developed.
- Percent decrease in loss time injuries.
- Reduction in average time required to investigate and implement remedies.
- Percent decrease in sick leave usage and related overtime.
- Increase in percentage of staff participating in Health and Wellness initiatives.
- New Diversity Outreach Programs implemented.
- Percent decrease in apparatus, fleet and equipment failures/downtime.
- Response time to address all emergency breakdowns is within 1.5 hours.
- 95% of the fleet is always available.

- Vehicle maintenance program extended to rural districts.
- Staffing and equipment plan approved and partially implemented.
- Twenty members are trained to the specialist level in natural gas disaster response.
- Necessary equipment is placed in service for a natural gas disaster response.
- The training and equipment requirements are completed within the \$125,000 commitment from Sempra Gas.
- 100% in compliance with mandatory/legislated reporting requirements.
- Percentage increase in assembly occupancies inspected.
- Increase in percentage of schools participating in fire prevention programs.
- Percentage increase in number of fire prevention lectures delivered
- Number of new fire prevention partnerships developed.
- Two Fire Prevention Officers hired for the rural districts.
- Plan developed and implemented to provide all Fire Prevention services in the rural districts.
- Succession Plan developed and implemented.
- Career Development Plan developed and implemented.
- Risk management plan and implementation plan developed and in place.
- Options determined to provide training assistance to the rural districts.
- New training programs developed and implemented for the core and rural districts.
- Single communication and dispatch system identified for all protective services.
- Training and equipment in place to provide adequate response in the Harbour.

- Needs of rural districts identified and plan implemented.
- Computer training and technical support provided to the stations.
- Potential partnerships identified
- Partnership agreements developed
- Strategic Plan action plans developed, implemented, and evaluated.
- Strategic Plan reviewed and revised.
- Business Unit plans align with Council's Business Strategies and HRM 20/20.

viii Overview of 2001/02 Operating Budget

In order of priority, following is a summary of Proposed Modifications to the 2001/02 Base Operating Budget for the core-area:

\$161,500 - Senior Management Restructuring

A new division would be created to provide a high level of support to the rural fire departments by assigning a District Chief to each of five rural districts. This will support several objectives in the rural fire departments including improvement in service standards, compliance with the Occupational Health and Safety Act, consistent application of policies and procedures, improved fire prevention activities, access to training, fleet maintenance programs, etc.

\$36,700 - Station Computer Training

There is an on-going requirement for a full-time person to provide computer training and 24 hour per day, 7 day per week technical support at the stations.

\$52,500 - Maintenance Technician

The Occupational Health and Safety Act requires compliance with the CSA Standards for implementation and maintenance of a respiratory protection program where respirators are used. This new position would provide for overall coordination of this program.

\$36,900 - Training Officers

Two additional training officers are required to address the training, safety, and legislative requirements in the rural composite/volunteer areas, to address the operational training requirement for live fire training, and to meet corporate and private industry requirements for training. They would be hired effective January 1, 2002.

\$36,900 - Fire Prevention Officers

Two additional fire prevention officers would be hired to increase the number of inspections and public education activities in support of the objective of proactive fire prevention. They would be hired effective January 1, 2002.

\$40,000 - Succession Planning

Additional resources are required to comply with the corporate initiative regarding succession planning, to comply with the collective agreement with the unionized firefighters, and to ensure effective management of the Fire and Emergency Service in the future.

\$15,000 - Public Awareness Initiatives

These initiatives create a greater public awareness of fire safety issues and the services offered by the Fire and Emergency Service. Most of this funding would go towards "Fired Up at the Forum". Sponsors would match the funding provided by HRM.

\$100,000 - Volunteer Recruitment (Core Area)

The present number of volunteers in the core-area is too small to provide for an effective response. This recruitment would be open to residents of Halifax, Dartmouth, Bedford, Sackville, Cole Harbour, and Eastern Passage. The funding proposed provides for clothing and protective equipment for 50 new volunteers.

\$25,000 - EMO Cost Recovery Reserve

This reserve is intended to provide financial flexibility in the event of emergencies.

(\$60,000) - Reduction in Purchase of Firefighting Equipment

The firefighting equipment budget is being reduced by \$60,000 in order to make available

some funding for the Proposed Modifications listed above. This reduction will impede our ability to replace aging equipment and keep current with increasingly demanding industry standards.

Outside of the core area, the following are proposed to be funded under area rates:

\$0 - New EVT Mechanic for Rural Districts

An additional Emergency Vehicle Technician is required to service fire apparatus from the Rural Districts. There is a lack of commercially available qualified mechanics in the rural districts, and repair and maintenance costs are considerably less when performed by the Mechanical Division. Ensuring the work is completed by properly qualified staff would also potentially reduce liability and increase the safety of volunteers and the general public. The total cost of this new position would be offset by the savings obtained from not having to outsource the work.

\$121,200 - Firefighters for Station 50 (Hammonds Plains)

Because of the growth of Hammonds Plains, two full time firefighters are now required to handle the increasing number of emergency calls.

ix Overview of 2001/02 Capital Budget

These projects are in support of the goal of minimizing fire losses by improving response times and reducing the time required to mitigate emergencies:

- \$1.5 million for replacement of two pumper tankers and one rescue pumper.
- \$176,000 for replacement of six utility vehicles.
- \$130,000 for six new utility vehicles.
- \$35,000 for a new rescue boat.
- \$100,000 for replacement of 7,200 feet of high volume hose.
- \$55,000 for wildland firefighting equipment.
- \$80,000 for continued installation of the Opticom Signalization System at key intersections.

These projects, which will be administered by Building Management Services, are in support of the goal of promoting health and safety in the workplace:

- \$115,000 for Exhaust Extraction Systems at Stations 11, 16, and 18.

- \$78,000 for required repairs to stations in the core-area.

This project is in support of the goal of ensuring that personnel have access to the training they require to provide a superior level of service to the public:

- \$85,000 for a Flashover Simulator.

Outside the core area, the following projects are being proposed:

- \$1,700,000 for construction of a new station to replace 3 current stations in Wellington and Fall River.
- \$1,275,000 for pumper tankers, emergency response vehicles and various equipment in the rural areas.
- \$150,000 for dry hydrants and water supply tanks in rural areas.
- \$54,000 for Exhaust Extraction Systems at Stations 54 (Prospect Road) and 62 (Harrietsfield-Sambro).
- \$160,000 for required repairs to stations.

Fire & Emergency Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$19,514,228	\$21,176,443	\$21,136,300	\$22,329,566	\$1,153,123	\$1,193,266
Wages	103,467	221,900	221,900	266,800	44,900	44,900
Overtime - Salaries and Wages	254,847	222,300	341,300	258,809	36,509	(82,491)
Benefits and Other (Salaries)	3,187,604	3,098,485	3,466,700	3,396,036	297,551	(70,664)
Benefits and Other (Wages)	444,890	845,588	490,300	909,088	63,500	418,788
Retirement Allowance & Severance	491,540	422,500	393,400	369,600	(52,900)	(23,800)
Clothing Allowance, Stipends, Other	72,265	79,800	78,700	80,200	400	1,500
Office Expenses, less Computers	371,181	400,800	403,700	445,850	45,050	42,150
Computers Expenses	31,630	54,790	33,500	61,190	6,400	27,690
Other Professional Fees	24,947	20,000	20,000	27,000	7,000	7,000
Contract Fees	102,811	202,900	197,100	233,900	31,000	36,800
Equipment and Supplies	408,095	608,900	631,000	787,100	178,200	156,100
Materials	16,785	0	0	0	0	0
Building Repair, Maintenance	778,536	330,900	730,900	375,500	44,600	(355,400)
Heating Fuel	226,131	115,950	245,950	146,950	31,000	(99,000)
Equipment Repair, Maintenance	1,100,595	1,150,980	1,130,600	1,222,830	71,850	92,230
Vehicle Expenses	634,010	615,600	615,600	619,900	4,300	4,300
Diesel Fuel	139,517	97,000	122,000	165,250	68,250	43,250
Gasoline Fuel	53,590	83,500	103,500	133,200	49,700	29,700
Membership Dues	90	500	500	500	0	0
Conferences and Travel	55,178	33,400	32,000	67,200	33,800	35,200
Training and Education	346,121	301,200	282,200	331,600	30,400	49,400
Site Preparation	30,500	0	0	0	0	0
Advertising and Promotion	5,479	18,500	18,300	29,100	10,600	10,800
Books, Publications and Data	118,261	261,950	285,650	416,900	154,950	131,250
Other Goods and Services	179,747	71,200	70,100	115,400	44,200	45,300
Grants and Tax Concessions	31,000	31,000	31,000	31,000	0	0
Transfer to/from Reserves	93,938	174,870	174,870	(89,500)	(264,370)	(264,370)
Other Loan and Interest Charges	717,847	878,000	878,000	999,100	121,100	121,100
Other Fiscal Charges	12,187	92,900	92,900	487,800	394,900	394,900
Interdepartmental - Fleet	600	0	0	10,000	10,000	10,000
Interdepartmental - Buildings	0	478,478	0	481,901	3,423	481,901
Interdepartmental - Other	(61,743)	(2,000)	(72,800)	3,000	5,000	75,800
Total	\$29,485,874	\$32,088,334	\$32,155,170	\$34,712,770	\$2,624,436	\$2,557,600
Revenues						
Transfers from Governments, Other	(123,728)	(118,900)	(133,100)	0	118,900	133,100
Area Tax Rates and Transfers	(5,067,552)	(5,472,070)	(5,472,070)	(6,332,800)	(860,730)	(860,730)
False Alarm Ordinance	(97,050)	(116,900)	(97,100)	(76,000)	40,900	21,100
Parking and Facility Rentals	(84,887)	(24,500)	(83,300)	(24,500)	0	58,800
Other Revenues	(113,005)	(35,000)	(95,200)	(115,500)	(80,500)	(20,300)
Total	(\$5,486,222)	(\$5,767,370)	(\$5,880,770)	(\$6,548,800)	(\$781,430)	(\$668,030)
Net Cost	\$23,999,652	\$26,320,964	\$26,274,400	\$28,163,970	\$1,843,006	\$1,889,570

Fire & Emergency Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
F110 Operations	\$19,734,650	\$20,995,363	\$20,961,700	\$21,886,680	\$891,317	\$924,980
F120 Training	802,109	919,539	865,800	968,700	49,161	102,900
F130 Prevention	905,297	1,141,400	1,084,300	1,290,600	149,200	206,300
F140 Administration	1,079,923	1,270,355	1,319,000	1,255,290	(15,065)	(63,710)
F150 Mechanical Maint.	893,225	996,607	1,075,600	1,080,300	83,693	4,700
F160 Buildings & Logistic	1,128,676	974,800	1,040,500	1,002,400	27,600	(38,100)
F170 Rural District Mgmt	0	0	0	454,500	454,500	454,500
F190 Communications	0	96,000	114,000	116,300	20,300	2,300
F709 Lake Echo	327,003	381,000	381,000	401,200	20,200	20,200
F710 Chezzetcook	202,960	214,600	214,600	258,300	43,700	43,700
F711 Lawrencetown	292,263	328,600	328,600	378,900	50,300	50,300
F712 Musquodoboit Harbour	116,715	133,000	133,000	136,800	3,800	3,800
F713 Ostrea Lake	22,232	20,800	20,800	29,600	8,800	8,800
F714 Oyster Pond/Jeddore	90,361	126,400	126,400	135,400	9,000	9,000
F715 Mooseland	7,073	8,080	8,080	8,400	320	320
F716 Moser River	22,639	26,200	26,200	30,700	4,500	4,500
F717 Mushaboom	36,120	21,600	21,600	22,400	800	800
F718 Three Harbours	20,391	17,500	17,500	26,900	9,400	9,400
F719 Sheet Harbour	125,656	92,700	92,700	100,800	8,100	8,100
F720 Tangier	28,456	32,100	32,100	36,500	4,400	4,400
F721 Cook's Brook	16,055	31,200	31,200	15,500	(15,700)	(15,700)
F722 Meagher's Grant	13,758	27,700	27,700	23,850	(3,850)	(3,850)
F723 Middle Musquodoboit	25,416	38,200	38,200	23,850	(14,350)	(14,350)
F730 Dutch Settlement	59,238	65,000	65,000	25,650	(39,350)	(39,350)
F736 Upper Musquodoboit	29,411	47,900	47,900	23,850	(24,050)	(24,050)
F753 District 3 Fire	0	0	0	150,000	150,000	150,000
F731 Beaver Bank-Kinsac	154,410	141,300	141,300	179,300	38,000	38,000
F734 Upper Hammonds Plain	26,339	32,000	32,000	33,300	1,300	1,300
F735 Hammonds Plains	280,787	385,600	385,600	495,700	110,100	110,100
F701 Black Point	368,146	395,300	395,300	430,300	35,000	35,000
F702 Lakeside	448,261	497,700	497,700	608,800	111,100	111,100
F703 Bay Road	96,129	163,900	163,900	181,800	17,900	17,900
F704 Seabright	162,590	234,490	234,490	241,800	7,310	7,310
F705 Prospect Road	517,799	560,700	560,700	701,400	140,700	140,700
F706 Harrietsfield/Sambro	184,450	262,200	262,200	321,000	58,800	58,800
F707 Herring Cove	210,741	228,500	228,500	266,000	37,500	37,500
F724 Enfield	20,000	20,000	20,000	20,000	0	0
F725 Zone 4	904,042	994,900	994,900	1,147,400	152,500	152,500
F727 Millford Station	2,400	2,400	2,400	2,400	0	0
A451 Emerg Measures Recov	0	0	0	25,000	25,000	25,000
C801 Emergency Meas. Adm	130,156	162,700	162,700	175,200	12,500	12,500
Total	\$29,485,877	\$32,088,334	\$32,155,170	\$34,712,770	\$2,624,436	\$2,557,600

Fire & Emergency Services

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
F110 Operations	(\$246,208)	(\$235,800)	(\$263,900)	(\$76,000)	\$159,800	\$187,900
F120 Training	(4,645)	0	(5,500)	0	0	5,500
F130 Prevention	(1,488)	0	(300)	(15,000)	(15,000)	(14,700)
F140 Administration	(540)	0	(20,400)	0	0	20,400
F150 Mechanical Maint.	(12,496)	0	(300)	0	0	300
F160 Buildings & Logistic	(65,407)	0	(58,800)	0	0	58,800
F709 Lake Echo	(383,140)	(381,000)	(381,000)	(401,200)	(20,200)	(20,200)
F710 Chezzetcook	(191,343)	(214,600)	(214,600)	(258,300)	(43,700)	(43,700)
F711 Lawrencetown	(313,566)	(328,600)	(328,600)	(378,900)	(50,300)	(50,300)
F712 Musquodoboit Harbour	(116,732)	(133,000)	(133,000)	(136,800)	(3,800)	(3,800)
F713 Ostrea Lake	(24,699)	(20,800)	(20,800)	(29,600)	(8,800)	(8,800)
F714 Oyster Pond/Jeddore	(130,374)	(126,400)	(126,400)	(135,400)	(9,000)	(9,000)
F715 Mooseland	(9,000)	(8,080)	(8,080)	(8,400)	(320)	(320)
F716 Moser River	(33,513)	(26,200)	(26,200)	(30,700)	(4,500)	(4,500)
F717 Mushaboom	(22,408)	(21,600)	(21,600)	(22,400)	(800)	(800)
F718 Three Harbours	(19,329)	(17,500)	(17,500)	(26,900)	(9,400)	(9,400)
F719 Sheet Harbour	(86,782)	(92,700)	(92,700)	(100,800)	(8,100)	(8,100)
F720 Tangier	(34,057)	(32,100)	(32,100)	(36,500)	(4,400)	(4,400)
F721 Cook's Brook	(31,961)	(31,200)	(31,200)	0	31,200	31,200
F722 Meagher's Grant	(29,187)	(27,700)	(27,700)	0	27,700	27,700
F723 Middle Musquodoboit	(38,890)	(38,200)	(38,200)	0	38,200	38,200
F730 Dutch Settlement	(55,075)	(65,000)	(65,000)	0	65,000	65,000
F736 Upper Musquodoboit	(36,971)	(47,900)	(47,900)	0	47,900	47,900
F753 District 3 Fire	0	0	0	(262,700)	(262,700)	(262,700)
F731 Beaver Bank-Kinsac	(143,891)	(141,300)	(141,300)	(179,300)	(38,000)	(38,000)
F734 Upper Hammonds Plain	(32,008)	(32,000)	(32,000)	(33,300)	(1,300)	(1,300)
F735 Hammonds Plains	(362,102)	(385,600)	(385,600)	(495,700)	(110,100)	(110,100)
F701 Black Point	(392,556)	(395,300)	(395,300)	(430,300)	(35,000)	(35,000)
F702 Lakeside	(455,929)	(497,700)	(497,700)	(608,800)	(111,100)	(111,100)
F703 Bay Road	(151,591)	(163,900)	(163,900)	(181,800)	(17,900)	(17,900)
F704 Seabright	(203,640)	(234,490)	(234,490)	(241,800)	(7,310)	(7,310)
F705 Prospect Road	(517,882)	(560,700)	(560,700)	(701,400)	(140,700)	(140,700)
F706 Harrietsfield/Sambro	(231,610)	(262,200)	(262,200)	(321,000)	(58,800)	(58,800)
F707 Herring Cove	(215,183)	(228,500)	(228,500)	(266,000)	(37,500)	(37,500)
F724 Enfield	(27,863)	(20,000)	(20,000)	(20,000)	0	0
F725 Zone 4	(860,759)	(994,900)	(994,900)	(1,147,400)	(152,500)	(152,500)
F727 Milford Station	(3,256)	(2,400)	(2,400)	(2,400)	0	0
C801 Emergency Meas. Adm	(138)	0	0	0	0	0
Total	(\$5,486,219)	(\$5,767,370)	(\$5,880,770)	(\$6,548,800)	(\$781,430)	(\$668,030)

Fire & Emergency Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
F110 Operations	\$19,488,442	\$20,759,563	\$20,697,800	\$21,810,680	\$1,051,117	\$1,112,880
F120 Training	797,464	919,539	860,300	968,700	49,161	108,400
F130 Prevention	903,809	1,141,400	1,084,000	1,275,600	134,200	191,600
F140 Administration	1,079,383	1,270,355	1,298,600	1,255,290	(15,065)	(43,310)
F150 Mechanical Maint.	880,729	996,607	1,075,300	1,080,300	83,693	5,000
F160 Buildings & Logistic	1,063,269	974,800	981,700	1,002,400	27,600	20,700
F170 Rural District Mgmt	0	0	0	454,500	454,500	454,500
F190 Communications	0	96,000	114,000	116,300	20,300	2,300
F709 Lake Echo	(56,137)	0	0	0	0	0
F710 Chezzetcook	11,617	0	0	0	0	0
F711 Lawrencetown	(21,303)	0	0	0	0	0
F712 Musquodoboit Harbour	(17)	0	0	0	0	0
F713 Ostrea Lake	(2,467)	0	0	0	0	0
F714 Oyster Pond/Jeddore	(40,013)	0	0	0	0	0
F715 Mooseland	(1,927)	0	0	0	0	0
F716 Moser River	(10,874)	0	0	0	0	0
F717 Mushaboom	13,712	0	0	0	0	0
F718 Three Harbours	1,062	0	0	0	0	0
F719 Sheet Harbour	38,874	0	0	0	0	0
F720 Tangier	(5,601)	0	0	0	0	0
F721 Cook's Brook	(15,906)	0	0	15,500	15,500	15,500
F722 Meagher's Grant	(15,429)	0	0	23,850	23,850	23,850
F723 Middle Musquodoboit	(13,474)	0	0	23,850	23,850	23,850
F730 Dutch Settlement	4,163	0	0	25,650	25,650	25,650
F736 Upper Musquodoboit	(7,560)	0	0	23,850	23,850	23,850
F731 Beaver Bank-Kinsac	10,519	0	0	0	0	0
F734 Upper Hammonds Plain	(5,669)	0	0	0	0	0
F735 Hammonds Plains	(81,315)	0	0	0	0	0
F701 Black Point	(24,410)	0	0	0	0	0
F702 Lakeside	(7,668)	0	0	0	0	0
F703 Bay Road	(55,462)	0	0	0	0	0
F704 Seabright	(41,050)	0	0	0	0	0
F705 Prospect Road	(83)	0	0	0	0	0
F706 Harrietsfield/Sambro	(47,160)	0	0	0	0	0
F707 Herring Cove	(4,442)	0	0	0	0	0
F724 Enfield	(7,863)	0	0	0	0	0
F725 Zone 4	43,283	0	0	0	0	0
F727 Milford Station	(856)	0	0	0	0	0
A451 Emerg Measures Recov	0	0	0	25,000	25,000	25,000
C801 Emergency Meas. Adm	130,018	162,700	162,700	175,200	12,500	12,500
Total	\$23,999,658	\$26,320,964	\$26,274,400	\$28,163,970	\$1,843,006	\$1,889,570

Fire & Emergency Services Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Buildings	3,396,000	1,914,000		-43.64%
Equipment - Heavy	61,000	495,000	434,000	711.48%
Equipment - Light	265,000	320,000	55,000	20.75%
Fleet	2,594,000	2,771,000	177,000	6.82%
Total Gross Budget	6,316,000	5,500,000	(816,000)	-12.92%
Total Funding	(5,016,000)	(4,300,000)	716,000	-14.27%
Total Net	1,300,000	1,200,000	(100,000)	-7.69%

Fiscal Services

I. Description of Program/Service

Fiscal Services is not a department per se. It employs no staff. Management responsibility for fiscal services resides in various business units including Financial Services and General Government. Fiscal Services can be broadly described to include:

- Education Costs
- Debt Charges
- Reserve Transactions
- Transfers to Outside Agencies
- Hydrants
- Capital and Operating Grants
- Operating Surplus/Deficit
- Other Fiscal Transactions

Overview of Operations

Fiscal Services includes nearly \$80 million worth of education costs, \$35 million of principal and interest charges, the 2000-2001 projected surplus of \$2.4 million and a variety of other financial transactions not specific to any business unit.

Overview of 2000/01 Operating Budget

- Mandatory Education costs are budgeted to decline by \$1.2 million over the 2000-2001 budget.
- Debt Charges (including those outside fiscal services) are expected to decline by approximately \$2.2 million.
- Full Interest is being paid on HRM reserves at a cost of \$3.9 million.
- A \$2.4 million Operating Surplus for 2000-2001 is expected.

Overview of 2000/01 Capital Budget

- Fiscal services includes no capital projects. Debt charges from HRM capital projects (other than transit, solid waste and wastewater) are included in fiscal services.

Education Services

HRM provides three sources of funding to the Halifax Regional School Board:

1. Mandatory Education Funding.

The first is called **Mandatory Education Funding**. Under provincial statute every municipality is required to make a mandatory contribution to its school board. That contribution is set at the value of the “Education Rate” times the previous year’s “Uniform Assessment”. HRM expects its uniform assessment for 2001-2002 to be set at \$17.0 Billion and the total for the Province to be \$37.8 Billion. The Province of Nova Scotia sets the Education Rate each year. In 2000-2001 the rate was set at 37.04¢ per \$100 of uniform assessment. For the 2001-2002 year the rate is not expected to be set until after the provincial budget is tabled. Municipalities are, however, expected to fund an additional \$1.6 million in Mandatory Education costs across the Province. Based upon this information, HRM has assumed a rate of 35.15¢ in 2001-2002. This would produce a total liability for the municipality of \$59.6 million, a decrease of \$1.2 million or 2.0% over the previous year’s budget of \$60,842,000. The 2000-2001 actual was \$59,657,100.

Education Amounts Financed by HRM

	Tax Rate	Amount
Mandatory Education	General Rate	59,601,000
Supplementary Education - Halifax	12.3 cents	11,879,900
Supplementary Education - Dartmouth	9.7 cents	5,062,200
Education - Former County/Bedford	4.5 cents	3,200,000
Total		\$79,743,100

2. Supplementary Education

“**Supplementary Education**” funding to the Halifax Regional School Board. These funds must be spent specifically in the former municipal units of Halifax and Dartmouth. Under the HRM Act (and the new Municipal Government Act) this funding is specifically required. HRM may decrease the amount of funding transferred to the School Board by no more than 10% of the amount spent at the time of amalgamation (April 1, 1996). These funds are raised by special area rates in Halifax and Dartmouth. The budget contains no reduction in the amount of supplementary funding.

3. Former County/Bedford

In 2000-2001 HRM Regional Council approved a area rate of 3.5¢ to be levied in the

former Town of Bedford and the former Halifax County Municipality. The funds raised from this area rate were provided to the Halifax Regional School Board. This rate has now been increased to 4.5¢. The expected revenue is \$3.2 million.

Debt Charges

Also included in fiscal services are the majority of HRM’s debt charges. Debt charges consist of payments made on outstanding debentures (principal), a variety of loan payments and the interest costs associated with those debt charges. HRM’s Principal charges include amalgamation costs (\$2.4 million). Not all of HRM’s debt charges are included in fiscal services. The debt costs for Metro Transit, Solid Waste and Wastewater Treatment are allocated to their respective departments. Other debt costs include area rated debentures and loans. HRM’s current debt charges of \$53.9 Million

represent 10.9% of expenditures. The breakdown for debt costs is as follows:

HRM Principal and Interest by Business Unit

	Principal	Interest	Total
Fiscal Services	23,919,800	10,811,800	34,731,600
Transit	1,651,600	677,000	2,328,600
Wastewater	1,282,500	758,500	2,041,000
Solid Waste	9,807,100	4,126,500	13,933,600
Other	594,400	274,100	868,500
Total	\$37,255,400	\$16,647,900	\$53,903,300

Note: Includes Amalgamation Costs, Loans, Debenture Discount. Excludes repayable debt and interest.

Transfers to Reserves

Fiscal Services provides for payment to reserves, including:

- Payment of \$275,000 into the Service Improvement Reserve;
- Payment of \$3,875,000 into reserve funds as interest on reserve balances;
- Payment of \$2,385,000 to cover insurance premiums, insurance costs and the funding of the HRM self-insurance reserve.
- Withdrawals of \$1.1 million from the Operating Stabilization Reserve (\$804,600) and the Service Improvement Reserve (\$287,000).

Financial Services is undertaking a review of the Operating Stabilization Reserve (OSR) and the Service Improvement Reserve (SIR).

In addition, a \$6 million payment will be made to the solid waste cells and equipment

reserve out of the money allotted to capital from operating. This transaction is consistent with the Multi-year Financial Strategy.

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Also included in fiscal services is a payment of \$200,000 into a DNA reserve for the use of the Halifax Police Service and the RCMP. In 2001-2002 HRM is required to pay a fee of \$1,664 for each DNA analysis. Payments for the analysis will be made from this reserve.

Certain other reserve transactions are included within departmental budgets. All transactions are consistent with the HRM Reserve Budget. The post-closure costs for the former Sackville Landfill are now included within the Solid Waste Business Unit.

Transfers to Outside Agencies

Fiscal Services includes the amounts budgeted as a transfer to Outside Agencies. These amounts include transfers in respect of the Metropolitan Regional Housing Authority and the World Trade Centre. These specific transfers are required under agreements signed by HRM or its predecessor municipalities.

In addition, HRM is required to make two payments under provincial law. The first is a transfer of \$22 million to the Province of Nova Scotia to cover the costs of Social Assistance within HRM. This transfer is being phased out by the Province over a five year period. HRM's current net cost (less the phased-out portion) is \$3.3 million. The comparable figure for 2000-2001 was \$8.8 million.

In 2001-2002 HRM has been notified that it will be required to pay a share of the cost of operating the provincial assessment system. The exact formula to be used and the amount owed is not yet finalized. For purposes of this budget HRM has assumed that it will pay an amount equal to the total provincial assessment costs of \$12 million times the average of (1) HRM's share of Uniform Assessment, and (2) HRM's share of assessment accounts. Using this formula HRM has budgeted to pay \$4.3 million.

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula and has not yet been confirmed. HRM's budgeted amount is based upon assumed changes in CPI and uniform assessment.

Hydrants

The Utilities and Review Board requires HRM to make a contribution to fund the operations of the Halifax Regional Water Commission. This contribution is used to fund the hydrant costs incurred by the Commission. The hydrant charges are recovered via a special "Fire Protection" charge that HRM levies on all properties within 1,200 feet of a hydrant. This charge (3.8¢ per \$100 of taxable and non-taxable assessment) is permitted under the MGA Act. Hydrant costs are expected to total \$7 million.

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Capital and Operating Grants

Included within fiscal services are various grants and tax concessions to registered Non-Profits. The budget includes the following amounts:

	2001-2002
Operating Grants	\$593,790
Capital Grants	663,100
Sub-Total	\$1,256,890
Residential Tax Exemptions	576,200
Non-Profit Tax Concessions	1,664,000
Fire Protection Concessions	75,000
Pre-Amalgamation Agreements	197,000
Sub-Total	\$2,512,200
Total	\$3,769,090

Operating Surplus/Deficit

HRM has projected an operating surplus of \$2.4 million in 2000-2001. This estimate is based upon financial projections provided by individual business units using year-to-date information available as of February 2001 and as reported to Regional Council. Events occurring after the release of the Budget could affect this projection. Provincial law requires that this surplus be included in the 2001-2002 operating budget. In 1999-2000 there was an operating surplus of \$3.7 million budgeted which was included in the 2000-2001 operating budget.

Other Fiscal Transactions

Also included within fiscal services are a variety of other financial transactions not directly tied to program operations. For instance, provisions for payments to the capital fund to offset debt costs (Capital From Operating or "Pay as You Go") are normally included here. In 2001-2002 HRM has budgeted for \$16.2 million in Capital from Operating. This is an increase from 2000-2001 when it had \$9.7 million. Six million of the capital from operating will be placed into a reserve for solid waste cells and equipment. The provincial capital grant has been eliminated for 2001-2002.

HRM has also included Provisions for Uncollected Debts. These amounts include approximately \$4 million in respect of Grants-in-Lieu from the Federal and Provincial Governments which HRM may be unable to enforce collection on. HRM has also budgeted for a tax allowance for outstanding taxes of \$1.4 million and \$1.0 million for outstanding assessment appeals. This provision is required by the Province of Nova

Scotia's Municipal Accounting and Reporting Manual.

Fiscal Services includes a variety of other amounts including provisions for salary and wage compensation for collective bargaining.

Fiscal Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	(\$62,326)	\$1,068,952	\$1,380,352	\$2,015,000	\$946,048	\$634,648
Wages	2,456	0	0	0	0	0
Overtime - Salaries and Wages	5,479	0	0	0	0	0
Benefits and Other (Salaries)	55,501	5,200	6,200	200,000	194,800	193,800
Benefits and Other (Wages)	4,134	1,000	1,000	0	(1,000)	(1,000)
Retirement Allowance & Severance	901,021	60,000	715,000	3,125,000	3,065,000	2,410,000
Clothing Allowance, Stipends, Other	(1,871)	0	0	0	0	0
Office Expenses, less Computers	2,953	7,800	7,800	(300,000)	(307,800)	(307,800)
Consulting Fees	31,911	0	0	0	0	0
Other Professional Fees	71,936	250,000	250,000	250,000	0	0
Contract Fees	144,168	0	0	583,300	583,300	583,300
Equipment and Supplies	155	0	0	0	0	0
Materials	847	0	0	0	0	0
Building Repair, Maintenance	16,271	0	0	32,000	32,000	32,000
Heating Fuel	967	0	0	0	0	0
Equipment Repair, Maintenance	9,427	0	0	0	0	0
Vehicle Expenses	27,484	0	0	0	0	0
Gasoline Fuel	0	77,000	0	0	(77,000)	0
Conferences and Travel	342	0	0	0	0	0
Training and Education	636	0	0	0	0	0
Advertising and Promotion	2,098	1,000	1,000	0	(1,000)	(1,000)
Other Goods and Services	61,884	254,000	157,800	549,760	295,760	391,960
Transfers Outside Agencies	114,422,740	117,970,400	116,732,626	121,870,000	3,899,600	5,137,374
Insurance Costs	2,234,356	2,385,000	2,385,000	2,385,000	0	0
Grants and Tax Concessions	2,532,924	2,965,366	2,961,966	3,099,990	134,624	138,024
Transfer to/from Reserves	1,590,929	3,434,242	5,794,242	11,595,737	8,161,495	5,801,495
Principal and Interest Charges	34,125,473	34,880,380	34,501,818	32,223,100	(2,657,280)	(2,278,718)
Other Loan and Interest Charges	3,161,586	2,931,471	3,183,496	3,058,500	127,029	(124,996)
Other Fiscal Charges	18,050,022	14,678,250	12,941,780	15,000,100	321,850	2,058,320
Total	\$177,393,503	\$180,970,061	\$181,020,080	\$195,687,487	\$14,717,426	\$14,667,407
Revenues						
Transfers from Governments, Other	(9,285,000)	(13,200,000)	(13,200,000)	(19,791,600)	(6,591,600)	(6,591,600)
Area Tax Rates and Transfers	(16,867,995)	(19,297,100)	(19,297,100)	(20,142,100)	(845,000)	(845,000)
Other Revenues	(115,981)	(41,900)	0	0	41,900	0
Total	(\$26,268,976)	(\$32,539,000)	(\$32,497,100)	(\$39,933,700)	(\$7,394,700)	(\$7,436,600)
Net Cost	\$151,124,527	\$148,431,061	\$148,522,980	\$155,753,787	\$7,322,726	\$7,230,807

Fiscal Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
M110 Debt & Interest Chg	\$37,287,060	\$58,271,108	\$58,172,529	\$35,281,600	(\$22,989,508)	(\$22,890,929)
M112 Ext Recov Debt Chgs	0	(20,459,257)	(20,487,215)	0	20,459,257	20,487,215
M210 Social Assistance	22,000,000	22,000,000	22,000,000	22,000,000	0	0
M230 Correctional Centre	5,957,508	6,097,000	6,103,248	6,120,000	23,000	16,752
M240 Met. Reg. HousingAut	2,387,144	2,125,000	2,125,000	2,200,000	75,000	75,000
M250 World Trade Centre	457,292	465,500	486,100	473,900	8,400	(12,200)
M260 Hlfx. Reg. Port Auth	212,820	212,800	213,000	0	(212,800)	(213,000)
M280 Hlfx. Reg. Sch. Board	60,047,600	60,842,000	60,842,100	59,601,000	(1,241,000)	(1,241,100)
M284 Suppl Education HFX	11,879,900	11,879,900	11,879,900	11,879,900	0	0
M285 Suppl Ed Dartmouth	5,062,200	5,062,200	5,062,200	5,062,200	0	0
M286 Suppl Ed County/Bed	100,089	2,355,000	2,355,000	3,200,000	845,000	845,000
M291 Fire Prot (Hydrants)	6,318,187	6,781,000	6,914,078	7,000,000	219,000	85,922
M270 Compensation PPP	1,365,005	0	800,000	3,325,000	3,325,000	2,525,000
M310 Other Fiscal Serv.	(423,638)	1,403,952	1,490,952	7,238,760	5,834,808	5,747,808
M311 Grants & Tax Concess	2,686,460	3,815,966	3,815,966	3,769,090	(46,876)	(46,876)
M312 Organization Dev Fnd	0	96,200	0	125,767	29,567	125,767
M341 Surplus/Deficit	9,717,235	(3,657,150)	(3,691,320)	(2,353,000)	1,304,150	1,338,320
M351 Managers Contingency	40,816	149,300	149,300	149,300	0	0
M361 Councillors Discreti	46,000	69,000	69,000	69,000	0	0
M320 Insurance Claims	2,499,131	2,385,000	2,385,000	2,385,000	0	0
M411 Oper Stabiliz Resrv	600,000	584,242	584,242	0	(584,242)	(584,242)
M421 Service Improve Resr	0	300,000	300,000	274,970	(25,030)	(25,030)
M441 Interest on Reserves	1,056,634	2,550,000	3,634,000	3,875,000	1,325,000	241,000
M451 Valuation Allowance	8,038,291	7,934,300	6,110,000	6,434,000	(1,500,300)	324,000
M461 Capital Fr Operating	57,770	9,707,000	9,707,000	16,176,000	6,469,000	6,469,000
M471 Other Transfers	0	0	0	1,400,000	1,400,000	1,400,000
Total	\$177,393,504	\$180,970,061	\$181,020,080	\$195,687,487	\$14,717,426	\$14,667,407

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
M210 Social Assistance	(7,700,000)	(13,200,000)	(13,200,000)	(18,700,000)	(\$5,500,000)	(5,500,000)
M284 Suppl Education HFX	(11,888,008)	(11,879,900)	(11,879,900)	(11,879,900)	0	0
M285 Suppl Ed Dartmouth	(4,880,849)	(5,062,200)	(5,062,200)	(5,062,200)	0	0
M286 Suppl Ed County/Bed	(99,138)	(2,355,000)	(2,355,000)	(3,200,000)	(845,000)	(845,000)
M310 Other Fiscal Serv.	0	(41,900)	0	0	41,900	0
M320 Insurance Claims	(115,981)	0	0	0	0	0
M411 Oper Stabiliz Resrv	0	0	0	(804,600)	(804,600)	(804,600)
M471 Other Transfers	(1,585,000)	0	0	0	0	0
Total	(\$26,268,976)	(\$32,539,000)	(\$32,497,100)	(\$39,933,700)	(\$7,394,700)	(\$7,436,600)

Fiscal Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
M110 Debt & Interest Chg	\$37,287,060	\$58,271,108	\$58,172,529	\$35,281,600	(\$22,989,508)	(\$22,890,929)
M112 Ext Recov Debt Chgs	0	(20,459,257)	(20,487,215)	0	20,459,257	20,487,215
M210 Social Assistance	14,300,000	8,800,000	8,800,000	3,300,000	(5,500,000)	(5,500,000)
M230 Correctional Centre	5,957,508	6,097,000	6,103,248	6,120,000	23,000	16,752
M240 Met. Reg. HousingAut	2,387,144	2,125,000	2,125,000	2,200,000	75,000	75,000
M250 World Trade Centre	457,292	465,500	486,100	473,900	8,400	(12,200)
M260 Hlfx. Reg. Port Auth	212,820	212,800	213,000	0	(212,800)	(213,000)
M280 Hlfx. Reg. Sch.Board	60,047,600	60,842,000	60,842,100	59,601,000	(1,241,000)	(1,241,100)
M284 Suppl Education HFX	(8,108)	0	0	0	0	0
M285 Suppl Ed Dartmouth	181,351	0	0	0	0	0
M286 Suppl Ed County/Bed	951	0	0	0	0	0
M291 Fire Prot (Hydrants)	6,318,187	6,781,000	6,914,078	7,000,000	219,000	85,922
M270 Compensation PPP	1,365,005	0	800,000	3,325,000	3,325,000	2,525,000
M310 Other Fiscal Serv.	(423,638)	1,362,052	1,490,952	7,238,760	5,876,708	5,747,808
M311 Grants & Tax Concess	2,686,460	3,815,966	3,815,966	3,769,090	(46,876)	(46,876)
M312 Organization Dev Fnd	0	96,200	0	125,767	29,567	125,767
M341 Surplus/Deficit	9,717,235	(3,657,150)	(3,691,320)	(2,353,000)	1,304,150	1,338,320
M351 Managers Contingency	40,816	149,300	149,300	149,300	0	0
M361 Councillors Discreti	46,000	69,000	69,000	69,000	0	0
M320 Insurance Claims	2,383,150	2,385,000	2,385,000	2,385,000	0	0
M411 Oper Stabiliz Resrv	600,000	584,242	584,242	(804,600)	(1,388,842)	(1,388,842)
M421 Service Improve Resr	0	300,000	300,000	(12,030)	(312,030)	(312,030)
M441 Interest on Reserves	1,056,634	2,550,000	3,634,000	3,875,000	1,325,000	241,000
M451 Valuation Allowance	8,038,291	7,934,300	6,110,000	6,434,000	(1,500,300)	324,000
M461 Capital Fr Operating	57,770	9,707,000	9,707,000	16,176,000	6,469,000	6,469,000
M471 Other Transfers	(1,585,000)	0	0	1,400,000	1,400,000	1,400,000
Total	\$151,124,528	\$148,431,061	\$148,522,980	\$155,753,787	\$7,322,726	\$7,230,807

CAO - Governance

i. Description of Program/Service

The CAO - Governance Business Unit encompasses the CAO's Office, Mayor's Office, Councillor's Office, Deputy CAO's, Corporate Communications, Special Projects and Economic Development. It is responsible for the following:

- i. Providing information, support and guidance to Regional Council to assist with the development and evaluation of strategic directions, policies and priorities.
- ii. Leading and managing the administrative and operational functions of the corporation.
- iii. Implementing the policies and priorities of Regional Council.
- iv. Delivering a balanced budget.

ii Full Time Equivalents (FTEs)

For the fiscal year 2000/2001 the Executive Management Team employs 13 full time equivalents, with the governance area employing 35.5 which translates into 10.5 administrative staff and 24 members of Regional Council.

iii Summary of 2000/2001 Achievements Against 2000/2001 Business Plan

CAO /Governance	
Area/Issue	Status
Business Plan to support Economic Development	Leadership has been assigned and a Business Plan is being developed.
Municipal election/council orientation completed	Council election completed Council orientation program is in progress.
Development and implementation of internal communications plan.	Plan is being drafted and will include recommendations from HRM Employee Survey.

Establishment of public/ private sector partnership to implement Harbour Solutions Project.	Private sector bids have been received - Evaluation process to begin.
Balanced budget	3rd quarter results will be presented on February 6th.
Employee Survey completed with action plan commenced	Survey and action plan are complete. Implementation to take place over the next 18 months.
Development of a multi year plan to implement Council' s Business Strategies	In progress
Increased diversion of solid waste to reduce landfill	This target has been achieved
Development of a Community Vision - HRM 20/20	Vision complete and approved by Regional Council
Preston Service Development Project	Approach outlined. Community Consultation underway. Community designing its plan. Other partners such as NS Dept. of Education and Halifax Regional School Board brought on board. Capital budget submitted. Phase 1 "Information and Goal Setting" completed.
Dartmouth North Partnership Renewal	New service agreement completed. Governance structure re-organized. Funding formula in process of being adjusted. Recreation partnership effectively renewed. Plans for expansion underway.

iv Internal/External Issues Analysis

In spite of its many accomplishments during the first five years since the amalgamation, Halifax Regional Municipality continues to face some of the most fundamental challenges presented as a result of the merger.

Chief among the primary concerns is managing the expectations raised in the minds of

the public at the time of the amalgamation. Although experience in other municipalities across the country has shown that amalgamation does not result in immediate cost savings and improved services, a perception to the contrary was created, and still exists, within HRM.

Even though the municipality has gone from an Operating Budget deficit to a projected surplus within a very short period; provided a seamless transition in the delivery of services; held the tax rate and even produced a slight reduction-- there is still a general feeling among many of HRM citizens that they "lost" as a result of amalgamation.

The Administration has re-aligned its business/service delivery processes to provide, in most cases, improved or enhanced service for the same, or even reduced, costs. However, to a large part, this has not been documented or communicated. Therefore, HRM requires a comprehensive strategic measurement approach (corporate scorecard) that will demonstrate the performance of the organization, linking action to priorities and define results.

There must be continual review to assess whether the current organizational structure is effective and achieving the desired results, in light of the commitment to improved customer service; special project implementation to meet changing needs; enhanced bylaw enforcement, etc.

In addition, the impacts of advanced methods of service delivery and changing technology on our organization require regular review to ensure HRM employees have the proper tools to implement change for improved service.

It has been difficult to formulate a collective vision for the Halifax Regional Municipality simply by integrating Regional Council's Business (three-to-five year) Priorities with the HRM 20/20 community vision for the next two decades. A stronger Council/Administrative focus is required to set strategic direction and corporate policy for HRM, separating the "needs" of the community, from its "wants."

The commitment to produce a Regional Plan within the next few years offers one of the greatest challenges and opportunities to promote unity within the region, by melding Council's priorities with the citizens's vision of the kind of community HRM wants to be in the next 20 years.

The strategy should result in:

- i. better planned development,

- ii. improved transportation services,
- iii. more effective growth management,
- iv. increased savings through economies of scale,
- v. greater recognition of diversity among HRM's many communities,
- vi. broader and improved community consultation,
- vii. a community problem-solving process, and
- viii. a more responsive Governance/Administrative system.

Not all of the challenges presented as a result of amalgamation are external. The recent HRM Employee Survey (2000) has shown that there are still residual effects of the merger prevalent among staff. Although the strong allegiance to the former corporate cultures is fading over time, many employees share the public sentiment that they, too, also lost as a result of the amalgamation.

The Employee Survey final report is now complete and senior management has committed to implementation of an Action Plan over the next 18 months, to address employee concerns and improve internal communications.

Effective communication, in addition to training, continues to be the best means of helping HRM employees understand the changing demands of our customers. In addition, it helps them understand and appreciate HRM's commitment to provide its variety of municipal services to the public in the most efficient and cost-effective way possible.

Service exchange agreement removed the responsibility for social services, but did not provide direction in how to address social policy measures that affect municipal life. These issues may be assisted by a more focused effort and better coordinated approach amongst HRM business units and with outside partners. HRM needs to find a more successful way of dealing with these issues. Particularly, shared leadership with community stakeholders can also expand the opportunities for resources which can be applied to achieving good results.

Under the new Mayor and Regional Council, there appears to be an excellent opportunity to review:

- Communication processes
- Definition of roles and responsibilities (Council and Administration)
- Staff and Council relationships

To ensure effective delivery of municipal services at an acceptable cost, HRM must also be prepared to deal with more anticipated downloading by the Province of Nova Scotia to the municipalities e.g. assessment costs and renegotiation of the Service Exchange

agreement.

HRM must seek appropriate opportunities for input as the provincial government continues to re-define it's role in the provision of services to Nova Scotia municipalities.

HRM must be aggressively pro-active in seeking new municipal structures with the Province of Nova Scotia, that more assertively address its future relationship. e.g. partnerships and role clarification. HRM must articulate not only its vision for today, HRM must convey to the Province its vision of the future. As the largest regional municipality in Nova Scotia, HRM can play a leading role among all municipal units in establishing new Provincial/Municipal relations; built on mutual respect, consultation and cooperation.

v **Goals for Next Three Years (2001/04)**

Goal # 1 IMPLEMENT COUNCIL PRIORITIES

Issue(s) to be addressed:

HRM needs a mechanism or structure for regularly reviewing, developing, communicating and implementing corporate priorities. This priority setting process should be timed to fit with the business planning and budget process.

Objectives 2001/02

- Articulate Vision 20/20, Council's Business Strategies and Corporate Priorities in a clear, concise document suitable for all audiences
- Develop an annual schedule/time line for reviewing and updating corporate priorities to ensure integration with the business planning and budget processes
- Clarify, document and communicate roles and responsibilities for Citizen, Council and Corporate priorities
- Report status of priorities on a regular basis to Council, staff and public
- Allocate human and financial resources to support implementation of priorities
- Prepare and resource priority implementation plans

Goal #2 SUPPORT AND ENCOURAGE CUSTOMER FOCUSED SERVICE DELIVERY

Issue(s) to be addressed:

HRM requires a tool that will evaluate the performance of the organization in meeting customer needs and a mechanism for translating the results of such an evaluation into improved service delivery. This performance measure tool should:

- Inform staff of customer needs and levels of satisfaction and make it possible to identify actions to improve quality and/or reduce costs,
- Provide citizens with a meaningful sense of the results attained with their tax dollars,
- Enable Council, EMT and SMT evaluate progress towards goals and objectives,
- Provide accountability for results,
- Allow accurate assessment of resources needed to support activities.

Objectives 2001/02

- A Corporate Scorecard is developed and results are reported regularly to Council.
- A framework and workplan is developed for integrating performance measurement into the business planning and budget processes and related decision making.
- Identify and support corporate initiatives that contribute to client focussed service delivery.
- Articulate and communicate corporate principles of customer focussed service delivery.

**Goal # 3 CREATE A WORKPLACE ENVIRONMENT THAT
ENCOURAGES EMPLOYEES TO STRIVE FOR EXCELLENCE
AND SUCCESS**

Issue(s) to be addressed:

The Employee Survey final report is now complete and senior management has committed to implementation of an Action Plan over the next eighteen months. Some of the issues identified can be addressed by individual business units, some require response by several if not all business units working together. Regardless, expectations have been raised and they must be met if senior management is to maintain credibility of their commitment to employees.

Objectives 2001/02

- Implementation of all items in the Employee Survey Action Plan by..
- Support and celebrate diversity in the workplace
- Articulate and communicate corporate vision
- Resource and implement internal communication plan

**Goal # 4 CLARIFY AND DOCUMENT MUNICIPAL-PROVINCIAL
RELATIONSHIPS, ROLES AND RESPONSIBILITIES**

Issue(s) to be addressed:

Current Municipal Provincial Relations are in flux, the only certainty is uncertainty. The Province of Nova Scotia downloaded the cost of assessments to the Municipality for 2001/02 and now HRM is in the midst of trying to negotiate a satisfactory equalization arrangement. In order to allow longer term business planning HRM needs some degree of predictability in its roles and responsibilities vis a vis the provincial government.

Objectives 2001/02

- Negotiate a mutually satisfactory equalization agreement with the provincial government.

Goal #5 SUSTAIN FISCAL HEALTH TO MEET CORPORATE CHALLENGES AND ADDRESS CITIZEN "NEEDS"

Issue(s) to be addressed:

Responsibility for a balanced budget and municipal service delivery rests with the CAO. A constantly changing financial reality requires constant planning and flexibility to meet new challenges as they arise.

Objectives 2001/02

- Review, and if necessary, refine Multi-Year Financial Strategy
- Financial report card designed and delivered
- Finalize financial arrangements with province
- Balanced budget

EMT PRIORITY PROJECTS - 2001/2002

Harbour Solutions - a project aimed at treating waste water entering the harbour. (Project lead: Maurice Lloyd, transferring to Ted Tam during the summer of 2001)

Capital District Task Force - a task force approach to address issues and create opportunities in the urban business core. (Project lead: Lew Rogers)

Trunk Mobile Radio (TMR) - a radio system which provides for communication between Fire, Police (HRP and RCMP), EMO, 911 and Public works; also related Provincial agencies. (Project leads: Bob Barss / Bill Mosher)

Capital Cost Contribution (CCC) - a project whereby developers will share financial responsibility with HRM for hard infrastructure related to new developments. (Project lead: Peter Duncan)

Tax Structure Review - a Councillor and staff group reviewing the HRM tax structure.

(Project leads: Rudy Vodicka / Bruce Fisher)

Corporate Data and Information Management - this objective of this initiative is to devolve current databases into a single HRM land-based database, serving a gamut of applications. (Project lead: Rudy Vodicka)

Initial projects supporting the development of this concept are:

- **Civic Addressing** - (Project lead: Donna Davis)
- **Integrated CAD/RMS** - (Project lead: Marianne Murphy)
- **Land Information System RFP** - (Project lead: Don Crawley)
- **Land Information System Implementation in cooperation with Planning & Development and Public Works & Transportation** - (Project lead: TBD)

Regional Planning - bringing together staff from across the organization to provide an integrated, project based approach to growth management, transportation, infrastructure, public safety, open space, environmental and community development planning. Project Manager recruitment in process (April 2001).

Building Management Initiative - an public-private-partnership (PPP) initiative intended to create building management efficiencies, rationalize HRM's portfolio of facilities, and skills transfer to HRM staff from the vendor. (Project lead: Mike Labrecque)

Community Development Model - an initiative to improve service delivery and quality of life in the community.

- North Preston and Area (Barb Nehiley)
- District 9 (Cathy Mellett)

Performance Measurement - Phase II Business Planning - implementation of an array of operational measurements in support of the balanced corporate scorecard concept (as part of annual Business Planning) toward more effective accountability and decision-making. (Project leads: Betty MacDonald / Maria Medioli)

Employee Survey - an initiative of corporate responses to the Employee Survey of 2000, highlights of which intend to elevate the themes of greater management commitment and communication. (Project leads: Cathi Mullally/ Liz Kingston)

viii Overview of 2001/2002 Operating Budget

(Note: The budgets associated with the Greater Halifax Partnership and the Halifax Regional Development Agency are shown under Economic Development)

Employee Survey Action Plan (\$20,000)

The 2000 HRM Employee Survey conducted by Corporate Research Associates in June of 2000 provided the first step to assist with improving the HRM workplace environment. As a second step in the process, a corporate action plan has recently been completed to suggest a reasonable course of action for Senior Management.

This plan covers an 18 month period and implementation costs have not yet been identified, however funding should be set aside so that workplace improvements can be made in a timely manner.

This modification supports the goal of enhancing the HRM workplace environment.

HRM Visual Identity Program (\$10,000)

The Visual Identity Program is designed to support and enhance the corporate image of HRM as a professional organization with highly trained, skilled individuals who deliver a variety of municipal services to residents of the Halifax Regional Municipality.

It is proposed that Corporate Communications work in partnership with the Business Units (i.e: Shared Services, Real Estate Services, Building Management Services) to develop a comprehensive standards manual to support a corporate visual Identity Program.

This modification supports the goals regarding communications and customer service.

Community Development Assistance (\$30,000)

This modification will enhance the ability of the organization to coordinate and manage its priorities for community development. Through the use of contract dollars, more expertise and resources will be utilized to improve coordination, manage priorities, resolve issues and develop strategy.

ix Overview of Capital Budget

None

General Government

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$2,638,548	\$2,342,255	\$2,395,448	\$2,378,691	\$36,436	(\$16,757)
Wages	248	13,000	0	13,000	0	13,000
Overtime - Salaries and Wages	95,152	4,250	4,250	10,441	6,191	6,191
Benefits and Other (Salaries)	277,752	302,838	299,367	297,171	(5,667)	(2,196)
Benefits and Other (Wages)	42,427	28,547	27,447	29,427	880	1,980
Retirement Allowance & Severance	3,686	0	0	0	0	0
Clothing Allowance, Stipends, Other	267	0	0	0	0	0
Office Expenses, less Computers	208,186	188,200	203,200	200,520	12,320	(2,680)
Computers Expenses	293,367	723,500	723,500	10,890	(712,610)	(712,610)
Consulting Fees	174,962	50,000	50,000	0	(50,000)	(50,000)
Other Professional Fees	67,654	160,000	160,000	0	(160,000)	(160,000)
Contract Fees	273,744	50,000	50,000	75,000	25,000	25,000
Equipment and Supplies	551	0	0	0	0	0
Materials	29,261	15,000	15,000	0	(15,000)	(15,000)
Building Repair, Maintenance	88,061	2,500	2,500	0	(2,500)	(2,500)
Equipment Repair, Maintenance	617,565	12,000	12,000	0	(12,000)	(12,000)
Vehicle Expenses	33	8,000	8,000	0	(8,000)	(8,000)
Gasoline Fuel	1,142	1,000	1,000	0	(1,000)	(1,000)
Membership Dues	4,396	8,100	8,100	7,900	(200)	(200)
Conferences and Travel	84,325	111,200	111,200	97,700	(13,500)	(13,500)
Training and Education	14,899	25,500	25,500	21,000	(4,500)	(4,500)
Advertising and Promotion	1,012,949	1,015,500	1,030,500	1,280,140	264,640	249,640
Books, Publications and Data	7,250	8,300	8,300	7,000	(1,300)	(1,300)
Other Goods and Services	175,805	154,200	164,200	170,300	16,100	6,100
Transfer to/from Reserves	0	0	0	0	0	0
Other Fiscal Charges	758	0	0	0	0	0
Interdepartmental - Fleet	7,477	0	0	0	0	0
Total	\$6,120,465	\$5,223,890	\$5,299,512	\$4,599,180	(\$624,710)	(\$700,332)
Revenues						
Other Fees	(21,640)	(23,000)	(23,000)	(23,000)	0	0
Other Revenues	(6,358)	0	0	0	0	0
Total	(\$27,998)	(\$23,000)	(\$23,000)	(\$23,000)	\$0	\$0
Net Cost	\$6,092,467	\$5,200,890	\$5,276,512	\$4,576,180	(\$624,710)	(\$700,332)

General Government

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A630 Special Projects	\$105,156	\$86,881	\$85,800	\$306,940	\$220,059	\$221,140
C001 Deputy CAO English	268,291	347,325	340,150	260,670	(86,655)	(79,480)
C051 Year 2000 - Y2K Proj	2,139,999	0	0	0	0	0
C052 Smart Community Prog	0	400,000	400,000	0	(400,000)	(400,000)
C802 Integrated Communic	0	700,000	700,000	0	(700,000)	(700,000)
E110 CAO Office Admin	439,018	497,265	497,265	527,670	30,405	30,405
E120 Economic Mkt. & Prom	6,442	0	0	0	0	0
E121 Greater Hlfx Partner	700,000	700,000	700,000	900,000	200,000	200,000
E122 Hlfx Reg. Dev. Part.	200,000	200,000	200,000	275,000	75,000	75,000
E200 Councillor's Support	1,532,384	1,468,901	1,554,300	1,501,330	32,429	(52,970)
E300 Mayor's Support	492,764	577,897	577,897	570,380	(7,517)	(7,517)
R001 Deputy CAO McLellan	236,410	245,621	244,100	257,190	11,569	13,090
Total	\$6,120,464	\$5,223,890	\$5,299,512	\$4,599,180	(\$624,710)	(\$700,332)

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
C001 Deputy CAO English	(45)	0	0	0	\$0	0
C051 Year 2000 - Y2K Proj	(943)	0	0	0	0	0
E110 CAO Office Admin	(1,910)	0	0	0	0	0
E200 Councillor's Support	(23,160)	(23,000)	(23,000)	(23,000)	0	0
E300 Mayor's Support	(1,939)	0	0	0	0	0
R001 Deputy CAO McLellan	0	0	0	0	0	0
Total	(\$27,997)	(\$23,000)	(\$23,000)	(\$23,000)	\$0	\$0

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A630 Special Projects	\$105,156	\$86,881	\$85,800	\$306,940	\$220,059	\$221,140
C001 Deputy CAO English	268,246	347,325	340,150	260,670	(86,655)	(79,480)
C051 Year 2000 - Y2K Proj	2,139,056	0	0	0	0	0
C052 Smart Community Prog	0	400,000	400,000	0	(400,000)	(400,000)
C802 Integrated Communic	0	700,000	700,000	0	(700,000)	(700,000)
E110 CAO Office Admin	437,108	497,265	497,265	527,670	30,405	30,405
E120 Economic Mkt. & Prom	6,442	0	0	0	0	0
E121 Greater Hlfx Partner	700,000	700,000	700,000	900,000	200,000	200,000
E122 Hlfx Reg. Dev. Part.	200,000	200,000	200,000	275,000	75,000	75,000
E200 Councillor's Support	1,509,224	1,445,901	1,531,300	1,478,330	32,429	(52,970)
E300 Mayor's Support	490,825	577,897	577,897	570,380	(7,517)	(7,517)
R001 Deputy CAO McLellan	236,410	245,621	244,100	257,190	11,569	13,090
Total	\$6,092,467	\$5,200,890	\$5,276,512	\$4,576,180	(\$624,710)	(\$700,332)

CAO & Governance Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Councillors Funds	700,000	920,000	220,000	31.43%
Sewers	900,000	13,980,000	13,080,000	1453.33%
Total Gross Budget	1,600,000	14,900,000	13,300,000	831.25%
Total Funding	(1,600,000)	(13,980,000)	0	773.75%
Total Net	0	920,000	13,300,000	n/a

Integrated Communications Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Equipment - Light		75,000	75,000	n/a
Information Technology	781,000		(781,000)	-100.00%
Total Gross Budget	781,000	75,000	(706,000)	-90.40%
Total Funding	0	0	0	n/a
Total Net	781,000	75,000	(706,000)	-90.40%

Halifax Regional Library

i. Description:

The Halifax Regional Library is the life-long learning centre of the community and the place people turn to for the discovery of ideas, the joy of reading and the power of information. Community needs drive Library services which are delivered through 14 branch libraries, collections, programs, digital access, mobile libraries, books by mail and home delivery on an equitable and cost effective basis throughout HRM. Knowledgeable helpful employees bring focus and order to today's overwhelming supply of information and foster personal and community development. The public library serves all residents including pre-schoolers, seniors, teens, families, adults, students and business and industry.

Role of the Board:

The Nova Scotia Libraries Act regulates regional library service in the Province. The Halifax Regional Library Board is a corporation, separate from Halifax Regional Municipality but accountable to the Council through the budget review process. The Board is composed of eleven appointed members. Eight members are appointed by HRM, The Mayor of HRM is a member ex officio, and two members are appointed by the Province of Nova Scotia for a term specified by Cabinet. The Board is empowered to acquire property, borrow, enter into agreements for the provision of regional public library service, provide library facilities and collections, and to perform such other functions as specified in the Libraries Act. The board is the policy-making body for the provision of regional public library service in HRM and is the employer responsible for employee terms and conditions of employment. The Chief Executive Officer is responsible to the Board for carrying out policy decisions, and for the administration of Library operations.

ii Full Time Equivalent (FTEs)

The Halifax Regional Library has a staff complement of 256.7 FTE's.

iii. Halifax Regional Library Board

Summary of 2000 - 01 Achievements

Key Initiatives	Status
Keshen Goodman Library design and construction: Mainland Common	<ol style="list-style-type: none"> 1. Building program and design complete 2. Project tendered and contract awarded to Maxim 2000 Inc. for construction. 3. Construction started and scheduled for completion March 31, 2001. 4. Modifications made to building program to meet budget restrictions. 5. Canada Trust Fund requirements met
Mobile Library Vehicle Replacement	<ol style="list-style-type: none"> 1. Mobile library specifications completed for vehicle. 2. Interior specifications in progress. 3. Tender to be issued October 2000 for delivery in current fiscal year.
Negotiate Collective Agreement with NSUPE Local 14.	<ol style="list-style-type: none"> 1. Bargaining successfully completed and within budget. 2. Collective Agreement signed on September 28, 2000. 3. Costs established for 2002.
Upgrade and strengthen Information Technology resources for public use	<ol style="list-style-type: none"> 1. Capital request partly funded. 2. WebPAC software and server purchased (capital). 3. Installation scheduled for November 2000.
Install Gates Foundation Technology	<ol style="list-style-type: none"> 1. Gates Foundation funding of \$246,500 for public access computer technology received. 2. Training Centre installed at Alderney Gate. 3. Access terminals installed at Alderney Gate, Spring Garden Road, Captain William Spry, Thomas Raddall, Halifax North, Sheet Harbour, Cole Harbour and Dartmouth North.

Budget Modification	Status
\$150,000 for 3 months of operating expense for Tantallon Library (new facility)	<ol style="list-style-type: none"> 1. Lease price negotiations completed with Atlantic Shopping Centres. 2. Site confirmed and soils test report received. 3. Legal review of lease / build agreement in progress. 4. Building program for interior layout and functional requirements completed. 5. Tenders to be done in February / March 2001. 6. Operating expenditure to be annualized in 2001-2002 budget modification

iv Internal/External Issue Analysis:

An analysis of the recent past confirms that the Halifax Regional Library has great strengths but faces great challenges. Technological changes are sweeping across our society at an unprecedented speed, revolutionizing world-wide communications and the methods by which information is stored, accessed, communicated, published and used.

Public libraries are caught upon the crest of this wave of change, affected both by changes in the technology on which services are built and on the change in the needs and expectations of the public. People look to the Library not just as a source of books but as a source of information and life-long learning in all its new and diverse forms. Our greatest challenge is to preserve and provide traditional service, still very much in demand, while investing in new service dimensions and technologies. With 2 new libraries coming on stream in 2001, HRL's focus in this planning period is, by necessity, concerned with strengthening and developing the resource base.

Trends

- The Digital Divide
- Digital Kids
- Distance Access Demand
- Electronic Use
- Demand for Traditional Service
- Library Staff as Teachers/ Libraries as Gateways
- Local Community Place with Global Connections
- Lifelong Learning
- Social Problems: Illiteracy, Child Poverty, Consumer Health Care Concerns

Information Technology

There are few library functions that are not based on information technology. The Dynix system provides on-line access to the patron database, cataloguing database of MARC records, acquisitions database, and fees and fines records and a statistical reporting package. Office automation includes HRM GroupWise (for a small minority of employees) and SAP.

Trends

- Enormous public demand for Internet access to external databases, the WEB, E-mail, word processing and training in searching methods.
- Connectivity requirement to libraries world-wide
- Rapidly growing remote public access and use of library services
- Explosion of public use of holds feature

- Demand for self-serve options and interactive library connections

Issues

- Dynix memory capacity inadequate
- Dynix contract expires December 31, 2000; current system is obsolete
- Annual IT budget is inadequate to sustain current equipment or purchase upgrades
- IT development is slow due to budget restrictions
- Public dissatisfaction with lack of functionality and speed of equipment
- E-books and new formats arriving that the Library is not able to acquire to stay current and relevant.

v. Goals for Next Three Years (2001/04)

- Implement the next generation information technology system to provide universal public access
- Bring the materials collection to national standards
- Conduct facilities assessment / refurbish aging facilities.
- Resolve the Spring Garden Road replacement issue
- Expand self-service options
- Respond effectively to community needs and service demands
- Assist people in navigating Web technology and adapting to change
- Achieve service equity in hours of service throughout HRM

vi. Objectives 2001 / 2002

Public Service Focus 2001 - 2002

- Open 25,000 sf. Keshen Goodman Library
- Open 12,000 sf. Tantallon Library
- Launch e-branch

- Web Pac Catalogue
- On-Line Service
- News
- On-Line Learning
- Ask a Librarian
- On-Line Book Club

- Establish & Support CAP Sites
 - Sackville, Woodlawn, Cole Harbour, Tantallon, Keshen Goodman, Bedford, Musquodoboit Harbour, Alderney Gate, Halifax North

- Alternate Service Delivery - complete pilot projects
 - Self -Check
 - One-Place-to-Call

- Continuous resource reallocation

vii. Performance Measures:

- Public consultation (focus groups, surveys, complaints/comments, demand)
- Statistical Analysis and Role Adjustment
- External Bench marking
- Comparison with Nova Scotia Provincial Library Standards
- Annual Goals and Objectives Setting and Evaluation

viii Overview of 2001 / 2002 Operating Budget

This year will see the opening of two new libraries, Tantallon and Keshen Goodman. As a result of reallocation of employees, services and collections, activity centre budgets will vary from last year, but the service level has not been changed. (e.g. Mobile Libraries have been relocated from Outreach Services to Sackville Library).

Additions to budget:

\$100,000 Collections: To improve the quantity and quality of collections throughout the service area.

\$100,000: Keshen Goodman Library: To provide collections and staff in an expanded new

facility

ix. Overview of 2001 / 2002 Capital Budget

No new project being managed by the Regional Library

Halifax Regional Library

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$7,359,901	\$7,712,300	\$7,638,000	\$8,632,500	\$920,200	\$994,500
Overtime - Salaries and Wages	20,523	0	0	0	0	0
Benefits and Other (Salaries)	989,219	1,118,500	1,107,700	1,294,800	176,300	187,100
Benefits and Other (Wages)	64,296	0	0	0	0	0
Retirement Allowance & Severance	10,677	0	0	0	0	0
Clothing Allowance, Stipends, Other	(640)	0	0	1,500	1,500	1,500
Office Expenses, less Computers	576,265	610,200	607,900	574,600	(35,600)	(33,300)
Computers Expenses	200,290	223,700	223,700	223,700	0	0
Other Professional Fees	48,741	50,100	47,800	79,400	29,300	31,600
Contract Fees	12,891	19,700	19,700	17,700	(2,000)	(2,000)
Equipment and Supplies	24,486	27,100	26,400	112,100	85,000	85,700
Building Repair, Maintenance	285,814	288,100	279,700	389,800	101,700	110,100
Heating Fuel	21,751	19,200	19,200	25,000	5,800	5,800
Equipment Repair, Maintenance	134,524	154,300	154,300	166,900	12,600	12,600
Vehicle Expenses	57,151	61,500	61,500	75,600	14,100	14,100
Diesel Fuel	57	0	0	0	0	0
Gasoline Fuel	17,731	20,600	20,600	25,000	4,400	4,400
Membership Dues	6,113	8,000	8,000	8,000	0	0
Conferences and Travel	28,910	30,000	30,000	35,000	5,000	5,000
Training and Education	31,059	64,400	64,400	70,000	5,600	5,600
Advertising and Promotion	(13,643)	33,000	33,000	33,000	0	0
Books, Publications and Data	1,181,595	1,198,600	1,188,600	1,344,600	146,000	156,000
Other Goods and Services	920,482	974,800	932,200	922,100	(52,700)	(10,100)
Other Fiscal Charges	13,407	0	1,400	2,600	2,600	1,200
Total	\$11,991,600	\$12,614,100	\$12,464,100	\$14,033,900	\$1,419,800	\$1,569,800
Revenues						
Transfers from Governments, Other	(2,859,823)	(3,034,700)	(3,034,700)	(2,974,700)	60,000	60,000
Other Licenses, Permits and Fines	(364,273)	(387,100)	(387,100)	(405,700)	(18,600)	(18,600)
Parking and Facility Rentals	(48,331)	(49,500)	(49,500)	(51,400)	(1,900)	(1,900)
Other Revenues	(47,393)	(42,200)	(42,200)	(42,700)	(500)	(500)
Total	(\$3,319,820)	(\$3,513,500)	(\$3,513,500)	(\$3,474,500)	\$39,000	\$39,000
Net Cost	\$8,671,780	\$9,100,600	\$8,950,600	\$10,559,400	\$1,458,800	\$1,608,800

Halifax Regional Library

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
B011 Admin. Services	\$1,232,022	\$1,393,200	\$1,393,200	\$1,365,400	(\$27,800)	(\$27,800)
B012 Tech. Serv. & System	1,838,107	1,866,500	1,866,500	1,992,100	125,600	125,600
B013 Communications & Mkt	184,982	252,500	252,500	295,600	43,100	43,100
B014 Information Services	575,999	542,100	542,100	612,500	70,400	70,400
B021 Alderney Gate Adult	922,232	973,000	973,000	1,044,200	71,200	71,200
B022 Alderney Gate Youth	396,331	390,400	390,400	412,000	21,600	21,600
B031 Spr.Garden Rd.Maint	271,991	268,800	268,800	289,700	20,900	20,900
B032 Adult	603,679	661,700	661,700	728,800	67,100	67,100
B033 Youth	362,141	358,900	358,900	360,300	1,400	1,400
B041 Branch Services	579,786	588,000	588,000	612,000	24,000	24,000
B042 Cole H. Publ.Library	599,772	599,200	599,200	652,400	53,200	53,200
B043 Dart. N. P. Library	187,239	187,100	187,100	203,200	16,100	16,100
B044 Sackville Public	511,785	538,400	538,400	819,200	280,800	280,800
B045 Woodlawn Public	447,421	467,700	467,700	482,000	14,300	14,300
B046 Bedford Public	475,674	478,300	478,300	519,500	41,200	41,200
B047 Cpt. Wil.Spry Public	605,436	603,000	603,000	628,500	25,500	25,500
B048 Hlfx. Nth. Memorial	440,698	447,600	447,600	458,800	11,200	11,200
B049 Thomas Radfall Publ.	882,624	963,900	963,900	1,163,400	199,500	199,500
B050 Outreach Services	466,736	481,600	481,600	320,600	(161,000)	(161,000)
B051 Musq. Harb. Public	184,917	160,100	160,100	182,000	21,900	21,900
B052 J.D. Shatford Mem.	114,821	104,000	104,000	111,600	7,600	7,600
B053 Sheet Harbour Public	107,208	138,100	138,100	152,700	14,600	14,600
B054 Tantallon Public Lib	0	150,000	0	627,400	477,400	627,400
Total	\$11,991,601	\$12,614,100	\$12,464,100	\$14,033,900	\$1,419,800	\$1,569,800

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
B011 Admin. Services	(\$2,882,027)	(\$3,054,600)	(\$3,054,600)	(\$2,994,600)	\$60,000	\$60,000
B021 Alderney Gate Adult	(66,132)	(71,100)	(71,100)	(71,100)	0	0
B032 Adult	(102,036)	(105,700)	(105,700)	(105,700)	0	0
B042 Cole H. Publ.Library	(40,386)	(42,000)	(42,000)	(42,000)	0	0
B043 Dart. N. P. Library	(5,311)	(5,800)	(5,800)	(5,800)	0	0
B044 Sackville Public	(50,833)	(52,600)	(52,600)	(52,600)	0	0
B045 Woodlawn Public	(31,535)	(33,900)	(33,900)	(33,900)	0	0
B046 Bedford Public	(30,505)	(33,100)	(33,100)	(33,100)	0	0
B047 Cpt. Wil.Spry Public	(24,693)	(27,600)	(27,600)	(27,600)	0	0
B048 Hlfx. Nth. Memorial	(9,479)	(10,200)	(10,200)	(10,200)	0	0
B049 Thomas Radfall Publ.	(54,969)	(58,100)	(58,100)	(58,100)	0	0
B050 Outreach Services	(2,259)	(1,500)	(1,500)	(1,500)	0	0
B051 Musq. Harb. Public	(6,606)	(6,600)	(6,600)	(6,600)	0	0
B052 J.D. Shatford Mem.	(9,419)	(7,100)	(7,100)	(7,100)	0	0
B053 Sheet Harbour Public	(3,628)	(3,600)	(3,600)	(3,600)	0	0
B054 Tantallon Public Lib	0	0	0	(21,000)	(21,000)	(21,000)
Total	(\$3,319,818)	(\$3,513,500)	(\$3,513,500)	(\$3,474,500)	\$39,000	\$39,000

Halifax Regional Library

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
B011 Admin. Services	(\$1,650,005)	(\$1,661,400)	(\$1,661,400)	(\$1,629,200)	\$32,200	\$32,200
B012 Tech. Serv. & System	1,838,107	1,866,500	1,866,500	1,992,100	125,600	125,600
B013 Communications & Mkt	184,982	252,500	252,500	295,600	43,100	43,100
B014 Information Services	575,999	542,100	542,100	612,500	70,400	70,400
B021 Alderney Gate Adult	856,100	901,900	901,900	973,100	71,200	71,200
B022 Alderney Gate Youth	396,331	390,400	390,400	412,000	21,600	21,600
B031 Spr.Garden Rd.Maint	271,991	268,800	268,800	289,700	20,900	20,900
B032 Adult	501,643	556,000	556,000	623,100	67,100	67,100
B033 Youth	362,141	358,900	358,900	360,300	1,400	1,400
B041 Branch Services	579,786	588,000	588,000	612,000	24,000	24,000
B042 Cole H. Publ.Library	559,386	557,200	557,200	610,400	53,200	53,200
B043 Dart. N. P. Library	181,928	181,300	181,300	197,400	16,100	16,100
B044 Sackville Public	460,952	485,800	485,800	766,600	280,800	280,800
B045 Woodlawn Public	415,886	433,800	433,800	448,100	14,300	14,300
B046 Bedford Public	445,169	445,200	445,200	486,400	41,200	41,200
B047 Cpt. Wil.Spry Public	580,743	575,400	575,400	600,900	25,500	25,500
B048 Hlfx. Nth. Memorial	431,219	437,400	437,400	448,600	11,200	11,200
B049 Thomas Radfall Publ.	827,655	905,800	905,800	1,105,300	199,500	199,500
B050 Outreach Services	464,477	480,100	480,100	319,100	(161,000)	(161,000)
B051 Musq. Harb. Public	178,311	153,500	153,500	175,400	21,900	21,900
B052 J.D. Shatford Mem.	105,402	96,900	96,900	104,500	7,600	7,600
B053 Sheet Harbour Public	103,580	134,500	134,500	149,100	14,600	14,600
B054 Tantallon Public Lib	0	150,000	0	606,400	456,400	606,400
B061 Special Projects	0	0	0	0	0	0
Total	\$8,671,783	\$9,100,600	\$8,950,600	\$10,559,400	\$1,458,800	\$1,608,800

Library Services Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Equipment - Heavy	1,107,000		(1,107,000)	-100.00%
Equipment - Light	53,000		(53,000)	-100.00%
Fleet	200,000		(200,000)	-100.00%
Total Gross Budget	1,360,000	0	(1,360,000)	-100.00%
Total Funding	(1,108,000)		1,108,000	-100.00%
Total Net	252,000	0	(252,000)	-100.00%

Human Resources Services

i. Description of Program/Service

The mission of Human Resources Services is to improve the organizational performance and the employment environment for all staff, and the provision of services and systems which advance these outcomes. The services are grouped into three themes:

Organizational Development - strategic services designed to enhance current and future performance and capacity of individuals, teams, business units, and the organization;

Client Services - the design and delivery of programs, services, and advice to managers, ranging from job design, through selection, to safety & health services, employee relations, and performance management; and

Compensation Services - the organization, administration and delivery of benefits, payroll, employee information and related services to the organization, to business units and to individual staff members.

HR has been organized around these three themes to achieve both an improved operational (day to day) customer service focus, and a strategic (long-term) focus.

The major activities and systems of human resources have been redesigned around a competency framework, and all programs, services and policies are being realigned to focus on directional value added outcomes for our corporate, business unit clients, and HRM employees.

ii Full Time Equivalent (FTEs)

The HR Services business unit has 39 full time equivalents:

Organizational Development Services	8 FTEs
Client Services	19 FTEs
Core Services	10 FTEs
Administration	2 FTEs

iii Summary of 2000/01 Achievements Against 2000/01 Business Plan

Topic	Status
Service Delivery	<ul style="list-style-type: none"> • Service teams established • Ongoing support to business units during restructuring • Staffing process redesign in progress • Improved communication to employees on pension and benefit issues • Improved benefits strategy - RFP stage designed underway • Improved retirement support • Collective bargaining support
Employee Relations	<ul style="list-style-type: none"> • Established multi business unit advisory team to better manage collective agreement issues • Engaged union representatives in joint initiatives (for example: EFAP design, benefits, productivity review) • Collective bargaining on schedule
Improved & Verified Employee Records and Information Banks, Retention and Access.	<ul style="list-style-type: none"> • HR/SAP - Initial project assessment and implementation recommendations complete; implementation deferred pending data cleanup and business process review • Business processes and roles described and accountabilities defined • Data Standards and Data Cleanup - Steering Committee of key HR users established; cleanup priorities and plan identified; cleanup in progress
Safety, Health & Wellness	<ul style="list-style-type: none"> • EFAP service redesigned using model of employee consultation • EFAP service delivery consolidated with employee consultation • Significant gains in role clarification • Health and wellness initiatives underway, including: Project Impact (Wellness Productivity Assessment Project) site-based wellness committees, educational events, promotion of sports facility memberships, workplace fitness activities.

<p>Organizational Development</p>	<ul style="list-style-type: none"> • Succession Planning - template included in level 2 business plan; procedure introduced; core competencies identified for Directors, skills inventory in progress for all business units linking training and development funds. • Diversity: Workshops on Cultural Competencies; working committee created; implementation of Community Race Relations policy; Diversity Awareness Week in HRM • Corporate "University" model - In progress. Notables: <i>Financial Planning for Non-Financial Managers</i> and <i>Performance Measurement</i> training • Educational Advisory Committee struck with representation from all staff levels and business units; Learning EXPO held • Policy and procedure on Rewards and Recognition developed and will be implemented in this fiscal year • Further improvement of Performance Development Plan (PDP) • Competitive Services - RFP for Management and Leadership Development Training and an Expression of Interest for various Programs and Services - Complete • Competencies - A competency-based approach is being used in the development of human resources in HRM for: Job Design, Job Description, Recruiting and Selection, Compensation, Training Design, Succession Planning, Corporate Strategies
<p>Compensation and Benefits</p>	<ul style="list-style-type: none"> • Review of Accounting and Finance - All benefits accounts are now reconciled, and current collections are set to recover anticipated future costs • Strategic Benefits Project - In consultation with active (and retired member) employees, a desired HRM benefit profile has been established to create a uniform and efficient benefit service for HRM; RFP for consulting on this project underway • Improved Pension and Benefits Administration - Review of pension records complete with significant records inaccuracies corrected; pension fund audit to be completed and flex benefits administration to be taken in-house during fiscal year (computer purchase program complete and data verification underway)

Internal/External Issues Analysis

Client Service

HR continues to make the transition to a more client-focused service, but continued improvement is necessary. HR must ensure greater clarity of roles between HR and clients and respond to concerns that HR is too process oriented.

HR as a Business Partner

HR staff development plans are not always aligned with client business unit requirements; lack of service plans contributes to need for clarifying roles and service expectations. Continued realignment and reorganization within business units demands greater input from HR to ensure successful design and implementation.

Policy Alignment

HRM's current array of policies and practices affecting employees (ex: compensation, time off, benefits, rewards and recognition) can be out of synch with one another and so not effectively contributing towards achieving broad corporate objectives.

Safety

Corporate, business unit and personal safety requirements and obligations are not always well articulated or understood by employees and managers alike. Recent legislation and common law has increased the need to create corporate and business unit efforts which provide a healthy, safe working environment for all employees and which reduces risk from injury and legal action.

Health & Wellness

Health profile of HRM's employees contributes to reduced productivity and attendance. The potential of Health Services is not adequately understood or communicated; could make much greater contribution to solving business unit attendance and health problems.

Organizational Effectiveness

Ongoing evolution of HRM demands increased change management skills and the capacity to change. Effective use of benchmarking data not fully applied or developed. Opportunities exist for improved productivity if change is better managed and benchmarking data more effectively used. Typically HRM has not looked outside the municipal/government sector for performance comparisons in programs and services.

Diversity

HRM has made some strides in this area, but there is potential for significant improvement both in specific initiatives and general understanding of the issues. Diversity initiatives are not being fully embraced by some business units and surveys indicate a misconception that diversity is a concern for the HR business unit only and not a line department concern. HR can improve client services through a stronger focus on outcomes in relation to diversity, and stronger links to community resources.

HR Structure

HR is moving towards becoming more decentralized unit. There is an increasing workload for key HR staff during the transition from transaction-based activities to more strategic role. The requirement for specialized HR knowledge is growing as more complex legislation goes into effect. The challenge will be to balance broad knowledge with specialty knowledge in provision of service.

Employee Relations

- The work stoppage in the last NSUPE collective bargaining and continued disputes (grievances and arbitrations) must be evaluated in preparation for upcoming negotiations.
- Introduction of interest-based negotiations offers potential to improve relationship and produce better collective agreements.
- High overall volume of grievances drains resources and hinders development of better, more mature, relationships; Alternative Dispute Resolution mechanisms may help.
- Survey results support front-line evidence of low level of trust between employer and some employees.
- Daily coordination of communication with union representatives and business unit staff on operational matters needs improvement.
- Alignment 2000 is not reflected in bargaining unit structure and this has increased the challenge in coordinating a corporate relationship to unions (several Directors must be involved instead of just one primary contact).

Succession Planning

- Corporate survey results highlight employee desire for more opportunities for career development.
- Tight labour market and high recruitment costs increase need to retain and develop skilled employees.
- HR Service teams must balance work priorities to achieve client service expectations.
- A significant number of management employees and highly skilled professional staff are eligible to retire over the next five years.
- We need to promote ways to develop leaders across HRM (outside their home business unit).

Corporate Survey

Survey provides snapshot of key issues to be addressed from employees' perspective. High expectations have been set with regard to addressing "people" issues following survey. There is a clear need to create a more positive work environment.

Competencies

There is a clear need to identify, articulate and develop the leadership competencies HRM requires. Improved corporate and individual performance can be achieved through linking training and development plans to required competencies. While competencies have been developed for use throughout the organization, there is some inconsistency in application; greater refinement is required to ensure that competencies are consistent – and applied consistently – in the full range of HR tools (including training, PDP, succession planning, recruiting, benchmarking, return to work initiatives, etc).

Technology

- Shift from transaction-based HR to a more strategic role requires improved use of technology and improved technology skills within HR.
- Employee and corporate data in HRIS is underutilized; clients require HR to shift from payroll processing to managing, and making available, employee-related data to support management decision making.

- Improvements in recruitment and selection cycle time and other key HR processes can be achieved through better use of technology.
- Increased access to training can be achieved through on-line training initiatives and web based partnerships with Universities to address shift workers and after hours study.
- HRM can improve its record in effectively applying technology through training and business partnerships with I.S. and Shared Services.

Goals for Next Three Years (2001/04)

- HR has a clear understanding of client needs and expectations and can provide clarity regarding the means and roles necessary to meet these; HR maintains focus on value-added deliverables.
- HR's role as a strategic business partner is highly valued by business unit and corporate management teams and HR's strategy is integrated with that of business units.
- Productivity and performance are promoted through an effective alignment of HRM practices relating to compensation, reward and recognition, professional and personal development opportunities.
- HRM continues to provide a safe work environment and has further developed the recognition of safety as an asset; HRM continues to develop a 'learning organization' to support its capacity to meet or exceed its legislated obligations with regard to workplace safety.
- Employee health and wellness are recognized as high priorities in support of a positive work environment, improved productivity and the overall health of the organization.
- HR is recognized as providing effective support for performance benchmarking and change management initiatives, and uses this information to enhance productivity improvements.
- HRM has demonstrably increased its level of competency in relation to diversity issues and attitudes, and HR's role is more outcome focused. Community partnerships assist HRM deliver on diversity goals.
- The HR Services business unit is structured and staffed to provide for effective delivery of client focused services.
- HRM has an environment of positive employee relations as reflected in the increasing use of interest-based bargaining and alternative dispute resolution mechanisms, as well as improved day-to-day communication at the business unit level. Unions and external service providers have partnerships with HR/HRM.
- A succession planning model has been adopted and linked to developing competencies across the organization and to providing opportunities for individual career development and creates a pool

of potential candidates for future organizational needs.

- Corporate survey results are used to drive action to promote and develop a positive work environment for HR and business units.
- HRM has clearly articulated the competencies expected for corporate and business unit leadership; training programs and individual development plans are targeted to support staff in developing these competencies.
- HR has effectively used available technology to support improved client service and the shift from transaction-based activity to strategic partnerships; through training and strategic partnerships HR enhances the ability of HRM to apply technology.

vi Objectives 2001/02

HR has a clear understanding of client needs and expectations and can provide clarity regarding the means and roles necessary to meet these; HR maintains focus on value-added deliverables.

- Provide consulting skills workshop for HR Services staff.
- Develop pilot client service expectations with business unit management teams.
- Creating team training plan and assignments to meet client priorities.

HR's role as a strategic business partner is highly valued by business unit and corporate management teams and HR's strategy is integrated with that of business units.

- Provide effective support and advice to ongoing restructuring initiatives.
- Further develop HR Service teams' skills to contribute at strategic level.
- Effective attendance management initiatives, tailored to specific business units or employee groups, in place and adequately resourced.
- HR performance measures to be identified in consultation with clients and corporate leaders.
- Partner with business units in increasing the effectiveness of human resource competencies in their staff
- Identify resources or means to ensure that the goals of Alignment 2000 (matrix organization) and succession planning are fully realized.

Productivity and performance are promoted through an effective alignment of HRM practices relating to compensation, reward and recognition, professional and personal development opportunities.

- Ensure diversity, innovation and safety are included in consideration of recognition and rewards program.

HRM continues to provide a safe work environment and has further developed the recognition of safety as an asset; HRM continues to develop a 'learning organization' to support its capacity to meet or exceed its legislated obligations with regard to workplace safety.

- Integrate Occupational Safety, Health & Wellness.
- Shift appropriate safety accountability to business units.
- Support and assist business unit initiatives to ensure compliance with new provincial safety regulations.
- Ensure initial safety audits are underway.

Employee health and wellness are recognized as high priorities in support of a positive work environment, improved productivity and the overall health of the organization.

- Integrate Occupational Safety, Health & Wellness.
- Bring Health Services staffing levels up to meet required service demands.
- Further develop service delivery model for Wellness.

HR is recognized as providing effective support for performance benchmarking and change management initiatives, and uses this information to enhance productivity improvements.

- Requires team effort and input from business units
- Promotion of and continually encouraging education of top management and front line managers on the complexities and importance of effective human resource management and providing them with timely, constructive feedback on their performance.
- Develop a framework for municipal accountability and performance measures for HRM management.

HRM has demonstrably increased its level of competency in relation to diversity issues and attitudes, and HR's role is more outcome focused. Community partnerships assist HRM deliver on diversity goals.

- Requires that business units come up with a plan to address diversity issues in the workplace. HR will partner and provide guidance and assistance.

The HR Services business unit is structured and staffed to provide for effective delivery of client focused services.

- Client Service teams are adequately resourced to meet service delivery requirements.
- HR professional development objectives are defined and progress is being measured.

HRM has an environment of positive employee relations as reflected in the increasing use of interest-based bargaining and alternative dispute resolution mechanisms, as well as improved day-to-day communication at the business unit level. Unions and external service providers have partnerships with HR/HRM.

- Thorough preparations for NSUPE collective bargaining are undertaken; collective bargaining complete without a work stoppage.
- Develop or source appropriate training to introduce concept of interest-based collective bargaining.
- Introduce use of Alternative Dispute Resolution (ADR) mechanisms to supplement current methods.

A succession planning model has been adopted and linked to developing competencies across the organization and to providing opportunities for individual career development and creates a pool of potential candidates for future organizational needs.

- Competency-based job descriptions and postings further developed.

Corporate survey results are used to drive action to promote and develop a positive work environment for HR and business units.

- HR-related responses to issues raised in survey are initiated in a timely manner.

HRM has clearly articulated the competencies expected for corporate and business unit leadership; training programs and individual development plans are targeted to support staff in developing these competencies.

- Requires ongoing collaboration by HR and business unit leaders.

HR has effectively used available technology to support improved client service and the shift from transaction-based activity to strategic partnerships; through training and strategic partnerships HR enhances the ability of HRM to apply technology.

- Adopt use of - and provide appropriate training for - collective agreement interpretation databases.
- Identify and adopt appropriate technology to support faster processing of staffing requests with reduction in double entry of data; provide training as required.
- Identify and adopt appropriate technology to support introduction of web-based employment application processing; provide training as required.

vii Performance Measures

Organization's level of satisfaction with HR's ability to respond to their needs and expectations.

- Organization's level of satisfaction with HR as a strategic business partner.
- Organization's level of satisfaction with the alignment of the HR policies in promoting productivity and performance.
- Percentage decrease in the number of grievances
- Percentage decrease in Workplace Rights complaints.

- Percentage decrease in the number of work related accidents/incidents
- Percentage of employees who have the required safety training certificates.
- Increase in the use of risk analysis as a basis for the development of safety programs
- Increase in productivity related to effective safety programs
- Percentage decrease in sick, WCB and LTD related absenteeism
- Percentage decrease in over-time worked.
- Employees' level of satisfaction with corporate health and wellness initiatives
- Increased employee awareness of a healthy lifestyle
- The number of change initiatives implemented as a result of measuring and comparing data with other municipalities
- The increase in the use of benchmarking as a decision making tool
- Increase in the level of competency in relation to diversity issues and attitudes
- Organization's level of satisfaction with HR's ability to respond to their needs and expectations.
- Increase in interest-based bargaining
- Increase in alternative dispute resolution mechanisms
- Employees' level of satisfaction with communication at the business unit level
- Number of career opportunities for developmental purposes
- Number of positions that have competencies developed
- Number of new skills or competencies identified by the business units
- Number of new training & development programs developed
- Number of vulnerable vacant positions filled by internal applicants
- Level of satisfaction with the work environment
- Percentage increase in the employees responding to the survey
- Number of 360 Evaluations used by employees
- Increase in the number of training programs provided to increase specific competencies
- Level of satisfaction with HR's use of technology to provide human resources services and strategic partnerships
- Level of satisfaction with the accuracy of the human resources information in the database

viii Overview of 2001/02 Operating Budget

\$8,000 - Skills Inventory Database

This project is part of the data collection and processing required to develop the Skills Inventory database for Succession Planning.

\$46,000 - Heart Health Screening Program

Following on the success of Project Impact, HR is proposing to extend this initiative. This screening program will be offered by trained professionals from the Atlantic Health & Wellness Institute and includes clinical data collection, data management and counseling for employees to assist them in making effective decisions regarding health choices. A corporate report would also provide the organization with an overview of employee health. This initiative is an extension of the Health and Wellness plan presented last year. The first two target groups would be CUPE Local 108 and ATU

who have known lifestyle and/or absenteeism/LTD issues. The program would then be offered to the remaining employee groups in the following years.

\$30,000 - Rewards and Recognition Program

Since amalgamation there has not been a formal recognition program for employees. This program is to be designed to increase employee satisfaction and pride in working for HRM. Human Resources and business unit staff will lead the development and implementation of the program which would require the participation of all HRM business units. Such an initiative is in direct response to comments made in the employee survey about "employee appreciation", and allows HRM to recognize the contributions and achievement of staff.

\$6,000 - Core Services Year End Support

Each year, HR is required to complete complex and time consuming year end tasks to meet both internal and external requirements. Over the years, the section has made every effort to complete these tasks with available resources, however, the overtime costs generated and the additional demands on the full-time employees have been significant using the current approach. Providing HR with this funding for assistance during year end peak period would lead to a decrease in overtime for the full-time staff and an improvement of their workplace environment. Repeated efforts to reduce process time have only been partially successful.

\$72,000 - Performance Development Process (PDP) Related Training

This funding would provide potential training opportunities to all HRM Nonunion employees. This program would be directly related to the PDP process. This program proposal is in direct response to the HRM employee survey. The program and monitoring would be the responsibility of the HR Organizational Development group.

\$6,000 - Senior Management Team Training

The requested funds will provide the SMT group with annual training and development sessions

Overview 2001/2002 Capital Budget

HR has no items in the Capital Budget

Human Resources

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$1,574,322	\$1,771,769	\$1,736,622	\$1,770,855	(\$914)	\$34,233
Wages	22,264	60,000	43,000	74,000	14,000	31,000
Overtime - Salaries and Wages	56,991	0	6,373	0	0	(6,373)
Benefits and Other (Salaries)	217,862	257,192	242,036	268,806	11,614	26,770
Benefits and Other (Wages)	16,048	26,915	25,713	24,634	(2,281)	(1,079)
Retirement Allowance & Severance	25,014	10,200	7,166	10,200	0	3,034
Clothing Allowance, Stipends, Other	372	200	200	200	0	0
Office Expenses, less Computers	111,428	93,500	94,250	83,300	(10,200)	(10,950)
Computers Expenses	300	0	100	0	0	(100)
Consulting Fees	115,732	43,000	58,500	43,000	0	(15,500)
Other Professional Fees	142,095	184,900	189,150	90,000	(94,900)	(99,150)
Contract Fees	0	0	0	0	0	0
Equipment and Supplies	170	3,500	2,000	3,500	0	1,500
Building Repair, Maintenance	0	0	0	0	0	0
Equipment Repair, Maintenance	1,489	5,000	5,072	5,000	0	(72)
Vehicle Expenses	53	0	0	0	0	0
Membership Dues	5,541	6,750	6,450	8,350	1,600	1,900
Conferences and Travel	391,650	283,900	316,678	26,300	(257,600)	(290,378)
Training and Education	32,154	34,250	34,250	35,750	1,500	1,500
Books, Publications and Data	31,814	4,300	13,800	5,800	1,500	(8,000)
Other Goods and Services	8,070	6,800	7,913	436,500	429,700	428,587
Other Fiscal Charges	147,396	0	0	0	0	0
Total	\$2,900,765	\$2,792,176	\$2,789,273	\$2,886,195	\$94,019	\$96,922
Revenues						
Other Revenues	(157,079)	(30,000)	(31,073)	(42,000)	(12,000)	(10,927)
Total	(\$157,079)	(\$30,000)	(\$31,073)	(\$42,000)	(\$12,000)	(\$10,927)
Net Cost	\$2,743,686	\$2,762,176	\$2,758,200	\$2,844,195	\$82,019	\$85,995

Human Resources

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A205 Administration	\$171,777	\$209,443	\$198,164	\$194,080	(\$15,363)	(\$4,084)
A210 Org. Development Ser	1,393,872	738,197	752,136	726,030	(12,167)	(26,106)
A220 Client Services	570,294	1,295,728	1,212,941	1,314,965	19,237	102,024
A230 Core Services	764,821	548,808	626,032	651,120	102,312	25,088
Total	\$2,900,764	\$2,792,176	\$2,789,273	\$2,886,195	\$94,019	\$96,922

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A205 Administration	\$0	\$0	\$0	\$0	\$0	\$0
A210 Org. Development Ser	(32)	0	(1,043)	0	0	1,043
A220 Client Services	(304)	0	(30)	0	0	30
A230 Core Services	(156,743)	(30,000)	(30,000)	(42,000)	(12,000)	(12,000)
Total	(\$157,079)	(\$30,000)	(\$31,073)	(\$42,000)	(\$12,000)	(\$10,927)

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A205 Administration	\$171,777	\$209,443	\$198,164	\$194,080	(\$15,363)	(\$4,084)
A210 Org. Development Ser	1,393,840	738,197	751,093	726,030	(12,167)	(25,063)
A220 Client Services	569,990	1,295,728	1,212,911	1,314,965	19,237	102,054
A230 Core Services	608,078	518,808	596,032	609,120	90,312	13,088
Total	\$2,743,685	\$2,762,176	\$2,758,200	\$2,844,195	\$82,019	\$85,995

Information Services

I Description of Program/Service

The Information Services Business Unit exists to assist all Halifax Regional Municipality's business units leverage and take advantage of information technology. Information Services is solely responsible for the creation, review, monitoring, and maintenance of all technical standards, servers, and infrastructure. Information Services provides access to technology based on the priorities set within the Business Plan review.

Information Services is responsible for the processes of evaluating, implementing, developing, and maintaining information systems to be used by the appropriate business units.

Allocation of resources and the creation of those systems is administered through the Business Plan review.

ii Full Time Equivalents (FTEs)

For the fiscal year 2000/2001, Information Services had 42 full time equivalents (FTEs). In 2001/2002, there will be 40 FTEs.

iii Summary of 2000/2001 Achievements Against 2000/2001 Business Plan

Area/Issue	Status
Complete rollout leased desktop units	632 units have been rolled over under the lease program. 382 legacy units have been replaced with no increase in cost.
Evaluate wide area network service provider	RFP closed August 31, 2000 Network provider chosen Estimated 22% savings in the first year
Involvement with re-engineering Procurement / Accounts Payable	On going Fleet procurement subprocess being worked on
Vestar Facility Management System	SAP chosen & implemented successfully Next phase to start in August

Area/Issue	Status
Police/Fire combined computer aided dispatch and records management system	Project team created Expression of Interest (EOI) released
Corporate property/land management system	Preliminary high level scan performed Needs analysis conducted and results to be presented to SMT by October 31, 2000. RFP released and closes on May 14, 2001
Combine the Business Management Group with the Business Applications section	Completed One stop shopping created Change procedure implemented
Upgrade SAP	3.1I by November 30, 2000 Upgrade Oracle database completed 4.6C to be completed by August 2001
Process map repository	Gathering maps from previous exercises Hire temp to assist with first time creation
I/S skills inventory	Completed Load into HRIS by December 31, 2000
Election System	Successfully completed by October 21, 2000 Using outside firm for live Internet display of results
Pesticide System	To be done by December 2000
Cemetery System	Initial assessment completed. POD created. Analysis and design started
Change Management	Process in place
System Development Methodology	In progress
Online Training	RFP issued and awarded to K-element for access to over 250 desktop application training modules. Will start the roll out to the user community in November 2000
Police Call Statistics	In conjunction with GISS, defined a system to report information spatially and on an ad hoc basis.

Area/Issue	Status
Parking Tickets	Implemented at Provincial courts.
HRIS Server Roll Over	Completed September 28, 2000
Youth Live Systems Implemented	Green cart database within SAP Unsightly premises work orders within SAP
GIS Data Fix	Completed by October 31, 2000 Due to Province changing format
SAP Archive	Solution identified by March 31, 2001 Training completed and will create a project after the 4.6 C upgrade
Federal Government Parking Tickets	To be incorporated into HRM's system by July 2001
False Alarm Bylaw	Preliminary analysis completed.

iv Internal/External Issues Analysis

Retention Issue - The labour market for people with Information Services expertise is very competitive. Our competitors for these scarce resources are in the public and private sectors and are local, national, and international. People with SAP, network, database administration, system development, and project management are in high demand.

E-Commerce/E-Business Issue - The hype surrounding the E-business phenomena has created an expectation amongst HRM business units that we are behind the times because we do not offer all our services via the web.

SAP Usage - HRM has completed its first year with the new Enterprise Resource Planning (ERP) software. Similar to other organizations, HRM will be re-engineering its processes to take advantage of the capabilities within the ERP. Some users are not following processes. Also, the power of the ERP comes from its integrated procedures. Business units are obligated to use the modules of this software where ever possible as opposed to using specialized applications and interfacing to the ERP.

Policies And Procedures - To control the appropriate use of technology throughout HRM, policies and guidelines are needed. Some are in draft form - email and internet usage.

Linkages To Business Plans - Because Information Services has limited resources, I/S must participate in the creation of the business plans for all HRM business units. Besides suggesting alternatives to problems, this allows Information Services to build its own business plan in support of HRM approved projects and applications. Ad hoc requests are being received that are not on approved business plans.

Cooperation With Other Levels Of Government - To achieve economies of scale, HRM will strive to collaborate with other municipal governments and the provincial government who are using the same applications.

Customer Focus - Create a business unit that is more customer orientated and focused.

v Goals for Next Three Years (2001/04)

- Do a market survey for all Information Services positions and create a salary scale equivalent to the appropriate labour market and including private and public sector corporations.
- Develop a training program to promote individual development and includes cross training opportunities.
- Create a committee from all business units to coordinate the evolution of E-Commerce and E-Business within HRM.
- Create an Intranet to start developing E-Commerce initiatives.
- Upgrade SAP to be Internet ready.
- Implement v4.6 of SAP.
- Implement the SAP HR/Payroll module.
- Convert current SAP PM module to v4.6 which is more user friendly and streamlined for both fleet and building management operations.
- Implement SAP Real Estate.
- Implement SAP Project Systems.

- Develop specific policies for:
 - data backup
 - Internet usage
 - e-mail usage
 - hardware support
 - application system maintenance
 - desktop replacement
 - IS security
 - software standards
- Involve all account reps with the creation of the business plans.
- Implement a corporate Land Information System.
 - Year 1 - Infrastructure and Permitting
 - Year 2 - Taxation and Revenue
 - Year 3 - Call Center and Workflow
- Re-create an account rep position for the old Corporate Service business units and educate business units on the role of the account reps.
- Investigate cooperation with the Province of Nova Scotia on a common SAP platform and investigate sharing SAP technical and functional expertise.
- In partnership with HR, create a development program that includes training in customer service skills.

vi Objectives 2001/02

The Information Service Business Units objectives are governed by projects approved by SMT during the budget review process.

- Upgrade SAP from version 3.1I to 4.6X to take advantage of superior HR/Payroll, Fleet, and Facilities Management functionality.
- Fast track implementation of HR/Payroll before the end of the fiscal year.
- Upgrade SAP server farm to twice the capacity to support the new HR/Payroll subsystem and version 4.6C.
- Develop, issue, evaluate, and award an RFP for a new land and property information system. Start implementing the modules based on SMT's approved

schedule.

- Implement the newest version of Class, Recreation Registration and Facilities Management System.
- With the assistance of the Human Resource Business Unit, develop a training and development process for Information Services staff that articulates a new customer-focused strategy, educates employees on the new approach, and changes behavior to the strong customer focus.
- Develop, issue, evaluate, and award an RFP for a new protective services computer aided dispatch & records management system that will be used by Police, Fire, and E911.
- Create, communicate, and monitor adherence to Information Services policies.

vii Performance Measures

In 2001/2002, Information Services will be collecting operational information from the various sections within the business unit. The information will be the baseline for creating benchmarks and measuring operational efficiency in future years. We will use industry standards where they exist.

The Technical Infrastructure Section will be capturing uptime statistics for both the wide area network (WAN) and various servers. For the critical nodes on the WAN, we have targeted a 99.999% uptime either through the primary link or secondary line. For the servers, we have targeted a 99% uptime due to unscheduled downtime.

The Customer Care Section will be capturing statistics based on the number of calls closed on first contact, second contact, and reactivations. We will then compare these to standards within the industry.

The Business Solutions Section will measure its performance based on whether projects are brought in on time, on budget, and within scope as they were estimated and approved by the requesting business unit.

viii. Overview of 2001/02 Operating Budget

(\$103,000) - Remove 2 vacant PC Technician positions

No longer needed because of leasing up-to-date hardware, consistent hardware, and remote control of the desktops from a centralized location.

\$56,000 - Intranet site for HRM

Setup and staff 1 position for creation and maintenance.

\$83,000 - Land Information System

Server lease and database licenses maintenance for the new land/property information system. Permit & Bylaw Enforcement have been identified by Planning & Development to be implemented next year. Infrastructure Management has been identified by Public Works & Transportation to be implemented next year.

\$46,500 - Class System

Server lease, database licenses, and database licenses maintenance for the upgraded Recreation Class system.

(\$56,000) - Remove programmer/analyst position

Training remaining programming staff in ABAP and change project leader position to SAP Functional Support position.

(\$50,000) - Remove break and fix funds

Most HRM equipment is under lease and maintenance contract.

ix Overview of 2001/02 Capital Budget

\$675,000 - Land Information System

Acquire database and application licenses to be used in the new Land/Property Information System. A Request For Proposal will be issued and awarded in 2001/2002.

\$225,000 - Class System

Upgrade the current Recreation registration and facilities management system.

Information Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$1,593,667	\$2,117,558	\$2,084,972	\$2,065,248	(\$52,310)	(\$19,724)
Wages	0	0	0	0	0	0
Overtime - Salaries and Wages	44,257	53,500	46,220	51,445	(2,055)	5,225
Benefits and Other (Salaries)	229,074	320,667	285,153	309,162	(11,505)	24,009
Benefits and Other (Wages)	18,986	16,345	33,503	23,884	7,539	(9,619)
Retirement Allowance & Severance	11,776	1,000	9,979	0	(1,000)	(9,979)
Clothing Allowance, Stipends, Other	10	400	30	400	0	370
Office Expenses, less Computers	118,153	102,123	92,488	83,718	(18,405)	(8,770)
Computers Expenses	2,905,586	3,361,410	3,104,520	3,701,686	340,276	597,166
Consulting Fees	319,180	245,000	186,427	245,000	0	58,573
Equipment and Supplies	47	0	0	0	0	0
Equipment Repair, Maintenance	578,088	438,400	549,965	363,957	(74,443)	(186,008)
Membership Dues	418	0	0	1,000	1,000	1,000
Conferences and Travel	22,398	31,480	44,909	32,100	620	(12,809)
Training and Education	116,276	155,700	165,593	169,350	13,650	3,757
Advertising and Promotion	3,662	4,000	913	4,000	0	3,087
Books, Publications and Data	2,651	23,652	25,627	23,650	(2)	(1,977)
Other Goods and Services	3,721	0	197	0	0	(197)
Other Fiscal Charges	312,578	0	0	0	0	0
Interdepartmental - Other	(80,790)	0	0	0	0	0
Total	\$6,199,738	\$6,871,235	\$6,630,496	\$7,074,600	\$203,365	\$444,104
Revenues						
Other Revenues	(12,347)	0	(3,271)	0	0	3,271
Total	(\$12,347)	\$0	(\$3,271)	(\$710)	(\$710)	\$2,561
Net Cost	\$6,187,391	\$6,871,235	\$6,627,225	\$7,073,890	\$202,655	\$446,665

Information Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A410 Administration - IS	\$2,173,079	\$2,102,545	\$2,134,464	\$2,316,170	\$213,625	\$181,706
A420 Customer Care	287,025	840,745	447,477	351,030	(489,715)	(96,447)
A441 Helpdesk	0	0	138,594	263,300	263,300	124,706
A442 PC Support	0	0	97,445	207,600	207,600	110,155
A440 Tech. Intrastructure	2,292,825	2,395,046	2,237,168	2,550,900	155,854	313,732
A444 Systems & Networks	0	0	95,865	0	0	(95,865)
A430 Business Solutions	1,446,806	1,532,899	1,479,483	1,385,600	(147,299)	(93,883)
Total	\$6,199,735	\$6,871,235	\$6,630,496	\$7,074,600	\$203,365	\$444,104

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A410 Administration - IS	\$0	\$0	(\$485)	(\$710)	(\$710)	(\$225)
A420 Customer Care	0	0	(557)	0	0	557
A440 Tech. Intrastructure	(10,256)	0	(1,849)	0	0	1,849
A430 Business Solutions	(2,090)	0	(380)	0	0	380
Total	(\$12,346)	\$0	(\$3,271)	(\$710)	(\$710)	\$2,561

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A410 Administration - IS	\$2,173,079	\$2,102,545	\$2,133,979	\$2,315,460	\$212,915	\$181,481
A420 Customer Care	287,025	840,745	446,920	351,030	(489,715)	(95,890)
A441 Helpdesk	0	0	138,594	263,300	263,300	124,706
A442 PC Support	0	0	97,445	207,600	207,600	110,155
A440 Tech. Intrastructure	2,282,569	2,395,046	2,235,319	2,550,900	155,854	315,581
A444 Systems & Networks	0	0	95,865	0	0	(95,865)
A430 Business Solutions	1,444,716	1,532,899	1,479,103	1,385,600	(147,299)	(93,503)
Total	\$6,187,389	\$6,871,235	\$6,627,225	\$7,073,890	\$202,655	\$446,665

Information Services Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Information Technology		675,000	675,000	n/a
Total Gross Budget	0	675,000	675,000	n/a
Total Funding	0	0	0	n/a
Total Net	0	675,000	675,000	n/a

Metro Transit Services

i. Description of Program/Service

Metro Transit provides public passenger transportation in Halifax Regional Municipality through:

Conventional Transit - operating 175 buses on 47 fixed routes totaling 8.6 million kilometres;

Charter Service - using conventional buses, Access-A-Buses and ferries to transport public and private groups, school board students, cruise ship visitors, sight-seeing tours, conference and convention attendees;

Community Transit - transporting residents in rural areas that do not have the population density to support conventional transit service;

Ferry Service - operating three ferry vessels on two routes between Dartmouth and Halifax;

Access-a-Bus - providing transportation services - through a fleet of seventeen vehicles and contracted taxis - to individuals whose reduced mobility restricts their use of the conventional transit service.

In delivering public transportation in HRM Metro Transit fulfills three key roles:

Economic

Public transit is more economical for the individual and the Municipality than travel by private automobile. High quality public transit encourages fewer people to buy cars and thereby results in fewer vehicles on the roads that Municipality is responsible for building and maintaining. Those using public transit avoid car operating expenses, bridge tolls, and parking costs.

Environmental

Metro Transit promotes environmental sustainability by providing an alternative to the private automobile. Fewer private cars mean cleaner air and reduced traffic congestion.

Social

Public Transit provides HRM the necessary infrastructure to help support and strengthen the local economy and contributes to social equity by providing safe reliable, affordable transportation to residents regardless of age, income or disability.

ii Full Time Equivalentents (FTEs)

Actual FTEs in 2000-2001 were 374. In 2001-2002 Transit service has budgeted for 378 FTEs.

iii. Summary of 2000/2001 achievements against 2000/2001 Business Plan

Strategic Review

Transit Services identified the need to complete a strategic transit review to develop a long range direction for public transit service in the HRM area. This study will consider the recommendation in the Interim Transportation Strategy to increase transit service and analyse the implication on manpower, equipment, facilities, and expenditures. The funds for this study have been committed from the Organizational Development Fund.

A steering committee have reviewed the draft study's terms of reference and will direct the study. Call for proposals take place by early spring and the study will be completed and used as input in the 2002/03 Transit Services Business Plan.

Passenger Surveys

To prepare for the Strategic Study referenced above funds were committed from the Organizational Development Fund to conduct in-depth passenger counts on each route and to survey passengers and non-users on their view of transit service.

Temporary staff conducted passenger counts last fall (2000) and surveys are currently underway. All data should be collected by March 2001 and summarized by the time the Strategic Study commences.

Increased Charter Activity

The 2000/01 Transit Service's Business Plan included an additional \$10,000 in revenue (net of expenses) because of increased charter activity.

For the 10 months ending January 31, 2001 Charter Revenue was \$277,000 and is on target to reach the \$295,000 budgeted.

Transit Services has recently stopped booking charters during peak hours because of other demands being placed on the available fleet to address crowded or late Conventional Transit service. The result of this will be to reduce the amount of charter activity that can be booked next year. Year two of the 2000/01 Business Plan had proposed further increases in charter activity. Until the Fleet is expanded to the degree that would allow additional peak hour service and charter activity, it is unlikely that the charter revenue will increase. Because of this the charter revenue has been reduced by \$20,000 and the corresponding expenditures by \$10,000.

Expand Park & Ride

Since its introduction Metro Transit's Park & Ride program has been well used by commuters and demand for parking by transit passengers continues to grow. In particular the demand for parking in Sackville has greatly exceeded the current capacity.

Transit Services with the assistance of Real Estate Services is negotiating with several land owners near the Cobequid Terminal to acquire additional land to be used to increase the capacity of park and ride at this location. Land Acquisition should be completed so that construction to create additional parking can begin in the 2001 construction season. This projected has been funded over several years and the capital money in the 2001/02 budget is required to proceed with the project.

Bus Stop Accessibility

Metro Transit received 11 low floor buses in 1999 and made the routes 3 Manors and 7 Gottingen accessible for individuals in wheel chairs. Some of the stops on these routes required work to allow wheel chairs and other passengers with reduced mobility to access the bus. Also, bus stop accessibility included funds to install thirteen (13) bus shelters.

Transit Reorganization

Funds were committed from the Organizational Development Fund to restructure Transit Services to focus on improved customer awareness.

Transit Services is working with the Human Resources Business Unit to finalize all the details of this change. It is expected that the new structure will be in place by early summer 2001.

iv Internal/External Issues Analysis

Transit Service

A Corporate Research Associates survey of 503 Metro households in February 2000 found four of every five respondent felt HRM should encourage public transit use rather than building more roads. Since the Interim Regional Transportation Strategy was presented to Council in December (1999), comments have been made that it lacks detailed alternatives to the private automobile.

Public input and Council initiatives including the FCM 20% target, TAC objectives, and MPS strategies have identified the need for increased peak service. Because of fleet constraint, Transit has not been able to respond.. However, Transit services has been able to provide additional off peak conventional transit and Access-A-Bus service.

The inability to accommodate passenger demand on weekends, particularly during peak shopping times has been an issue raised by Access-A-Bus users.

In February 2000 Transit Services introduced year round Sunday Ferry Service. Partnership funding for this service was obtained for the four months from February to the start of June 2000. Transit Services continued the Sunday service until mid-December when it was discontinued for six weeks due to low seasonal ridership. The 2001/02 operating budget identifies that this service would continue, but assumes that partnership funding would again be found.

Employee Management

Metro Transit, with the assistance of Human Resources, plan to continue to develop and expand upon the employee attendance and recognition initiatives identified in the 2000/01 Transit Services Business Plan. These will include employee attendance management and employee recognition programs. Transit Services bus operators, staff and ferry crews interface with the public (our customers) thousands of times each day. It is important that good customer interaction is recognized and encouraged so that all employees understand the importance of these aspect of each person's job.

Because of the requirements of transit, each absent employee must be replaced, which has a significant impact on both the service provided to the public and transit's costs. With the assistance of Human Resources, the programs developed for Metro Transit employees will establish standards for other HRM Business Units.

Part of employee management will include the need for forecasting employee turn over and new hiring requirements. Approximately half of the Transit Services work force is eligible to retire in the next ten years. If all operators eligible to retire do, Metro Transit would have to hire and train almost thirty operators in the 2001/02 fiscal year. Staff anticipate that some of these operators will continue to work and the existing training staff should be able to handle the new employee training requirements for next year. But this is an issue that will have to be monitored closely each year and in future will affect all levels of Transit Services.

Park & Ride

The existing Cobequid Terminal lot was designed to accommodate 90-100 cars and during peak times as many as 140 vehicles are parked around this terminal. The extra cars are often parked on private property and illegally on street requiring the police to regularly issue parking tickets.

Future Business Plans will recommending spending money to upgrade this parking with a paved surface and enhanced lighting and further increase the number of spaces available for commuters.

Strategic Review

As discussed previously, Transit Services expects to complete a strategic study in time to have its recommendations built into the 2002/03 Transit Services Business Plan.

This strategic initiative will consider all Metro Transit's existing capital infrastructure and recommend a phased plan to replace and upgrade all components. This will identify the economic life of all infrastructure and the timing for major maintenance rebuild work to minimize combined capital and operating expenditures. A major component of each year's Business Plan during this period will be to implement these recommendations. As well as considering the "status quo" recommendations on infrastructure, the study will consider enhancements to improve operating practices and service enhancements. Operating practices would include fare collection, fare options (U-pass), alternate modes of public transit and service delivery options.

This phase of the Strategic Plan is intended to review existing service levels and develop service standards so that the quality and quantity of service is consistent across the transit service area. This aspect of the study will identify service deficiencies and provide an action plan to address them. Because of the peak bus restriction, recommendations to increase service during this period would have to be aimed primarily at off-peak times.

Staff have proposed similar service increases to those shown in 2001/02 in the last two years of this three year planning period. The second phase of the transit study, which is to be linked to the regional planning exercise, will look at the overall role of Metro Transit and consider the merits of more aggressive modal split targets.

v. Goals

- Increase ridership
- Clearly Articulate Metro Transit's mandate
- Provide cost efficient transit service
- A fully staffed, competent workforce
- Respond to Employee Survey
- Reduce Absenteeism

vi. Objectives 2001/02

Increase ridership

- Survey of clients & non-clients to understand dynamics of declining ridership
- Explore possibility of other methods of service delivery
- Research trends in other jurisdictions
- Expand Park & Ride Capacity to encourage ridership in suburban areas
- Increase weekend AAB service.
- Introduce midday route 84 Glendale Service to Halifax to enhance Park & Ride access.

Clearly Articulate Metro Transit's mandate

- Complete Strategic Plan as input for 2002/03 Business Plan

A fully staffed, competent workforce

- Hire and train up to 30 operators

Reduce Absenteeism

- With the assistance of Human Resources, introduce attendance management & employee recognition programs

vii. Performance Measures

- Percent increase in ridership
- 95% of HRM population in transit service area is within 500 metres of a bus route
- Percent change average operating costs per bus
- Average number of vacancies
- Percent change in overtime
- Decrease sick days per employee
- Fewer employee complaints.

viii. Overview of 2001/02 Operating Budget

\$84,800 - *To expand transit service*

\$24,700 - *To host Canadian Urban Transit Association (CUTA) Conference.*

\$0 - *Attendance management program supported by Human Resources.*

\$0 - *Additional weekend Access-A-Bus service.*

(\$34,000) - *Year round Sunday Ferry Service (subject to partnership arrangement).*

ix. Overview of 2001/02 Capital Budget

\$200,000 - *Expand Park & Ride Capacity in the Sackville area.*

\$100,000 - *Bus Stop Accessibility*

Metro Transit Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$10,838,445	\$2,358,621	\$2,358,621	\$1,847,200	(\$511,421)	(\$511,421)
Wages	763,299	9,666,970	9,694,470	11,291,100	1,624,130	1,596,630
Overtime - Salaries and Wages	1,400,703	1,418,900	1,418,900	1,455,400	36,500	36,500
Benefits and Other (Salaries)	1,946,170	264,002	264,002	293,300	29,298	29,298
Benefits and Other (Wages)	624,119	2,250,300	2,265,800	2,397,500	147,200	131,700
Retirement Allowance & Severance	147,882	0	0	0	0	0
Clothing Allowance, Stipends, Other	4,380	28,300	278,600	29,300	1,000	(249,300)
Office Expenses, less Computers	255,371	263,300	263,300	258,600	(4,700)	(4,700)
Computers Expenses	33,474	87,400	87,400	58,850	(28,550)	(28,550)
Other Professional Fees	61,821	289,000	289,000	300,000	11,000	11,000
Contract Fees	380,938	196,300	196,300	202,300	6,000	6,000
Equipment and Supplies	446,756	500,300	250,000	307,000	(193,300)	57,000
Materials	2,943	0	0	0	0	0
Building Repair, Maintenance	(344)	0	0	0	0	0
Equipment Repair, Maintenance	32,273	0	0	0	0	0
Vehicle Expenses	17,875	0	0	0	0	0
Diesel Fuel	37,084	0	0	0	0	0
Membership Dues	10,129	10,700	10,700	10,700	0	0
Conferences and Travel	8,092	8,700	8,700	8,800	100	100
Training and Education	20,286	28,600	28,600	31,700	3,100	3,100
Advertising and Promotion	3,837	33,600	33,600	33,600	0	0
Books, Publications and Data	4,782	30,600	30,600	30,600	0	0
Other Goods and Services	253,764	349,100	349,100	339,200	(9,900)	(9,900)
Transfer to/from Reserves	10,427	5,000	5,000	0	(5,000)	(5,000)
Principal and Interest Charges	2,304,000	2,472,800	2,472,800	2,328,600	(144,200)	(144,200)
Other Fiscal Charges	37,763	4,700	4,700	4,700	0	0
Interdepartmental - Fleet	0	0	0	11,041,328	11,041,328	11,041,328
Interdepartmental - Other	0	156,300	156,300	0	(156,300)	(156,300)
Total	\$19,646,269	\$20,423,493	\$20,466,493	\$32,269,778	\$11,846,285	\$11,803,285
Revenues						
Area Tax Rates and Transfers	(232,011)	(260,401)	(260,401)	(378,900)	(118,499)	(118,499)
Parking and Facility Rentals	(127,703)	(124,000)	(124,000)	(98,000)	26,000	26,000
Transit Fare Revenue	(16,682,295)	(17,124,100)	(17,450,000)	(17,586,200)	(462,100)	(136,200)
Charter Revenue	(277,057)	(295,000)	(295,000)	(275,000)	20,000	20,000
Other Fees	57	0	0	0	0	0
Access A Bus Fare Revenue	(63,351)	(129,000)	(129,000)	(131,600)	(2,600)	(2,600)
Community Transit Fare Revenue	(58,713)	(95,000)	(95,000)	(95,000)	0	0
Ferry Fare Revenue	(1,854,811)	(1,914,500)	(1,914,500)	(1,746,700)	167,800	167,800
Advertising Revenue	0	(275,000)	(275,000)	(280,000)	(5,000)	(5,000)
Other Revenues	(671,211)	(235,200)	(235,200)	(446,200)	(211,000)	(211,000)
Total	(\$19,967,095)	(\$20,452,201)	(\$20,778,101)	(\$21,037,600)	(\$585,399)	(\$259,499)
Net Cost	(\$320,826)	(\$28,708)	(\$311,608)	\$11,232,178	\$11,260,886	\$11,543,786

Metro Transit Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
R622 Public Relations	\$94,674	\$113,100	\$113,100	\$113,100	\$0	\$0
R631 Gen. Transit Admin.	738,981	770,234	770,234	810,000	39,766	39,766
R635 Operator's Expense	11,898,275	12,053,170	12,092,170	22,731,630	10,678,460	10,639,460
R636 Support Services - T	597,763	661,770	661,770	673,400	11,630	11,630
R637 Scheduling	150,330	152,940	152,940	157,800	4,860	4,860
R638 Gen. Operations Exp.	960,794	1,110,675	1,110,675	1,148,500	37,825	37,825
R641 Community Transit	230,969	302,900	302,900	318,400	15,500	15,500
R651 AAB-Gen. Expense	501	0	0	0	0	0
R652 AAB-Scheduling/Disp.	217,751	239,800	238,800	244,450	4,650	5,650
R653 Contracted AccessBus	287,637	289,000	289,000	300,000	11,000	11,000
R654 AAB Operations	871,325	878,200	880,200	1,348,548	470,348	468,348
R661 Gen. Ferry Expense	465,572	513,904	513,904	443,500	(70,404)	(70,404)
R668 Ferry Crew Expense	1,042,202	1,075,800	1,078,800	1,790,150	714,350	711,350
R671 Metro Tr. Debt Chrg	2,089,500	2,262,000	2,262,000	2,190,300	(71,700)	(71,700)
Total	\$19,646,274	\$20,423,493	\$20,466,493	\$32,269,778	\$11,846,285	\$11,803,285

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
R622 Public Relations	(\$248,551)	(\$275,000)	(\$275,000)	(\$280,000)	(\$5,000)	(\$5,000)
R631 Gen. Transit Admin.	(17,481,720)	(17,830,801)	(18,156,701)	(18,526,900)	(696,099)	(370,199)
R635 Operator's Expense	(60,070)	0	0	0	0	0
R638 Gen. Operations Exp.	1,260	0	0	0	0	0
R641 Community Transit	(230,813)	(302,900)	(302,900)	(318,400)	(15,500)	(15,500)
R652 AAB-Scheduling/Disp.	(91,173)	(129,000)	(129,000)	(131,600)	(2,600)	(2,600)
R654 AAB Operations	80	0	0	0	0	0
R661 Gen. Ferry Expense	(1,854,811)	(1,914,500)	(1,914,500)	(1,746,700)	167,800	167,800
R668 Ferry Crew Expense	(1,296)	0	0	(34,000)	(34,000)	(34,000)
Total	(\$19,967,094)	(\$20,452,201)	(\$20,778,101)	(\$21,037,600)	(\$585,399)	(\$259,499)

Metro Transit Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
R622 Public Relations	(\$153,877)	(\$161,900)	(\$161,900)	(\$166,900)	(\$5,000)	(\$5,000)
R631 Gen. Transit Admin.	(16,742,739)	(17,060,567)	(17,386,467)	(17,716,900)	(656,333)	(330,433)
R635 Operator's Expense	11,838,205	12,053,170	12,092,170	22,731,630	10,678,460	10,639,460
R636 Support Services - T	597,763	661,770	661,770	673,400	11,630	11,630
R637 Scheduling	150,330	152,940	152,940	157,800	4,860	4,860
R638 Gen. Operations Exp.	962,054	1,110,675	1,110,675	1,148,500	37,825	37,825
R641 Community Transit	156	0	0	0	0	0
R651 AAB-Gen. Expense	501	0	0	0	0	0
R652 AAB-Scheduling/Disp.	126,578	110,800	109,800	112,850	2,050	3,050
R653 Contracted AccessBus	287,637	289,000	289,000	300,000	11,000	11,000
R654 AAB Operations	871,405	878,200	880,200	1,348,548	470,348	468,348
R661 Gen. Ferry Expense	(1,389,239)	(1,400,596)	(1,400,596)	(1,303,200)	97,396	97,396
R668 Ferry Crew Expense	1,040,906	1,075,800	1,078,800	1,756,150	680,350	677,350
R671 Metro Tr. Debt Chrg	2,089,500	2,262,000	2,262,000	2,190,300	(71,700)	(71,700)
Total	(\$320,820)	(\$28,708)	(\$311,608)	\$11,232,178	\$11,260,886	\$11,543,786

Metro Transit Services Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Buildings	200,000	300,000	100,000	50.00%
Total Gross Budget	200,000	300,000	100,000	50.00%
Total Funding	(200,000)	(100,000)	100,000	-50.00%
Total Net	0	200,000	200,000	n/a

Parks & Recreational Services

i. Description of Program/Service

Parks and Recreation provides all citizens of HRM with a variety of leisure opportunities that are accessible, safe, physically attractive and well maintained. It is one of the largest business units in HRM employing 261 full time staff, 750 part time staff and several hundred volunteers. Parks and Recreation consists of:

Programming - Offering over 5,000 **direct** programs (fitness, aquatics, beaches, crafts, art, culture, camps, music, dance, drama, etc.).

Community Development - Supporting over 180 community groups and not-for-profit agencies annually; through assistance with marketing and promotions, financial management, board development, facility management, business and strategic planning, leadership and volunteer training.

Parkland Planning - Acquiring, administering and planning of public park lands, open space and trails.

Landscape Design and Construction - Providing specialized detailed landscape design for over 125 capital and operating budget projects annually.

Park Access - Operating and maintaining over 634 active and passive parks and park related facilities across HRM.

Playground, Sport and Play Court Access - Developing, maintaining, repairing and life cycle planning for 480 playgrounds, 105 sport courts and 330 fields.

Urban forestry - Maintaining and managing of the municipal urban forest, including cemetery, and street trees.

Horticulture - Operating 2 full greenhouse operations, including 8 houses, with over 250,000 bedding plants grown and distributed throughout the municipal parks system each year. Includes management of Public Gardens.

Trails - Providing coordination/facilitation of region wide system of integrated multi-use trails. 50 kms of park pathways and the development of partnerships for the further development of over 300 kms of regional trails.

Cemetery management and maintenance - Operating 7 HRM owned cemeteries.

Client Services - Booking and scheduling of all outdoor facilities and arenas.

Strategic and Sustainable Environmental Services - Newly created unit addressing environmentally sustainable natural resource management practices.

Snow and Ice - Providing upwards of 50% of the supervision, staffing and other resources to the Corporate Snow and Ice Control program.

ii. **Full Time Equivalents (FTEs)** - 261

iii **Summary of 2000/2001 achievements against 2000/2001 Business Plan**

Issue	Status
Ensure facilities are well maintained, safe and meet the needs of clients	<ul style="list-style-type: none"> • Conditions and Compliance Survey and Servicing Strategy for HRM Playgrounds and Athletic Fields completed. • Citizens Athletic Field Advisory Committee Formed. • Guidelines for Carbon Monoxide Emissions in Arenas adopted. • Conceptual plans for Mainland Common Recreation Centre and St. Margarets Bay Arena Expansion complete. • Standards are being developed through BMS for all community recreation facilities.

<p>Determine appropriate service levels</p>	<ul style="list-style-type: none"> • In process of collecting and analyzing data to further define service levels for the seven geographies. • Job description being developed for the Policy and Research Coordinator. • Inclusion mandate reevaluated. • Initial work done on an analysis of aquatics. • An analysis of trends and other info via CLASS reports, some benchmarking and demographic & community analysis. • An analysis of current marketing strategies underway; completion of 1 year data collection.
<p>Alignment 2000</p>	<ul style="list-style-type: none"> • Restructured Business Unit to include a Strategic Environmental Initiative Unit • Integrated Parkland Planning, Client Services and Parks Operations under Parks & Open Space
<p>Promote service delivery through Community Development model</p>	<ul style="list-style-type: none"> • Two Community Developers hired. • Recreation programs are being delivered through partnership with North Preston Recreation Association. • Community Developers are identifying community associations/volunteer training needs with plan to develop series of workshops. • Community Developers in three communities are doing community capacity analysis. Internal program audits are being conducted in four areas. • Community Developer undertook program/facility analysis of George Dixon Centre with report completed and new systems now in place.
<p>Develop policy on user fees, subsidization and funding levels</p>	<ul style="list-style-type: none"> • Department fees/rates reviewed and adjusted. • Internal policy developed regarding direct recovery rates set at 75% children and youth, 100% adult. Policy still required for other subsidy levels.

<p>Provide all HRM citizens with access to a variety of parks and open space amenities</p>	<ul style="list-style-type: none"> • 10 % land dedication for park purposes included in new Subdivision By law. • Open space within HRM mapped and classified. Chebucto Peninsula Open space Plan Complete. • HRM Trails Coordinator hired and operating in partnership with RDA Trails initiative. Chebucto Peninsula Trails Study Completed. • Victoria Park (Halifax) renovation approved by Council and slated for construction Spring 01/00 • Management Plan completed and approved for Hemlock Ravine. Management and Restoration Plan for Point Pleasant Park on going. • Urban Forest Masterplan initiated and ongoing • Consolidated Tree By-law (P-600) completed and approved by Council. • Commented on new consolidated Subdivision By-law regarding planting of street trees by developers.
<p>Improve Cemetery Service</p>	<ul style="list-style-type: none"> • Vandalism to St. Peter's repaired. • New By-law approved by Council

iv Internal/External Issues Analysis

Service Delivery Level & Standards - Community Recreation Service (CRS) must further define service levels across HRM. As the new community development model evolves, the balance between community development and direct programming becomes better defined, and a "quantifiable fixed envelope of direct programs" should evolve. It will also be important to ensure the "programming side of the house" is of top quality, — meeting and exceeding expectations. Although the amount of programming is stabilizing, CRS needs to ensure that it sustains its customer and revenue base of 45,000 participants and \$3,000,000 annually.

In addition, CRS mandate must focus on the three target groups: 1. Persons at risk; 2. Persons in need; and 3. Persons with diverse needs.

Lack of policy development on fee structure - Policy must be developed to determine funding, subsidization levels and the right balance between the tax base and user pay. Fees for programs have increased steadily. Based on comparative market rates and what citizens are willing to pay for CRS services, CRS has "maxed out" its fees.

Marketing and promotions - CRS needs to ensure it is getting the best return for its investment in marketing & promotions endeavors whether they be in house, through Shared Services or external.

Access to schools - Historically CRS has had issues securing consistent affordable space through the HRM School Board. Negotiations to date have met with limited success. Obstacles to overcome include the changing school board structure, elimination of community schools and lack of commitment to recreation in schools after hours, etc. The reciprocal agreement also will address outdoor usage and amenities as well.

Facilities - Because buildings are currently maintained to various standards across HRM, CRS receives frequent customer complaints as to the standard of care and cleanliness. CRS is one of many customers of BMS. A strong partnership with BMS must exist to ensure the buildings are maintained to a standard which meets and exceeds CRS external customer requirements. CRS staff must ensure that recreation building requirements are well articulated and well represented to BMS.

In conjunction with BMS there is a requirement to improve & expand HRM owned Community Recreation Centres in order to provide safe, well maintained access to service delivery. Three facilities, Northcliffe Recreation Centre, Fall River Recreation Centre and North Preston require replacement. Other aging facilities require lifecycle capital funding in order to maintain safe access to Parks & Recreation services

Technology Needs - The current technology (class) supporting the CRS client database, reports, financial reporting and revenue tracking is failing. Technical support for this out-of-date system is to be discontinued by the parent company.

Community Development: Volunteers - There is a shortage of fully trained community volunteers in some areas.

Community Capacity Building - There is not enough solid information to assess service delivery gaps. Profiles are needed to make service delivery decisions for particular geographic areas and to recognize gaps in local recreation service delivery.

Disadvantaged Children & Youth - CRS needs to ensure access as apart of its mandate, to meet needs and eliminate barriers for participation by disadvantaged children and youth.

Arenas - There is a need to thoroughly analyze and research issues around existing HRM arena rental capacity, including where rationalization of arenas can occur as well as new

development.

Productivity/Attendance management - There is an attendance problem within Parks, with outside workers in some parks. Currently Parks does not have an aggressive attendance management program.

Health and Safety - Now that the IRS, Internal Responsibility (due diligence) system and Occupation & Health & Safety Act are in place, there is a lot of work to ensure that Parks & Rec is diligent in all of the various areas. Extra support is required.

Improve Management Labor Relations - The workplace climate is poor in some areas. Remedial action is required immediately. Grievances number over 40 and a focused effort is required to make improvements

Increase in Staff Morale - The HRM staff survey indicates there is need for opportunities to increase staff morale and therefore increase workforce pride and satisfaction. Productivity is low due to previously mentioned low morale and high rates of absenteeism and sick time in some areas.

Training - Currently there is not enough money budgeted for training. Basic training needs are not being met. There is a long list of training needs listed in the Business Plan.

Administrative Support/Customer Service - Parks & Recreation are under resourced in Admin Support Area. Client service is suffering. Supervisors can not do their job as too much time is spent on activities like general calls, and office work. They are not spending time with their crews and managing their workforce effectively.

Urban Forestry - The Urban Forest Servicing Strategy, prepared at Council's request, demonstrated large geographic inequities in service levels since amalgamation. The same resources which cared for the former City of Halifax are now required to provide for Halifax, Dartmouth, Bedford, Sackville and Cole Harbour. Frustrating any opportunity for efficiency is equipment which is often out of service and the large area to cover with few crews. Consequently crews are only able to respond reactively to service calls. Preventative maintenance is virtually non-existent. In 2001 Sempra Gas plans to install 100 kms of gas line adjacent to HRM street trees. The impact of this installation must be closely monitored and documented.

Athletic Fields - Regional Council's Servicing Strategy for the provision of sportfields and diamonds indicates that HRM is not able to meet public demand for quantity and quality of athletic fields. HRM facilities are overused and under maintained.

Playgrounds - The Playground Servicing Strategy demonstrates that HRM's 481 playground structures are being replaced at only 50% of what is required. HRM has had to remove playgrounds because they were deteriorated and unsafe and have not replaced them even when there is a need within the community.

Currently there are 42 playground sites in subdivisions that have been accepted by HRM as part of the Subdivision Parkland Dedication or a Development Agreement and that have not been developed. Some of these sites are ten years old. The budget has never been available to start a replacement nor a development program.

Park Security - HRM has no regular way of monitoring or enforcing regulations and restrictions on play on its athletic facilities. Consequently unauthorized use of facilities during inclement weather or during thaws in the off season result in significant damage to fields and other facilities.

Cemeteries - Reductions in cemetery personnel along with other management issues have resulted in a lower level of service in HRM's 4 active and 3 inactive cemeteries. Record keeping is well behind as is grave marker repair in Camphill Cemetery.

Park and Open space Structure - In order to create the operating efficiencies and effectiveness expected through the amalgamation of Rec Facilities and Parks and Natural Services and with reduced staffing back to 1996/97 levels, there needs to be some provision for additional front line staff in a few key areas, namely playground maintenance.

Fence Repairs and Overseeding - Currently the Chain Link Fence Repair and Overseeding of athletic fields are capitalized because of a lack of capacity in the Parks Operational budgets. These costs should be operationalized.

Strategic and Sustainable Management - As part of Alignment 2000, a new unit has been established and mandated to strategically manage and coordinate both internal and external resources addressing the environmental sustainability of HRM's Parks, Natural Areas and Resources. Service delivery methods, standards and levels will have to be articulated for this new business unit, as well as its relationship to other business units within HRM. As well, this section is responsible to respond to issues regarding environmental sensitivity, protection, pest reduction, threats to the natural environment etc.

v Goals for Next Three Years (2001/04)

- Further define level of service and standards for programming
- Deliver affordable & inclusive programs for persons at risk, in need and persons with diverse needs, either through direct programs or community development.
- Promote service delivery through Community Development model
- Refine fee structure for programming
- Obtain best return for investment in marketing and promotions.
- Secure consistent, affordable space from HRM school board.
- Provide safe, well maintained indoor and outdoor recreation facilities in HRM.
- Achieve greater efficiencies in the program registration and bookings process through appropriate use of technology.
- Improve employee attendance
- Improve staff morale
- Resolve all outstanding grievances
- Provide tools to allow supervisors to manage
- Provide an appropriate number of safe, well maintained athletic fields.
- Protect HRM's parks assets, monitor use and provide a higher perception of security to users.
- Provide all HRM citizens with access to a variety of parks and open space amenities
- Improve Cemetery Service

vi. Objectives 2001/02

Further define level of service and standards for programming

- Define benchmarks and specific number of performance measures/standards
- Assess future client need for ice time.
- Continue to update and expand research for the various program offerings to analyze trends, patterns, numbers of program offerings, target markets and areas of need, etc.
- Analyze participation and revenue rates by age group, program groups and season
- Increase the amount and quality of demographic and program information as well as market and trend analysis resulting in the offering of appropriate, affordable and inclusive programs & services to all including those at risk

Deliver affordable & inclusive programs for persons at risk, in need and persons with

diverse needs either through direct programs or community development

- Develop profiles for areas of greatest need.
- Develop a "HRM Kids" program with HRDC funding
- Further define three target areas of person in need, persons at risk, persons with special needs
- Ensure policies that reflect provision of programs & services for those in greatest need are drafted for Council approval

Promote service delivery through Community Development model

- Assess and address community volunteer needs to ensure quality recreation opportunities
- Implement better processes to recruit, prepare and train volunteers appropriately
- Capitalize on cost sharing opportunities with other service providers
- Partner with other service providers in volunteer training workshops
- Capitalize on the International Year of the Volunteer
- Make best use of potential partnerships with United Way, RDA and HRDC
- Work cooperatively with Special Projects, Community Development Implementation Project Team on their projects.

Refine fee structure for programming

- Review all fees and charges
- Develop subsidization policy and process

Obtain best return for investment in marketing and promotions

- Review catalogue costs, time lines & production issues, distribution, format and content.
- Review alternate forms of promotion & publicity including assessing costs
- Review advertising approaches
- Make a decision on where monies for costs of catalogue production and handling are housed
- Institute a more formalized customer satisfaction process

Secure consistent, affordable space from HRM school board

- Ensure insurance policy is acceptable/affordable for community group access
- Decrease number of cancellations by the School Board

- Finalize the Reciprocal Agreement with the School Board
- Ensure appropriate access to schools based on community need

Provide safe, well maintained indoor and outdoor recreation facilities in HRM

- Improve maintenance levels to CAN/CSA-Z614-98 Children's Playspaces and Equipment Standards
- In conjunction with BMS ensure building maintenance standards are developed providing preventative maintenance plans & lifecycle programs and that proper capital funding is in place for appropriate upgrades
- Replace or upgrade 34 playgrounds within HRM
- Develop four new playgrounds in growth areas
- Increase regular maintenance to bi-weekly checks
- Develop a fund for development of playgrounds within new subdivisions and developments.
- Develop an approach to HRM's Playground Servicing Deficiency in existing growth areas.

Achieve greater efficiencies in the program registration and bookings process through appropriate use of technology.

- Acquire fully operational and functional technology supporting Parks & Recreation client database, reports and revenues. (CLASS for Windows)
- Decrease customer registration wait time

Improve employee attendance

- Research Productivity/Attendance Management approaches
- Assesses current rates of absenteeism and choose targets for improvements
- Communicate intentions with Union

Improve staff morale

- Prioritize areas of greatest need in Health and Safety
- Actively participate in Mgt/Labor "Competitive Service Delivery Committee" and Labour Management Relations
- Increase opportunity to reward and recognize the achievements of staff to improve morale
- Have more opportunities (focus groups, etc) for staff to provide feedback.
- Ensure training costs are budgeted to reflect needs of employees.

- Ensure adequate funding is in place for Parks 108 employees to take "Internal Responsibility & Due Diligence Training" - Not funded
- Director to meet informally once a month with President and business agent of CUPE and NSUPE
- Continue with sensitivity training - not funded - will work with HR to ensure it continues
- Resolve all outstanding grievances

Provide tools to allow supervisors to manage.

- Hire admin/clerical support for Cowie Hill/West Region. Admin Support Alderney Gate, Admin Support part time Cemetery
- Re-deploy Sr. Scheduling Staff in Client Services to handle monitoring and evaluation, partnership development, policy and regulations, servicing strategies and community development in areas where there has been a severe service gap.
- Begin a process to reduce the number of park supervisors through attrition and increase their span of control through the effective use of Lead hands and/or Crew Chiefs

Provide an appropriate number of safe, well maintained athletic fields.

- Partner with P-3 Schools to provide community access to 11 new fields in HRM
- Improve Maintenance levels from D to C on certain fields
- Staff front line employees to meet maintenance standards on Athletic Fields

Protect HRM's parks assets, monitor use and provide a higher perception of security to users.

- Provide visible monitoring and enforcement of park and sportfields regulations to reduce improper and unauthorized use.
- Reduce damage to HRM Athletic fields
- Increase the perception of safety in key areas of the park system.

Provide all HRM citizens with access to a variety of parks and open space amenities.

- Understand the potential impact of Dutch Elm Disease and other fatal diseases on the Urban Forest of HRM
- Carry out the Urban Forest Masterplan

Improve Cemetery Service.

- Provide regular record keeping for those using HRM Cemeteries
- Maintain settled and toppled grave markers in Camp Hill
- Reduce current record keeping backlog
- Staff a Grave Marker Repair program

vii Performance Measures

- Customer satisfaction is at 95%.
- % Increase in efficiency of staff processing registrations
- 70 % decrease in customer complaints regarding length of time to register for programs
- Increase in number of volunteers trained: 100+
- Number of workshops offered: +4
- 4 Community audits in 2001/2002 complete
- % Increase in disadvantaged children & youth served
- 150 employees trained in IRS
- % Outstanding grievances resolved
- Increase in staff morale measured by a follow up staff survey
- % employee absenteeism.
- 70% approval rate on field conditions by users.
- Decrease of loss of facility use to regular authorized users
- Increased facility life cycle.
- Elimination of cemeteries record backlog
- Reduce number of cemetery stones requiring re-setting and repairs to 25%.

viii. Overview of 2001/02 Operating Budget

\$307,000 - *Improve Athletic Fields levels of service*

Regional Council's Serving Strategy for the provision of sportfields and diamonds indicates that HRM is not able to meet public demand for quantity and quality of athletic fields. Especially in the area of sportfields, HRM facilities are overused and under maintained.

\$165,300 - *Class Windows Upgrades*

Business Unit is losing support of technology to carry out registrations, rentals, field bookings, statistics reports, client data and revenue tracking. Urgent need to upgrade to 'Class for Windows' or risk having corrupt data.

\$35,000 - 1 FTE, Cemeteries (labourer)

Reductions in cemetery personnel has resulted in a lower level of service in HRM's 4 active and 3 inactive cemeteries. Record keeping is well behind as is grave marker repair in Camphill Cemetery.

\$20,000 - Volunteer Training

In recognition of International Year of the Volunteer, partner with service providers in volunteer training workshops, host Annual HRM conference, Access Grant seed money on a geographic basis for local volunteer groups

\$35,000 - 1 FTE, Receptionist at Alderney Gate

There is no front desk person at Alderney Gate for calls, reception, security and other customer service. There are six non union staff and a large office operation that has no administrative staff. This leads to senior staff not being able to do their jobs.

\$60,000 - Fence Repairs & overseeding

Currently chain link fence repair and overseeding of athletic fields are capitalized because of a lack of capacity in the HRM Operational budgets. The goal is the capitalization of items which do not meet the criteria as a capital asset in compliance with the MYFS.

\$5,000 - Trails Booklet

Outdoor recreation will design, write and publish a book of 30 Exciting Nature Adventures on trails throughout HRM. This book will only cost a family \$14.50 but will give them up to three years of planned program adventures for their family on the new trails across HRM.

\$127,600 - Strategic & Sustainable Management Programs

As part of Alignment 2000, a new unit within Parks and Recreation Services has been established and mandated to strategically manage and coordinate both internal and external resources addressing the environmental sustainability of our Parks, Natural Areas and Resources.

\$50,000 - Park security

HRM has no regular way of monitoring or enforcing regulations and restrictions on play on its athletic facilities. Consequently unauthorized use of facilities during inclement weather or during thaws in the winter season result in significant damage to fields and other facilities.

\$20,000 - Dartmouth North NCC

Dartmouth North Center has traditionally been treated as a "grant", however it now rests in the Parks & Recreation budget. No increases have been realized in the past 3 years, but costs have increased for base operations i.e.. heat, lights, overhead, snow removal, landscaping, plowing services and janitorial staff.

(\$50,000) - *Eliminate Security Cowie Hill*

(\$10,000) - *Eliminate Partnership & cut Shubie campground*

(\$50,000) - *Eliminate vehicles for park supervisors*

(\$107,000) - *Reduce level of aquatic services staff*

\$(100,000) - *Reduce school board rentals*

ix. Overview of 2001/02 Capital Budget

The primary goal of Capital is to address safety & liability issues for the users of our facilities, (indoor & outdoor) & equipment. The following projects are required to address life cycle upgrades and replacement to outdoor recreation facilities, with an emphasis on addressing safety and liability issues:

- \$375,000 - Playground Upgrades and Replacement
- \$175,000 - Ball Field Upgrades
- \$300,000 - Sport Field Upgrades
- \$155,000 - Park Upgrades
- \$100,000 - Sport Court Upgrades
- \$ 50,000 - Walkways - HRM Wide Program
- \$ 25,000 - Skateboarding Facilities
- \$ 50,000 - Outdoor Spray Pools & Fountains
- \$ 15,000 - Lawn Bowling Facilities
- \$100,000 - Track & Field Upgrades
- \$ 55,000 - New Sportfield Development

Parks & Recreation Services is responsible for several large flagship parks or common areas that service regional needs. The majority of these parks are long established with aging infrastructure. The following projects are designed to provide life cycle upgrades to ensure the continued enjoyment by the public.

- \$ 50,000 - Point Pleasant Park Upgrades
- \$ 50,000 - Dartmouth Common Upgrades
- \$ 75,000 - Halifax Common Upgrades
- \$ 50,000 - Park Monument and Statues

Parks & Recreation Services is responsible for the operation of seven municipally owned cemeteries. This project is designed to address the life cycle refurbishment and expansions as presented in the business plan.

- \$50,000 - Cemetery Upgrades

Parks & Recreation Services is responsible for the sustainable management of our trees and natural areas. These projects are designed to implement an overall urban forestry master plan.

- \$ 75,000 - HRM Wide Tree Trimming
- \$ 50,000 - Urban Forest Master Plan

Parks & Recreation Services is responsible for meeting the recreational needs of growing communities across HRM. The following projects are designed to provide for new outdoor recreation facilities to meet these needs.

- \$ 150,000 - New Park Development
- \$ 350,000 - Regional Trail Development

Parks & Recreation Services is responsible for the provision of major equipment and apparatus for the provision of community recreation services in our community recreation centers and outdoor facilities. The following projects are designed to replace obsolete equipment and provide for new equipment.

- \$50,000 - Athletic Field/Park Equipment

The following project is aimed at achieving greater efficiencies in the program registration and bookings process through appropriate use of technology:

- \$225,000 - Class for Windows

Parks & Recreational Services

Summary by General Ledger Object

	1999-2000	2000-2001	2000-2001	2001-2002	Change over	Change over
	Actuals	Budget	Projection	Budget	Budget	Projection
Expenditures						
Salaries	\$3,183,098	\$4,023,161	\$4,069,686	\$4,030,403	\$7,242	(\$39,283)
Wages	7,518,488	6,421,788	6,817,154	6,137,898	(283,890)	(679,256)
Overtime - Salaries and Wages	296,175	48,081	121,029	144,473	96,392	23,444
Benefits and Other (Salaries)	457,301	601,632	597,700	633,819	32,187	36,119
Benefits and Other (Wages)	961,804	1,056,366	1,457,069	1,059,689	3,323	(397,380)
Retirement Allowance & Severance	26,764	86,227	56,227	68,582	(17,645)	12,355
Clothing Allowance, Stipends, Other	9,782	41,450	39,780	37,100	(4,350)	(2,680)
Office Expenses, less Computers	390,777	371,173	376,862	570,131	198,958	193,269
Computers Expenses	1,467	2,500	3,135	5,600	3,100	2,465
Consulting Fees	443	0	0	0	0	0
Other Professional Fees	58,428	45,300	53,100	55,600	10,300	2,500
Contract Fees	1,705,934	943,039	1,384,607	1,253,280	310,241	(131,327)
Equipment and Supplies	340,368	234,231	313,286	244,204	9,973	(69,082)
Materials	344,304	427,600	503,712	782,299	354,699	278,587
Building Repair, Maintenance	1,037,220	301,820	892,760	315,553	13,733	(577,207)
Heating Fuel	240,212	58,700	204,200	60,700	2,000	(143,500)
Equipment Repair, Maintenance	262,804	389,000	448,229	670,105	281,105	221,876
Vehicle Expenses	4,640	113,900	116,800	13,700	(100,200)	(103,100)
Diesel Fuel	352	17,100	17,100	9,501	(7,599)	(7,599)
Gasoline Fuel	976	48,900	52,600	26,299	(22,601)	(26,301)
Membership Dues	5,007	1,800	1,625	4,000	2,200	2,375
Conferences and Travel	154,883	196,994	174,964	213,040	16,046	38,076
Training and Education	13,798	36,700	29,567	51,800	15,100	22,233
Site Preparation	415	0	0	0	0	0
Advertising and Promotion	27,771	64,100	58,400	55,500	(8,600)	(2,900)
Books, Publications and Data	26,578	77,600	78,162	51,586	(26,014)	(26,576)
Other Goods and Services	420,101	326,268	358,896	487,046	160,778	128,150
Transfers Outside Agencies	195,012	402,602	402,102	345,850	(56,752)	(56,252)
Insurance Costs	0	3,200	4,700	3,200	0	(1,500)
Grants and Tax Concessions	10,250	23,700	23,700	23,700	0	0
Transfer to/from Reserves	3,016	(63,605)	(63,605)	1,395	65,000	65,000
Principal and Interest Charges	75,125	155,966	155,966	144,749	(11,217)	(11,217)
Other Loan and Interest Charges	35,193	4,400	4,400	35,600	31,200	31,200
Other Fiscal Charges	(51,087)	17,127	17,127	(921)	(18,048)	(18,048)
Interdepartmental - Fleet	820,155	602,460	609,880	715,991	113,531	106,111
Interdepartmental - Buildings	0	2,671,150	565,777	2,723,803	52,653	2,158,026
Interdepartmental - Other	0	0	28,000	(1)	(1)	(28,001)
Total	\$18,577,554	\$19,752,430	\$19,974,697	\$20,975,274	\$1,222,844	\$1,000,577
Revenues						
Area Tax Rates and Transfers	(400,173)	(424,347)	(424,347)	(462,025)	(37,678)	(37,678)
Parking and Facility Rentals	(783,291)	(909,500)	(909,500)	(944,500)	(35,000)	(35,000)
Transit Fare Revenue	80	0	0	0	0	0
Other Fees	18	0	0	0	0	0
Recreation and Leisure Revenues	(2,286,327)	(85,000)	(75,000)	(44,000)	41,000	31,000
Other Sales Revenue	(285,883)	(346,000)	(346,000)	(296,000)	50,000	50,000
Advertising Revenue	75	0	0	0	0	0
Other Revenues	(1,190,313)	(3,324,480)	(3,383,370)	(3,173,374)	151,106	209,996
Total	(\$4,945,814)	(\$5,089,327)	(\$5,138,217)	(\$4,919,899)	\$169,428	\$218,318
Net Cost	\$13,631,740	\$14,663,103	\$14,836,480	\$16,055,375	\$1,392,272	\$1,218,895

Parks & Recreational Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
D101 Rec. Prog. Admin.	\$384,971	\$640,434	\$640,434	\$1,176,905	\$536,471	\$536,471
D155 Mainland S. Prog.	341,081	383,924	375,946	362,900	(21,024)	(13,046)
D160 St. Mary's Boat Club	151,914	150,160	148,265	150,565	405	2,300
D165 Choc. Lk Comm Ct Mt.	90,694	104,800	104,800	104,800	0	0
D170 Capt. Will Spry MSC	554,466	525,942	570,457	512,290	(13,652)	(58,167)
D171 CWSC Board of Direct	0	0	0	60,000	60,000	60,000
D175 Capt. Will Spry Pool	378,350	401,832	394,832	374,505	(27,327)	(20,327)
D180 Herring Cv. AreaProg	11,824	25,383	25,383	85,500	60,117	60,117
D210 Mld N Lakeside Timb.	494,988	530,613	530,613	516,734	(13,879)	(13,879)
D220 Northcliffe Aquatics	233,482	264,211	282,211	203,060	(61,151)	(79,151)
D230 Northcliffe Pl/CC Mt	210,639	246,425	246,425	246,425	0	0
D270 Lakeside Rec. Ctr.	69,063	84,510	84,510	80,510	(4,000)	(4,000)
D540 Kearney etc Beaches	166,227	240,070	252,275	255,315	15,245	3,040
D570 Needham Aquatics Pro	89,296	82,309	86,309	53,852	(28,457)	(32,457)
D310 BSFR Programming	845,341	958,324	913,570	885,900	(72,424)	(27,670)
D320 Bed. Lions Pl/MillLk	61,648	52,014	48,662	57,775	5,761	9,113
D330 Mid. Musq. Prog.	32,313	55,030	51,966	53,500	(1,530)	1,534
D340 Fall River Rec. Ctr.	22,482	29,310	29,310	29,310	0	0
D460 Central Reg. Com. Ev	150	3,800	3,800	3,800	0	0
D410 MH Programming	341,174	403,872	301,288	317,450	(86,422)	16,162
D420 MH Office FitnessCtr	103,143	70,331	62,300	66,900	(3,431)	4,600
D430 Sheet Hrb. Prog.	125,439	91,090	82,800	93,900	2,810	11,100
D510 Pen. N&S Prog.	604,160	575,923	589,676	524,312	(51,611)	(65,364)
D520 George Dixon CC Mnt.	69,534	81,937	81,937	81,937	0	0
D530 Cent. Pool CC Mnt.	134,960	0	0	0	0	0
D560 Needham Com. Ctr Mt	138,302	154,300	154,300	154,300	0	0
D580 St Andrews CDFM	214,546	258,017	308,258	307,500	49,483	(758)
D630 CH.P & LE Programmin	349,961	437,553	373,583	435,706	(1,847)	62,123
D710 Community Developers	198,724	510,700	510,700	580,400	69,700	69,700
D755 Outdoor Rec&Env Ser.	121,800	129,276	149,500	161,000	31,724	11,500
D760 HRM Otd Rec&Env Ser.	60,399	59,422	59,422	62,800	3,378	3,378
D810 Drtmth & Tal. Prog.	642,068	766,050	784,050	709,170	(56,880)	(74,880)
D820 Findley CommCtr Mntc	78,004	92,900	92,900	92,900	0	0
D830 NS Hospital Aquatics	0	0	0	7,950	7,950	7,950
D999 Clearing Account Rec	(1,145)	0	0	0	0	0
C110 East Preston Rec Ctr	13,850	14,000	14,000	14,000	0	0
C120 Haliburton Hills	6,037	12,200	12,200	22,932	10,732	10,732
C130 Highland Park	0	4,000	4,000	4,000	0	0
C140 Prospect	80,098	72,000	72,000	77,500	5,500	5,500
C150 Up. Hammonds Plains	11,909	12,092	12,092	10,197	(1,895)	(1,895)
C155 Harrietsfield Rec Ct	30,787	34,900	34,900	34,900	0	0
C160 Musquodoboit Harbour	1,900	4,500	4,500	4,500	0	0
C165 Dutch Settlement	5,128	8,000	8,000	8,000	0	0
C170 Hammonds Plns Com.RT	7,530	20,700	20,700	22,500	1,800	1,800
C175 Hubbards Rec. Centre	10,084	16,000	16,000	19,200	3,200	3,200
C180 Grand Lake Com. Ctr	440	8,200	8,200	8,200	0	0
C185 Distriet 3 Cap. Fund	75,125	126,305	126,305	142,796	16,491	16,491
C190 Maplewood Subdivisio	26,596	14,000	14,000	15,850	1,850	1,850
C195 BLT Education	22,705	0	0	0	0	0
C197 LWF Rate Payers Asso	68,544	0	0	0	0	0
C210 LWF Recreation Ctr	3,502	90,900	90,900	80,900	(10,000)	(10,000)

Parks & Recreational Services

Summary by Gross Expenditures

	1999-2000	2000-2001	2000-2001	2001-2002	Change over	Change over
	Actuals	Budget	Projection	Budget	Budget	Projection
C220 Riverlake Com. Ctr.	1,332	5,700	5,700	5,700	0	0
C230 Waverly Com. Centre	25,250	24,000	24,000	24,000	0	0
C250 BLT Rec. Advis. Comm	7,500	7,700	7,700	7,700	0	0
C260 Lockview Ratepayers	5,788	7,300	7,300	7,300	0	0
C270 Lucasville Comm. Ctr	6,675	5,000	5,000	5,000	0	0
C280 Cole Harb.Pool/Tenni	1,602	10,000	10,000	10,000	0	0
C290 Upper Sack. Com. Ctr	98,217	0	0	0	0	0
D955 Administration - CF	510,711	822,338	822,338	711,433	(110,905)	(110,905)
D960 Devonshire Arena	198,393	143,800	143,800	150,300	6,500	6,500
D970 Le Brun Centre	358,052	336,986	336,986	342,486	5,500	5,500
D975 Bedford Leisure Club	7,374	11,800	11,800	11,800	0	0
D980 Gray Arena	254,766	217,500	217,500	223,500	6,000	6,000
D985 Bowles Arena	265,270	253,800	253,800	281,800	28,000	28,000
D990 Booking & Rental Ser	141,325	271,109	271,109	443,297	172,188	172,188
D995 Shubie Campground	21,683	17,500	18,000	9,500	(8,000)	(8,500)
D935 Administration	0	0	0	91,800	91,800	91,800
D940 Programs	0	0	0	200	200	200
D945 Projects	0	0	0	125,500	125,500	125,500
R860 Parks West Pt Pl Pk	485,875	413,600	455,700	762,925	349,325	307,225
R862 Parks West 2	0	0	0	806,407	806,407	806,407
R863 Parks West 3	0	0	0	589,014	589,014	589,014
R864 Parks West 4	0	0	0	766,195	766,195	766,195
R845 Parks Tech Serv U/F	444,125	528,700	481,700	596,280	67,580	114,580
R851 Parks Tech Serv Hort	0	0	0	859,912	859,912	859,912
R855 Parks Tech Serv Ceme	524,336	503,300	503,300	653,294	149,994	149,994
D997 Clearing Acct Parks	0	0	250,000	0	0	(250,000)
R831 Administration - Pks	901,655	1,414,736	1,351,883	404,455	(1,010,281)	(947,428)
R835 Sportsfield	1,412,346	1,194,399	1,258,300	182,713	(1,011,686)	(1,075,587)
R836 Playgrounds	702,692	692,101	693,000	79,290	(612,811)	(613,710)
R840 Parks	3,453,233	2,801,000	2,846,000	313,352	(2,487,648)	(2,532,648)
R850 Public Gardens	409,255	393,700	393,400	9,476	(384,224)	(383,924)
R865 Greenhouse/Nursery	309,006	289,300	289,300	20,120	(269,180)	(269,180)
R870 Main Depot	222,684	150,700	150,700	150,700	0	0
R872 Parks East 2	0	0	0	910,470	910,470	910,470
R874 Parks East 4	0	0	0	996,123	996,123	996,123
R875 Parks East 5	0	0	0	817,886	817,886	817,886
C910 Transfers To Oth Grp	124,172	388,102	388,102	330,000	(58,102)	(58,102)
Total	\$18,577,550	\$19,752,430	\$19,974,697	\$20,975,274	\$1,222,844	\$1,000,577

Parks & Recreational Services

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
D101 Rec. Prog. Admin.	(\$4,406)	\$0	\$0	\$0	\$0	\$0
D155 Mainland S. Prog.	(156,422)	(165,500)	(165,500)	(170,000)	(4,500)	(4,500)
D160 St. Mary's Boat Club	(104,423)	(77,100)	(77,100)	(79,000)	(1,900)	(1,900)
D170 Capt. Will Spry MSC	(334,352)	(276,600)	(322,000)	(266,600)	10,000	55,400
D175 Capt. Will Spry Pool	(274,558)	(285,000)	(278,000)	(285,000)	0	(7,000)
D180 Herring Cv. AreaProg	(8,466)	(16,750)	(16,750)	(44,500)	(27,750)	(27,750)
D210 Mld N Lakeside Timb.	(190,845)	(187,000)	(177,000)	(195,000)	(8,000)	(18,000)
D220 Northcliffe Aquatics	(311,722)	(282,500)	(305,000)	(288,000)	(5,500)	17,000
D270 Lakeside Rec. Ctr.	(17,124)	(35,000)	(35,000)	(35,000)	0	0
D540 Kearney etc Beaches	(18,099)	(6,000)	(35,000)	(21,300)	(15,300)	13,700
D570 Needham Aquatics Pro	(54,759)	(40,000)	(27,000)	(40,000)	0	(13,000)
D310 BSFR Programming	(502,498)	(490,300)	(400,000)	(400,600)	89,700	(600)
D320 Bed. Lions Pl/MillLk	(29,780)	(30,000)	(50,297)	(39,000)	(9,000)	11,297
D330 Mid. Musq. Prog.	(18,179)	(12,000)	(11,000)	(12,000)	0	(1,000)
D340 Fall River Rec. Ctr.	0	(2,500)	(2,500)	0	2,500	2,500
D460 Central Reg. Com. Ev	0	3,500	3,500	3,500	0	0
D410 MH Programming	(171,226)	(186,640)	(100,000)	(113,000)	73,640	(13,000)
D420 MH Office FitnessCtr	(22,997)	(30,000)	(20,000)	(24,000)	6,000	(4,000)
D510 Pen. N&S Prog.	(248,062)	(202,478)	(228,000)	(202,478)	0	25,522
D530 Cent. Pool CC Mnt.	29,040	0	0	0	0	0
D560 Needham Com. Ctr Mt	(557)	0	0	0	0	0
D580 St Andrews CDFM	(75,109)	(89,000)	(135,000)	(125,608)	(36,608)	9,392
D630 CH,P & LE Programmin	(173,781)	(118,889)	(150,000)	(131,000)	(12,111)	19,000
D710 Community Developers	(6,928)	0	0	(20,000)	(20,000)	(20,000)
D755 Outdoor Rec&Env Ser.	(66,705)	(55,500)	(82,500)	(83,000)	(27,500)	(500)
D760 HRM Otd Rec&Env Ser.	0	(20,000)	(20,000)	(25,000)	(5,000)	(5,000)
D810 Drtmth & Tal. Prog.	(227,248)	(238,000)	(258,000)	(220,000)	18,000	38,000
D830 NS Hospital Aquatics	0	0	0	(7,665)	(7,665)	(7,665)
C110 East Preston Rec Ctr	(13,701)	(14,000)	(14,000)	(14,000)	0	0
C120 Haliburton Hills	(10,549)	(12,200)	(12,200)	(22,932)	(10,732)	(10,732)
C130 Highland Park	(3,646)	(4,000)	(4,000)	(4,000)	0	0
C140 Prospect	(63,707)	(72,000)	(72,000)	(77,500)	(5,500)	(5,500)
C150 Up. Hammonds Plains	(9,618)	(12,092)	(12,092)	(10,197)	1,895	1,895
C155 Harrietsfield Rec Ct	(33,483)	(34,900)	(34,900)	(34,900)	0	0
C160 Musquodoboit Harbour	(4,429)	(4,500)	(4,500)	(4,500)	0	0
C165 Dutch Settlement	(9,660)	(8,000)	(8,000)	(8,000)	0	0
C170 Hammonds Plns Com.RT	(17,683)	(20,700)	(20,700)	(22,500)	(1,800)	(1,800)
C175 Hubbards Rec. Centre	(14,690)	(16,000)	(16,000)	(19,200)	(3,200)	(3,200)
C180 Grand Lake Com. Ctr	(7,868)	(8,200)	(8,200)	(8,200)	0	0
C185 District 3 Cap. Fund	(127,661)	(126,305)	(126,305)	(142,796)	(16,491)	(16,491)
C190 Maplewood Subdivisio	(14,250)	(14,000)	(14,000)	(15,850)	(1,850)	(1,850)
C195 BLT Education	(19,490)	0	0	0	0	0
C197 LWF Rate Payers Asso	(50,557)	0	0	0	0	0
C210 LWF Recreation Ctr	0	(77,450)	(77,450)	(77,450)	0	0
C280 Cole Harb.Pool/Tenni	(2,091)	(10,000)	(10,000)	(10,000)	0	0
C290 Upper Sack. Com. Ctr	(98,217)	0	0	0	0	0
D955 Administration - CF	(2,799)	(200,000)	(200,000)	0	200,000	200,000

Parks & Recreational Services

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
D960 Devonshire Arena	(150,520)	(150,000)	(150,000)	(170,000)	(20,000)	(20,000)
D970 Le Brun Centre	(312,027)	(323,000)	(323,000)	(343,000)	(20,000)	(20,000)
D985 Bowles Arena	(243,019)	(249,500)	(249,500)	(269,500)	(20,000)	(20,000)
D990 Booking & Rental Ser	(35,411)	(165,123)	(165,123)	(265,123)	(100,000)	(100,000)
D995 Shubie Campground	(11,595)	(9,100)	(9,100)	(9,100)	0	0
R864 Parks West 4	0	0	0	(3,797)	(3,797)	(3,797)
R845 Parks Tech Serv U/F	0	0	0	0	0	0
R836 Playgrounds	183	0	0	0	0	0
R840 Parks	(14,325)	(40,000)	(40,000)	0	(25,675)	40,000
R865 Greenhouse/Nursery	0	0	0	0	0	0
R875 Parks East 5	0	0	0	(2,440)	0	(2,440)
C910 Transfers To Oth Grp	0	0	0	0	0	0
Total	(\$4,945,815)	(\$5,089,327)	(\$5,138,217)	(\$4,919,899)	\$169,428	\$218,318

Parks & Recreational Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
D101 Rec. Prog. Admin.	\$380,565	\$640,434	\$640,434	\$1,176,905	\$536,471	\$536,471
D155 Mainland S. Prog.	184,659	218,424	210,446	192,900	(25,524)	(17,546)
D160 St. Mary's Boat Club	47,491	73,060	71,165	71,565	(1,495)	400
D165 Choc. Lk Comm Ct Mt.	90,694	104,800	104,800	104,800	0	0
D170 Capt. Will Spry MSC	220,114	249,342	248,457	245,690	(3,652)	(2,767)
D171 CWSC Board of Direct	0	0	0	60,000	60,000	60,000
D175 Capt. Will Spry Pool	103,792	116,832	116,832	89,505	(27,327)	(27,327)
D180 Herring Cv. AreaProg	3,358	8,633	8,633	41,000	32,367	32,367
D210 Mld N Lakeside Timb.	304,143	343,613	353,613	321,734	(21,879)	(31,879)
D220 Northcliffe Aquatics	(78,240)	(18,289)	(22,789)	(84,940)	(66,651)	(62,151)
D230 Northcliffe Pl/CC Mt	210,639	246,425	246,425	246,425	0	0
D270 Lakeside Rec. Ctr.	51,939	49,510	49,510	45,510	(4,000)	(4,000)
D540 Kearney etc Beaches	148,128	234,070	217,275	234,015	(55)	16,740
D570 Needham Aquatics Pro	34,537	42,309	59,309	13,852	(28,457)	(45,457)
D310 BSFR Programming	342,843	468,024	513,570	485,300	17,276	(28,270)
D320 Bed. Lions Pl/MillLk	31,868	22,014	(1,635)	18,775	(3,239)	20,410
D330 Mid. Musq. Prog.	14,134	43,030	40,966	41,500	(1,530)	534
D340 Fall River Rec. Ctr.	22,482	26,810	26,810	29,310	2,500	2,500
D460 Central Reg. Com. Ev	150	7,300	7,300	7,300	0	0
D410 MH Programming	169,948	217,232	201,288	204,450	(12,782)	3,162
D420 MH Office FitnessCtr	80,146	40,331	42,300	42,900	2,569	600
D430 Sheet Hrb. Prog.	119,496	76,090	67,800	77,000	910	9,200
D510 Pen. N&S Prog.	356,098	373,445	361,676	321,834	(51,611)	(39,842)
D520 George Dixon CC Mnt.	69,534	81,937	81,937	81,937	0	0
D530 Cent. Pool CC Mnt.	164,000	0	0	0	0	0
D560 Needham Com. Ctr Mt	137,745	154,300	154,300	154,300	0	0
D580 St Andrews CDFM	139,437	169,017	173,258	181,892	12,875	8,634
D630 CH,P & LE Programmin	176,180	318,664	223,583	304,706	(13,958)	81,123
D710 Community Developers	191,796	510,700	510,700	560,400	49,700	49,700
D755 Outdoor Rec&Env Ser.	55,095	73,776	67,000	78,000	4,224	11,000
D760 HRM Otd Rec&Env Ser.	60,399	39,422	39,422	37,800	(1,622)	(1,622)
D810 Drtmth & Tal. Prog.	414,820	528,050	526,050	489,170	(38,880)	(36,880)
D820 Findley CommCtr Mntc	78,004	92,900	92,900	92,900	0	0
D830 NS Hospital Aquatics	0	0	0	285	285	285
D999 Clearing Account Rec	(1,145)	0	0	0	0	0
C110 East Preston Rec Ctr	149	0	0	0	0	0
C120 Haliburton Hills	(4,512)	0	0	0	0	0
C130 Highland Park	(3,646)	0	0	0	0	0
C140 Prospect	16,391	0	0	0	0	0
C150 Up. Hammonds Plains	2,291	0	0	0	0	0
C155 Harrietsfield Rec Ct	(2,696)	0	0	0	0	0
C160 Musquodoboit Harbour	(2,529)	0	0	0	0	0
C165 Dutch Settlement	(4,532)	0	0	0	0	0
C170 Hammonds Plns Com.RT	(10,153)	0	0	0	0	0
C175 Hubbards Rec. Centre	(4,606)	0	0	0	0	0
C180 Grand Lake Com. Ctr	(7,428)	0	0	0	0	0
C185 District 3 Cap. Fund	(52,536)	0	0	0	0	0
C190 Maplewood Subdivisio	12,346	0	0	0	0	0
C195 BLT Education	3,215	0	0	0	0	0
C197 LWF Rate Payers Asso	17,987	0	0	0	0	0
C210 LWF Recreation Ctr	3,502	13,450	13,450	3,450	(10,000)	(10,000)

Parks & Recreational Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
C220 Riverlake Com. Ctr.	1,332	5,700	5,700	5,700	0	0
C230 Waverly Com. Centre	25,250	24,000	24,000	24,000	0	0
C250 BLT Rec. Advis. Comm	7,500	7,700	7,700	7,700	0	0
C260 Lockview Ratepayers	5,788	7,300	7,300	7,300	0	0
C270 Lucasville Comm. Ctr	6,675	5,000	5,000	5,000	0	0
C280 Cole Harb.Pool/Tenni	(489)	0	0	0	0	0
D955 Administration - CF	507,912	622,338	622,338	711,433	89,095	89,095
D960 Devonshire Arena	47,873	(6,200)	(6,200)	(19,700)	(13,500)	(13,500)
D970 Le Brun Centre	46,025	13,986	13,986	(514)	(14,500)	(14,500)
D975 Bedford Leisure Club	7,374	11,800	11,800	11,800	0	0
D980 Gray Arena	40,673	(2,500)	(2,500)	(16,500)	(14,000)	(14,000)
D985 Bowles Arena	22,251	4,300	4,300	12,300	8,000	8,000
D990 Booking & Rental Ser	105,914	105,986	105,986	178,174	72,188	72,188
D995 Shubie Campground	10,088	8,400	8,900	400	(8,000)	(8,500)
D935 Administration	0	0	0	91,800	91,800	91,800
D940 Programs	0	0	0	200	200	200
D945 Projects	0	0	0	125,500	125,500	125,500
R860 Parks West Pt Pl Pk	485,875	413,600	455,700	761,230	347,630	305,530
R862 Parks West 2	0	0	0	802,339	802,339	802,339
R863 Parks West 3	0	0	0	587,319	587,319	587,319
R864 Parks West 4	0	0	0	762,398	762,398	762,398
R845 Parks Tech Serv U/F	444,125	528,700	481,700	596,280	67,580	114,580
R851 Parks Tech Serv Hort	0	0	0	859,912	859,912	859,912
R855 Parks Tech Serv Ceme	288,681	163,300	163,300	363,294	199,994	199,994
D997 Clearing Acct Parks	0	0	250,000	0	0	(250,000)
R831 Administration - Pks	902,279	1,414,736	1,351,883	404,455	(1,010,281)	(947,428)
R835 Sportsfield	1,181,617	1,094,399	1,158,300	182,713	(911,686)	(975,587)
R836 Playgrounds	702,875	692,101	693,000	79,290	(612,811)	(613,710)
R840 Parks	3,438,908	2,761,000	2,806,000	313,352	(2,447,648)	(2,492,648)
R850 Public Gardens	409,255	393,700	393,400	9,476	(384,224)	(383,924)
R865 Greenhouse/Nursery	309,006	289,300	289,300	20,120	(269,180)	(269,180)
R870 Main Depot	222,684	150,700	150,700	150,700	0	0
R872 Parks East 2	0	0	0	907,962	907,962	907,962
R874 Parks East 4	0	0	0	992,326	992,326	992,326
R875 Parks East 5	0	0	0	815,446	815,446	815,446
C910 Transfers To Oth Grp	124,172	388,102	388,102	330,000	(58,102)	(58,102)
Total	\$13,631,735	\$14,663,103	\$14,836,480	\$16,055,375	\$1,392,272	\$1,218,895

Parks & Recreation Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Buildings	1,627,000		(1,627,000)	-100.00%
Equipment - Light	50,000	50,000	0	0.00%
Information Technology		225,000	225,000	n/a
Parks & Playgrounds	2,167,000	2,400,000	233,000	10.75%
Total Gross Budget	3,844,000	2,675,000	(1,169,000)	-30.41%
Total Funding	(742,000)	(205,000)	537,000	-72.37%
Total Net	3,102,000	2,470,000	(632,000)	-20.37%

Major Facilities Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Buildings	205,000		(205,000)	-100.00%
Equipment - Heavy	75,000	225,000	150,000	200.00%
Total Gross Budget	280,000	225,000	(55,000)	-19.64%
Total Funding	(205,000)	0	205,000	-100.00%
Total Net	75,000	225,000	150,000	200.00%

Planning and Development Services

i. Description of Program/Service

The mission of Planning and Development Services is to provide leadership in enhancing the quality of life in Halifax Regional Municipality by working together for the betterment of communities and a safe, liveable environment. This mission will be achieved by:

- Providing quality service to communities and customers
- Anticipating and planning for change
- Developing creative and effective compliance community standards planning and building legislation
- Helping residents and communities participate effectively in planning and building processes
- Making things happen through innovative partnerships
- Providing a supportive work environment which encourages diversity, mutual respect, recognition, critical thinking and continuous learning

Alignment 2000 brought Planning Services and Development Services together under one business unit. Development approval functions related to infrastructure, which formerly resided in Public Works Transportation Services, were also incorporated into the new business unit in the third quarter of the fiscal year. This merger brings together all aspects of municipal land use planning, construction approvals, implementation and by-law enforcement.

The range of services provided by this business unit includes:

- the *development of policy* relative to where, how and when development shall occur throughout the region;
- developing appropriate methods of *implementing these policies* (e.g. writing bylaws and development agreements etc.) Issue approx. 1,200 subdivision applications/year, 10,000 building & development permits/year etc.;
- *administration of policies and bylaws* by reviewing the design of all development proposals for compliance;
- *inspection and enforcement* of all development to ensure proper construction and maintenance - 20,000 inspections/year (e.g. appearance, life safety, land use etc.); and
- *acceptance of new HRM infrastructure and parkland* during subdivision of land.

In addition, the Department is responsible for the administration and enforcement of approximately 50 Municipal bylaws/licences (e.g. animal control, vending, snow & ice, taxis etc)

ii. Full Time Equivalentents (FTEs)

Total FTE's as per 2000/01 Budget -	118
Additional FTE's (Alignment 2000) -	<u>10</u>
Total paid FTE's in fiscal year 2000/01 -	128

iii. Summary of Achievements Against 2000/2001 Business Plan

Initiative	Achievements
Customer Service Improvements: • Core Activities	<ol style="list-style-type: none"> 1. Achieving 5-day initial response to Subdivision applications 2. Achieving 5-day Subdivision approval within receipt of all information 3. Achieving 5-day processing of Variance applications 4. Zoning confirmation letters provided within 5 days' receipt of request 5. Average process time: low density residential permits, reduced from 14 to 4 days 6. Elapsed time for issuance of 30-day Cleanup Orders reduced by 50% and 680% increase in # Orders issued over previous year 7. Process established to streamline Planning Applications procedures
Rationalization: • Services • Processes • Resources	<ol style="list-style-type: none"> 1. Zoning confirmation letters for single dwelling units discontinued 2. Processing time, need for additional Inspection staff reduced due to workload redistribution & improved time management practices 3. Triage for by-law complaints - (DVR office) via transfer to Call Centre 4. Licensing functions centralized through transfer to Store Front 5. By-law Enforcement service improved via hiring of additional Officers 6. Proactive enforcement - Dangerous/Unightly properties- initiated October, 2000 7. Review/improve inspection of existing buildings program, initiated Oct, 2000 8. Review/improve Land Use Compliance service, initiated Sept, 2000

Initiative	Achievements
Alignment 2000	<ol style="list-style-type: none"> 1. Changes defined re: structure, reporting relationships needed to combine planning approval, inspection and acceptance responsibilities 2. Human Resources strategy developed, being implemented 3. Communications strategy developed, being implemented
Bylaw Harmonization	<ol style="list-style-type: none"> 1. Harmonized Taxi and Limousine bylaw adopted 2. Harmonized Subdivision & Minimum Standards By-laws drafted, stakeholder process initiated 3. Amendments drafted to eliminate development agreements for certain developments within Halifax, former County drafted
Planning Projects: <ul style="list-style-type: none"> • Corporate • Regional • Community 	<ol style="list-style-type: none"> 1. Coordinated, provided expertise to HRM 20/20 process 2. Coordinated HRM Pesticide By-law initiative 3. Participated in Dartmouth North Community Development Project 4. Working with PW&T to develop an integrated approach to undertaking "planned growth, transportation and infrastructure" initiatives re: Council's Business Strategies 5. Participation, provided expertise to HRM infrastructure charges policy 6. Participation in process to identify/select new property information system 7. Participation in review of HRM Business Plan process 8. Completion of Halifax Area 8, Downtown Dartmouth and Up.Sackville/Hammonds Plains/Beaverbank MPS's: Council approval 9. Participation in RFP process for Starr Greenvale property, Dartmouth 10. Halifax Waterfront Plan: continued progress, est. completion Jan., 2001 11. Western Commons MPS: Council approval, Committee mandate TBD 12. Downtown Commercial Streetscape project: approved by Council 13. Sackville Drive Streetscape project: consulting study underway 14. Prince's Lodge, Governors Lake Master Plans: est. completion Jan, 2001 15. Morris/Russell Lake Master Plan: PPC report approved Harbour East CC 16. Regional C&D Policy: Initiated Fall, 2000, public consultation process underway 17. Herring Cove Servicing Strategy: MPS amendments tabled, consultation underway

iv Internal/External Issues Analysis

Rationalization of Service Levels - Gap between expectations and ability to provide

service at desired levels due to:

- i. unclear mandate & legislative authority;
- ii. outdated MPS's and multiple by-laws;
- iii. unnecessary approval processes;
- iv. thinly distributed resources;
- v. unreliable electronic zoning information and other property related data.

Regional Planning - Lack of coordination among internal business units and external stakeholders & agencies with respect to regional planning initiatives related to transportation, open space, environmental protection, school siting, infrastructure planning, growth management and fiscal capacity.

By-law Enforcement- Public and Council expectations not being met re: timeliness, penalties and compliance particularly for by-laws re: Dangerous & Unsightly; Solid Waste; Land Use and Minimum Standards. Potential is the same for new Pesticide By-law.

Effective April 1, 2001, the By-law Enforcement service was transferred to Community Projects as part of Alignment 2000 resulting in a transfer of 12 FTE's along with budget resources.

- 12

By-law Adoption Resourcing- Resource and enforcement implications not being clearly articulated to Council at the time of adoption of new by-laws and development agreements.

Alignment 2000 - All operational benefits associated with Alignment are not yet being fully realized.

Levels of Development Activity - Current level of development is at a 6-year high and commercial vacancies are very low, which continues to tax staff resources & impacts services and is expected to be sustained to foreseeable future. Service to commercial construction has declined since amalgamation.

Occupational Health & Safety - Obligations with respect to *Occupational Health and Safety Act* are not being met.

Property Information System - No corporate property information system in place and the current system used by Planning & Development is unable to meet business operation requirements.

HR Culture and Climate - Diversity, succession planning and staff training needs are not being adequately addressed.

v Goals for Next Three Years (2001/04)

- Develop a service level rationalization strategy and undertake structural and administrative changes needed to implement it.
- Adopt an integrated regional planning strategy.
- Develop agreed-upon levels of service for by-law enforcement and meet them consistently.
- Develop a corporate implementation strategy identifying accountability, enforcement and staff resourcing levels for every new by-law presented to/adopted by Council.
- Improve customer service through improved efficiency and effectiveness by grouping similar activities into functional areas and enhancing working relationships.
- Match levels of resources and service to development activity.
- Reduce staff risk of preventable injuries/casualties.
- Ensure that a corporate property information system is selected and that appropriate software modules that support the business and operational needs of Planning & Development are installed.
- Develop and implement a plan to address staff training needs, succession planning and promote diversity.

vi Objectives 2001/02

Develop a service level rationalization strategy and undertake structural and administrative changes needed to implement it.

- Develop a 3-year strategy to:
 - i. clarify mandate/roles (ie. Fire, Legal Services, BIDC's, etc)
 - ii. obtain legislative authority where needed, especially to improve enforcement

- capabilities
- iii. rationalize current MPS policies
- iv. improve accuracy, reliability of property information
- v. eliminate unnecessary processes, harmonize by-laws
- vi. implement internal reorganization to achieve desired benefits

Adopt an integrated regional planning strategy.

Develop/implement an operational structure which identifies stakeholders, secures their involvement, assigns responsibilities and has the project resourced and completed.

Develop agreed-upon levels of service for by-law enforcement and meet them consistently.

- Define levels of service and have these accepted
- Seek legislative changes to address gaps in mandate & authority
- Allocate resources to obtain strategic outcomes (ie. proactive enforcement)

Develop a corporate implementation strategy identifying accountability, enforcement and staff resourcing levels for every new by-law presented to/adopted by Council.

- Adopt and implement a corporate policy to achieve goal

Improve customer service through improved efficiency and effectiveness by grouping similar activities into functional areas and enhancing working relationships.

- Streamline engineering and planning approvals and continue to implement improvements in areas of permits and construction & takeover approvals

Match levels of resources and service to development activity.

- Predict and respond to work demands and reduce elapsed time in:
 - i. processing of commercial building permits
 - ii. analysis and preparation of reports to Council on planning applications
 - iii. providing engineering approvals

Reduce staff risk of preventable injuries/casualties.

- Implement recommendations of an audit and risk assessment for high risk activities, such as remote work areas.

Ensure that a corporate property information system is selected and that appropriate software modules that support the business and operational needs of Planning & Development are installed.

- Identify and select a corporate property information system
- Select and install software modules for building permits and by-law enforcement with 0% error.

Develop and implement a plan to address staff training needs, succession planning and promote diversity.

- Identify staff training needs and implement training programs
- Identify succession planning needs
- Prepare/implement succession plan for Planners and Building Inspectors
- Deliver a staff awareness program respecting diversity, race relations and workplace rights.

ii Performance Measurement

- Clearly defined mandate, roles, streamlined processes and accurate, reliable information upon which to conduct operations.
- Acceptance of Regional Plan by internal and external partners and stakeholders
- All reported by-law violations are tracked, investigated and compliance is obtained within established service levels.
- Implementation strategy forming part of staff reports for any proposed by-law or by-law amendment is accepted by Council.
- Positive customer feedback regarding Alignment 2000, recognition of positive results by major clients and improved employee satisfaction.
- Positive customer feedback and increased permit revenues from commercial construction activity.
- Established procedures and a monitoring system which promotes workplace safety.
- Selection of a corporate land information system and installation of appropriate software

modules with 0% error.

- Successful implementation of a staff training program, a succession plan in place and an acceptable rating from the Race Relations Committee.

iii Overview of 2001/02 Operating Budget

\$ 43,000 - to support *backfilling of staff* seconded to work towards implementing a new Property Information System.

\$61,500 - in support of hiring *1 Land Use Compliance Technician* in order to meet current obligations with respect to the enforcement and administration of land use by-law and development agreement regulations.

\$208,500 - in support of hiring *3 additional Building Inspectors* to ensure Code compliance with respect to the monitoring and inspection of commercial construction activity.

(\$100,000) - *Achieve efficiencies by Merging Regional and Community Planning*

iii Overview of 2001/02 Capital Budget

\$500,000 - Capital Cost Contribution area master planning to identify infrastructure requirements prior to implementing lot levies within specific charge areas. This project supports the goal *to adopt an integrated regional planning strategy*. Study costs are a recoverable expense.

\$1.5 million - Oversized streets contribution in order to fulfill commitments made by Council through approval of development agreements. This project supports the goal of *matching levels of resources and services to development activity*.

\$100,000 - Oversized sewers contribution in order to fulfill commitments made by Council through approval of development agreements. This project supports the goal of *matching levels of resources and services to development activity*.

\$229,000 - Commercial District Streetscape Program. This project supports an existing commitment to support BIDC's in Dartmouth and Halifax CBD's and Spring Garden Road to enhance amenity in street ROW's. New BIDC's contemplated for Sackville Drive, Quinpool Road and Herring Cove Road.

Planning & Development Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$3,714,955	\$5,276,553	\$4,688,117	\$5,423,100	\$146,547	\$734,983
Overtime - Salaries and Wages	52,143	7,300	54,991	37,300	30,000	(17,691)
Benefits and Other (Salaries)	581,837	794,683	701,224	859,700	65,017	158,476
Benefits and Other (Wages)	63,216	76,575	72,779	87,740	11,165	14,961
Retirement Allowance & Severance	34,396	30,700	21,737	30,700	0	8,963
Clothing Allowance, Stipends, Other	(14)	17,150	4,409	0	(17,150)	(4,409)
Office Expenses, less Computers	232,534	324,175	287,770	303,495	(20,680)	15,725
Computers Expenses	3,682	5,500	26,000	5,500	0	(20,500)
Consulting Fees	70,625	119,000	130,000	19,000	(100,000)	(111,000)
Other Professional Fees	1,316	5,500	15,317	5,500	0	(9,817)
Contract Fees	393,779	348,000	418,363	0	(348,000)	(418,363)
Equipment and Supplies	10,293	0	2,788	12,900	12,900	10,112
Materials	430	0	0	0	0	0
Building Repair, Maintenance	0	7,500	7,500	7,500	0	0
Equipment Repair, Maintenance	1,388	0	58	500	500	442
Vehicle Expenses	22	171,000	52,662	152,000	(19,000)	99,338
Gasoline Fuel	4,278	0	4,081	0	0	(4,081)
Membership Dues	10,869	9,000	8,952	11,300	2,300	2,348
Conferences and Travel	148,433	34,100	160,899	40,600	6,500	(120,299)
Training and Education	7,512	20,400	16,764	30,100	9,700	13,336
Advertising and Promotion	24,691	29,900	34,000	29,900	0	(4,100)
Books, Publications and Data	1,574	4,800	3,800	4,900	100	1,100
Other Goods and Services	5,826	28,900	32,500	48,900	20,000	16,400
Transfers Outside Agencies	547,631	854,579	854,579	959,780	105,201	105,201
Other Fiscal Charges	225,581	0	0	0	0	0
Interdepartmental - Fleet	25,625	0	0	18,000	18,000	18,000
Total	\$6,162,622	\$8,165,315	\$7,599,290	\$8,088,415	(\$76,900)	\$489,125
Revenues						
Area Tax Rates and Transfers	(563,818)	(583,529)	(583,529)	(661,520)	(77,991)	(77,991)
Building Permits	(2,712,064)	(2,570,000)	(2,920,453)	(3,070,000)	(500,000)	(149,547)
Other Licenses, Permits and Fines	(867,726)	(779,000)	(623,136)	(378,000)	401,000	245,136
Parking and Facility Rentals	2,836	0	0	0	0	0
Other Sales Revenue	(40,895)	(25,000)	(45,062)	(35,000)	(10,000)	10,062
Environmental Protection/Waste Wat	0	0	(14,204)	(48,700)	(48,700)	(34,496)
Other Revenues	3,390	(271,050)	(320,988)	(298,260)	(27,210)	22,728
Total	(\$4,178,277)	(\$4,228,579)	(\$4,507,372)	(\$4,491,480)	(\$262,901)	\$15,892
Net Cost	\$1,984,345	\$3,936,736	\$3,091,918	\$3,596,935	(\$339,801)	\$505,017

Planning & Development Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
C410 Director's Office	\$163,150	\$165,419	\$169,519	\$329,300	\$163,881	\$159,781
C420 Subdivision & Dev.	1,062,726	1,384,514	1,227,003	1,374,400	(10,114)	147,397
C430 Permits & Inspection	1,787,633	2,133,821	1,924,355	2,256,400	122,579	332,045
C440 Bylaw Enforcement	820,162	1,103,028	910,294	0	(1,103,028)	(910,294)
C450 Development Engineer	0	0	154,612	867,175	867,175	712,563
C310 Planning & Applic.	1,781,305	2,523,954	2,358,928	1,149,900	(1,374,054)	(1,209,028)
C320 Regional Comm Plann	0	0	0	841,300	841,300	841,300
C330 Civic Addressing	0	0	0	310,160	310,160	310,160
C510 Business Dist. Comm.	547,647	854,579	854,579	959,780	105,201	105,201
Total	\$6,162,623	\$8,165,315	\$7,599,290	\$8,088,415	(\$76,900)	\$489,125

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
C420 Subdivision & Dev.	(159,097)	(158,000)	(151,213)	(158,000)	\$0	(6,787)
C430 Permits & Inspection	(2,981,991)	(2,754,000)	(3,121,355)	(3,135,000)	(381,000)	(13,645)
C440 Bylaw Enforcement	(440,547)	(437,000)	(271,021)	0	437,000	271,021
C450 Development Engineer	0	0	(14,204)	(203,700)	(203,700)	(189,496)
C310 Planning & Applic.	(40,351)	(25,000)	(95,000)	(35,000)	(10,000)	60,000
C510 Business Dist. Comm.	(556,292)	(854,579)	(854,579)	(959,780)	(105,201)	(105,201)
Total	(\$4,178,278)	(\$4,228,579)	(\$4,507,372)	(\$4,491,480)	(\$262,901)	\$15,892

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
C410 Director's Office	\$163,150	\$165,419	\$169,519	\$329,300	\$163,881	\$159,781
C420 Subdivision & Dev.	903,629	1,226,514	1,075,790	1,216,400	(10,114)	140,610
C430 Permits & Inspection	(1,194,358)	(620,179)	(1,197,000)	(878,600)	(258,421)	318,400
C440 Bylaw Enforcement	379,615	666,028	639,273	0	(666,028)	(639,273)
C450 Development Engineer	0	0	140,408	663,475	663,475	523,067
C310 Planning & Applic.	1,740,954	2,498,954	2,263,928	1,114,900	(1,384,054)	(1,149,028)
C320 Regional Comm Plann	0	0	0	841,300	841,300	841,300
C330 Civic Addressing	0	0	0	310,160	310,160	310,160
C510 Business Dist. Comm.	(8,645)	0	0	0	0	0
Total	\$1,984,345	\$3,936,736	\$3,091,918	\$3,596,935	(\$339,801)	\$505,017

Planning & Development Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Community & Property Development	1,300,000	2,329,000	1,029,000	79.15%
Total Gross Budget	1,300,000	2,329,000	1,029,000	79.15%
Total Funding	(150,000)	(1,500,000)	(1,350,000)	900.00%
Total Net	1,150,000	829,000	(321,000)	-27.91%

Public Works & Transportation

Description of Program/Service

Formulated under Alignment 2000, Public Works and Transportation was created to consolidate all critical and operational services with respect to management of the Municipality's infrastructure. The Director also acts as Municipal Engineer/ City Engineer on behalf of Halifax Regional Municipality as per the Municipal Government Act, as well as representing HRM interests at provincial, national and other outside agency levels.

Services provided include:

- a) **Design and Construction Services** coordinate the capital budget, evaluation and prioritization of streets for capital works, evaluation and prioritization of sidewalk construction, construction management of projects, audit inspection of developer's infrastructure, maintenance record of infrastructure drawings and other engineering related activities.
- b) **Right of Way Approvals** administers permit applications for various activities within the street right-of-way such as street and service permits for utilities, sewer and water renewals, and encroachment permits, to ensure compliance with applicable bylaws and legislation and protection of HRM infrastructure.
- c) **Environmental Services** manage wastewater and storm water infrastructure by ensuring system capacity, investigation and determining solutions to specific problems, administering and enforcing legislation, drafting, implementing and amending by-laws, policies and procedure.
- d) **Technical and Underground Services** provides maintenance of collection and transportation of the wastewater and storm drainage systems. This includes gravity sanitary and storm sewers, open ditches, pumping stations and force mains, manholes, catch basins, retention ponds etc. In addition, this section is also responsible for the maintenance of street lights.
- e) **Wastewater Treatment Services** treats wastewater transported by the collection systems to provide environmental and public health protection. There are 14 urban and rural water pollution control plants. In addition, this section also operates water treatment and water supply systems at the AeroTech Park/Airport, Leachate Treatment Plant at Sackville Landfill, and Urban and Rural biosolids management.
- f) **Streets and Roads Services** provides maintenance of streets and sidewalks under the

following categories: street maintenance, sidewalk maintenance, traffic infrastructure maintenance, and snow and ice control. **Street maintenance** includes street sweeping, litter pickup, leaf pick up, asphalt patching, gravel roads, guard rails, chip sealing. **Sidewalk maintenance** includes concrete sidewalks, asphalt sidewalks, brick sidewalks and curbs. **Traffic infrastructure** includes traffic signs, traffic markings, and parking meters. **Snow and Ice Control** provides ice control, snow plowing and snow removal on streets and sidewalks..

- g) **Traffic and Transportation** is responsible for transportation planning, traffic control, and traffic signal maintenance. **Transportation planning** deals with the planning, expansion and assessment of new demands on the municipalities transportation infrastructure. **Traffic control** involves the safe and efficient management of vehicle and pedestrian traffic flow within the existing transportation system. **Traffic signals** are part of the traffic control system and the maintenance of efficient performance is vital to the outcome of traffic control.

Full Time Equivalents (FTEs)

Public Works and Transportation Services had 381.5 FTEs in 2000. Through approved budget modifications, the business unit staffing will increase by 4, to 385.5 FTE's for 2001/02.

Summary of 2000/01 Achievements Against 2000/01 Business Plan

Area	Issue/Status
Traffic	<ul style="list-style-type: none"> • Database software purchased, staff training initiated, and field survey form developed for inventory program for on street and in stock traffic signal hardware. • Service standard for traffic signals: Emergency response standards approved by Council, currently preparing scheduled maintenance standards. • Field testing and evaluation of LED traffic & pedestrian signals currently underway. • Discussions ongoing with the province and database structure prepared for collision analysis & safety audit process. • Interim Regional Transportation Strategy (IRTS) finalized, awaiting integration into Regional Planning Strategy. • Guidelines & review standards for traffic impact studies to be complete. • Vehicle speeds in residential neighbourhoods being collected as baseline data for Traffic Calming Policy
Design & Construction	<ul style="list-style-type: none"> • Completed merger of Design & Construction Services as one unit • Restructured design teams is ongoing. • Upgrade of pavement management software completed. • New municipal design stds completed and approved by Council. • Achieved design, tender & construction of 80% of capital projects approved by Council this year. • Review of existing service delivery methods ongoing • Evaluation of new software requirements for infrastructure management is ongoing. • Commenced implementing new GPS software. • Record drawing completion program commenced and expected to be completed by Apr 2002.

Area	Issue/Status
Wastewater	<ul style="list-style-type: none"> • Strong PWT involvement in the procurement process for public/private/partnership proposal in conjunction with Harbour Solutions project management. With RFP closure in October, 2000, staff will be involved in selection of successful proponent. The business unit will take a lead role in the project management of this multi-million dollar program over the next 5 years. • Approval of revenue increases for sludge tipping fees and water/sewer rates at Aerotech/Airport facilities. • Automation improvements completed at Mill Cove WPCP & Aerotech WTP. • Progress ongoing towards receiving provincial environment approval to treat external products at Sackville Landfill Leachate Plant. • Approval of watershed designation at Bennery Lake by the end of the fiscal year by NSDOE. • Harmonization of engineering submissions, uniform procedures & review manual completed for development applications. • Review of response times for permit approvals is partially complete • Phase I completed on Infiltration/Inflow Reduction Program • Sewer use by-law drafted & under review. • Phase I source control has been completed and Phase II is being implemented.
Streets & Roads	<ul style="list-style-type: none"> • Increased response to illegal garbage dumping incidents • Proactive response to control of graffiti within the street right of way. • Completed all sign installations required for the new truck route by-law. • Increased gravel road maintenance through implementation of capital renewal program. • Increased asphalt street patching and concrete sidewalk repair units through contracted maintenance. • Implementation of new Snow & Ice service levels and new system under CUPE local 108 collective agreement.

Area	Issue/Status
2000/01 Budget Modifications	<ul style="list-style-type: none"> • Sewer Lateral Renewals: Initial budget overexpended to meet revised service standards. • Stormwater & Wastewater engineer position filled • Reinstatement of chipsealing service levels achieved through contracted program. • Development engineer position filled • Program to reinstate street name sign service levels to 1999/00 stds ongoing • Software upgrades to for Eagle Point and Auto Cad completed. • Training for engineers, engineering assts & draftspersons is ongoing • Legislated training has been completed. • Sewage grinder upgrade at Old Ferry Rd Pumping Stn has been completed

Internal/External Issues Analysis

1. Wastewater

- **System Database** - The database of HRM's wastewater and stormwater systems is incomplete, and varies as to format and accuracy across HRM.
- **Water Resource Management Policy** - The four former municipalities each had different policies and procedures with respect to stormwater and wastewater management, and the existing policies are also quite dated.
- **Pollution Prevention** - The discharge of deleterious products into the HRM sewers may be harmful to the public, the sewer systems and the treatment processes, HRM workers, and the receiving environment
- **Wastewater Planning** - To provide sufficient infrastructure capacity to meet anticipated growth
- **Sludge Management & Leachate Treatment**- Future capacities
- **Wastewater Benchmarking Program**- Opportunity to benchmark our wastewater collection and treatment operations

2. Traffic and Transportation

- **Continued growth** - will add loading to the transportation network.
- **TDM Measures** - No resources or expertise to develop and test Traffic Demand Management (TDM) measures.
- **Transportation Network Performance** - No process to measure the performance of our transportation network.

- **Traffic asset inventory** is incomplete and inconsistent.
- **Service Standards** - Minimal service standards for traffic control devices.
- **Traffic Calming** - Ability to address neighbourhood speeding issues through enforcement and the application of physical traffic calming devices is limited.

3. Streets and Roads

- **Snow & Ice Program** - Need to improve sidewalk snow and ice service. Road salt may be designated toxic under C.E.P.A. Impact of Alignment 2000 on snow and ice operations.
- **Litter Service** - Increased pressure for improved litter basket servicing in BIDC and service truck response in outer areas.

4. Design and Construction

- **Automated Technology** - New and expanded Automated Technology is required to improve asset management, better coordinate operating and capital budgeting and enhance performance productivity
- **Infrastructure Records Management System** - HRM's infrastructure records management system has not been updated since amalgamation and affects our service to internal and external clients seeking this information.
- **Cost Assessment** - Today's fiscal accountability necessitates on-going cost assessment and analysis to ensure services are delivered as effectively as possible
- **Surface Treatment Programs** - Capital budget constraints poses difficulties for HRM to address the ever growing deterioration to the existing street network. This calls into question the effectiveness and extent of capital expenditures allocated to the various surface treatment programs outlined in the capital budgets.
- **Capital Project Funding** - Anticipated loss of DOT cost-sharing and difficulties associated with acceptance of local improvement charges pose funding challenges for timely project implementation
- **Capital Budget Program** - The anticipated growth in the capital budget and the desire to further enhance the in-house project design efforts to enable an increased %age of projects to be designed & tendered within the designated budget year requires a further expansion of design/drafting staff

5. General

- **Occupational Health and Safety** - Compliance with legislated requirement respecting due diligence.
- **Permit Applications** - Increased pressure to respond quickly to permit applications by newly formed Right-of-Way Approvals section.

Goals for Next Three Years (2001/04)

1. Wastewater

- Wastewater and Stormwater Systems Database - Continue with collection of data from record drawings and field surveys, and input into GIS.
- Water Resource Management Policy - Complete Phase 1, which is the development of the Policy itself. Once Phase 1 is completed, develop a work plan, schedule and budget for Phase 2, which is implementation of the policy. Then implement in accordance with the work plan.
- Implement various components of the Pollution Prevention Strategy. Increase the numbers of industrial, commercial and institutional dischargers that comply with the requirements of the new Wastewater Discharge By-Law.
- HRM is responsible to provide cost-effective service to the public, in terms of protecting public health and safety, preventing damage to private property, meeting regulatory requirements, and repairing and renewing sewers on a planned, rather than emergency, basis.
- Develop new or modified management strategies to meet future leachate treatment and sludge processing needs.
- To benchmark and effect improvements to wastewater collection and treatment operations.

2. Traffic and Transportation

- HRM's transportation system supports the desired pattern of development and alternative forms of transportation.
- Develop maintenance standards to ensure performance level of all traffic control devices.
- To develop a means for communities to actively address their own neighbourhood speeding issues.

3. Streets and Roads

- To provide safer streets and sidewalks for HRM citizens by consistently meeting or exceeding the Council approved snow and ice service standards
- To provide a consistent high level of service to litter baskets in the BIDC areas of HRM and of service truck response throughout the service core area.

4. Design and Construction

- To participate in the corporate Land Information System project which will implement an asset management system for all HRM infrastructure
- Bring current record drawing information up-to-date including the electronic index and the development of consistent standards for record drawing information
- To establish an on-going cost analysis program within Design & Construction Services
- To review the intent of the various surface treatment programs used for street upgrading and to ensure that HRM is achieving the most prudent use of capital funds for the surface treatments recommended.

- Review alternatives for the funding of capital projects
- To increase the design/tendering capacity of the approved capital budget

5. General

- To consistently meet or exceed the legislated Occupational Health and Safety requirements respecting due diligence
- To organize a responsive, cost efficient operation to ensure optimum, safe use of HRM's rights-of-way , wastewater and stormwater infrastructure by others

Objectives 2001/02

1. Wastewater

- Wastewater and Stormwater Systems Database - Hire GIS Technician on a contract basis to be dedicated full time to this project. Complete the entering of data from the pilot project in the Sackville area. Complete the survey and the entering of data for the Dartmouth area. Develop procedure for entering data for new developments into the database. Based on performance in the current year, develop work plan, schedule and budget for full completion of the project.
- A consultant has been retained in conjunction with Planning and Development to develop a Policy for all of HRM. The Objective for 2001/02 is to complete the Policy within the budget approved by Regional Council, and have the Policy adopted by Regional Council. The policy phase will be followed by implementation, which may involve MPS amendments, new or revised by-laws and procedures, additional staff, new technology, etc. Funding has been provided in the Capital Budget to begin the implementation process.
- A Pollution Prevention Co-ordinator has been retained, and a work program is being implemented on a number of fronts - a revised Wastewater Discharge By-Law, enforcement, education of the public and the ICI sector, sampling program, etc. Key objective is to have an updated and revised Wastewater Discharge By-Law adopted by Regional Council.
- System condition, performance and capacity are all critical to providing effective service, including growth management and facilitating future development in the HRM. A number of initiatives have started or are continuing on a phased basis - Infiltration/Inflow Reduction, Flow Monitoring, GIS System Schematic, Integrated Video Inspection and Preventative Maintenance, Wastewater Treatment and Pumping Station Upgrades, and others.
- Commission a study and evaluate private sector partnership options..Obtain N S Department of Environment approval for processing external leachates
- Continue to participate in the benchmarking program towards effecting process improvements

2. Traffic and Transportation

- Implement the Interim Regional Transportation Strategy(IRTS) as required to support increased trip demand created by growth.

- Initiate programs and projects which attract alternative modes
 - Design and initiate annual data collection process
 - Complete pilot study to inventory a portion of traffic control devices (stop signs and signals) and establish a link to GIS.
 - Complete detailed service standards for traffic signal maintenance.
 - Implement a program whereby communities (schools, service organizations, businesses, etc) may rent from the municipality by the week, a radar display speed sign to place at a problem location.
- 3. Streets and Roads**
- To improve the response experience of hired equipment to sidewalk snow and ice operational requirements.
 - To secure sufficient hired equipment to consistently meet sidewalk snow and ice service levels
 - Renegotiate 108 Collective Agreement Snow & Ice Schedule 'C' to be compatible with Alignment 2000 and other operational requirements
 - Establish a snow and ice Coordinator to champion the administration of the snow and ice operations year round to ensure such things as reduced salt usage, proper operator training, route and equipment assignment optimization, alternative service delivery investigation and implementation.
 - Secure technically designed equipment better matched to the service requirements.
 - Explore alternative service delivery options for after hours service truck response.
- 4. Design and Construction**
- Implement GPS technology
 - Initiate data conversion and inputting to the corporate database
 - Active involvement in the selection of asset management software.
 - Provide an updated plans copier/scanner
 - Review in-house design and construction management costs and compare those with costs incurred by consultants on similar projects.
 - Prepare baseline data collection on surface treatment programs for ongoing comparison
 - Review the continued applicability of the LIC Policy for achieving asphalt curb upgrading to concrete
 - Design & tender more projects each year
- 5. General**
- To ensure ongoing compliance with legislated occupational health and safety training and a responsible level of equipment operator training
 - To provide administrative support to the front line supervisors to permit their focused attention to the priority of direct supervision of manpower and equipment.

- To determine whether permit application fees are representative of the cost of processing, and make adjustments as appropriate.

Performance Measures

1. Wastewater

- Measure percentage of HRM's wastewater and stormwater systems incorporated into GIS
- Water Resource Management - Complete the Policy on schedule and within the budget approved by Regional Council, and have the Policy adopted by Regional Council. Public involvement/acceptance of the Policy.
- Pollution Prevention - No. of sites investigated/enforcement. Percentage of the industrial, commercial and institutional sources of wastewater within HRM which meet the requirements of the Wastewater Discharge By-Law W-101.
- Wastewater Planning - Number of sewage, drainage and environmental investigations, number of capacity investigations, number of manholes repaired to reduce infiltration/inflow, length of sewer studied to identify and remove I/I, number of cross-connections identified (and repaired), number of sewage emergencies responded to and handled in conformance with regulations, length of sewer video-inspected.
- Sludge Management -cost/tonne processed
- Benchmarking Program -Comparison of HRM's performance to program participants

2. Traffic and Transportation

- Growth-maintain overall level of service "D", minimum LOS "E" at individual locations
- TDM- Measurable increases in modal split for alternatives
- Network Performance -compare data with Transportation Association of Canada (TAC) benchmarks
- Asset Inventory - Complete database linked to GIS

3. Streets and Roads

- Snow and Ice- No. of times service levels not met, kgs of salt per lanekilometer/storm
- Litter Service - N. of complaints received/ no. of service truck responses.

4. Design and Construction

- Infrastructure Management - Increased capacity to rate infrastructure condition
- Records - Increase in annual record information
- Cost comparisons in design and inspection
- Life cycle assessment of existing surface treatment programs

5. General

- OH&S - % reduction in accidents,% reduction in incidents of non-compliance, no. of

- staff trained
- Permit Applications- process time per application, cost of permit processing compared to fee

Overview of 2001/02 Operating Budget

- Participation in Corporate Land Information System, with priority of Infrastructure Management System.
- Safety & Training Officer ensures due diligence regarding Occupational Health & Safety Act.
- Additional safety training and equipment for Streets and Roads, Technical and Underground, Wastewater Treatment, and Environmental Services to satisfy legislated requirements.
- Funding increase to enhance contracted sidewalk snow and ice service.
- Consultant study to assess air quality adjacent to Mill Cove Treatment Plant site.
- Three Works Co-ordinators for Streets and Roads and Technical and Underground Services to undertake administrative duties, allowing Work Supervisors to devote more time on-site with their work crews.
- Continued participation in Canadian Wastewater Benchmarking Project with 20 other Municipalities.
- The Snow and Ice budget has been reduced by \$750,000.

Overview of 2001/02 Capital Budget

- Street & Roads gross budget has increased by 10%, with new paving increased by an additional \$550,000 for 2001.
- Gross funding for Sidewalks increased by 33% , with new sidewalks funding increased by \$581,000 (63%) for 2001
- Gross funding for sewers increased by 48%.
- Traffic Improvements gross funding reduced by 30%.

Public Works & Transportation

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$1,350,655	\$7,427,132	\$7,114,476	\$4,283,675	(\$3,143,457)	(\$2,830,801)
Wages	11,389,020	7,078,361	7,326,861	9,045,561	1,967,200	1,718,700
Overtime - Salaries and Wages	1,665,877	920,700	959,200	1,520,900	600,200	561,700
Benefits and Other (Salaries)	807,404	1,170,496	1,136,599	907,450	(263,046)	(229,149)
Benefits and Other (Wages)	2,089,188	1,499,617	1,542,737	2,056,863	557,246	514,126
Retirement Allowance & Severance	387,558	229,100	221,500	314,855	85,755	93,355
Clothing Allowance, Stipends, Other	36,605	66,100	68,300	9,800	(56,300)	(58,500)
Office Expenses, less Computers	415,054	456,500	455,600	464,200	7,700	8,600
Computers Expenses	2,810	83,900	81,900	86,640	2,740	4,740
Consulting Fees	91,391	31,500	31,000	81,500	50,000	50,500
Other Professional Fees	31,398	15,300	15,000	300	(15,000)	(14,700)
Contract Fees	2,835,859	2,711,800	3,345,550	3,613,000	901,200	267,450
Equipment and Supplies	258,203	131,100	131,100	155,100	24,000	24,000
Materials	3,155,618	3,913,700	3,896,200	3,601,200	(312,500)	(295,000)
Building Repair, Maintenance	5,296,724	5,871,382	5,864,882	6,058,824	187,442	193,942
Heating Fuel	93,588	51,500	55,500	55,500	4,000	0
Equipment Repair, Maintenance	2,202,237	3,098,200	3,045,900	3,073,330	(24,870)	27,430
Vehicle Expenses	11,854	145,700	145,700	145,700	0	0
Diesel Fuel	4,297	18,500	18,500	21,800	3,300	3,300
Gasoline Fuel	23,266	22,200	22,200	23,200	1,000	1,000
Membership Dues	12,693	20,100	19,350	20,400	300	1,050
Conferences and Travel	190,284	272,100	260,700	281,400	9,300	20,700
Training and Education	40,849	93,700	93,800	123,000	29,300	29,200
Site Preparation	6,205	0	0	0	0	0
Advertising and Promotion	24,734	22,400	22,400	37,900	15,500	15,500
Books, Publications and Data	1,868	5,300	5,300	5,400	100	100
Other Goods and Services	476,725	346,440	339,800	349,440	3,000	9,640
Transfer to/from Reserves	(71,355)	(145,200)	(121,595)	5,000	150,200	126,595
Principal and Interest Charges	2,212,000	2,117,084	2,117,084	2,041,000	(76,084)	(76,084)
Other Loan and Interest Charges	5,835	0	0	0	0	0
Other Fiscal Charges	79,270	(40,140)	(40,140)	66,221	106,361	106,361
Interdepartmental - Fleet	2,499,630	3,876,800	3,881,800	4,187,603	310,803	305,803
Interdepartmental - Other	147,800	0	150,000	150,000	150,000	0
Total	\$37,775,144	\$41,511,372	\$42,207,204	\$42,786,762	\$1,275,390	\$579,558
Revenues						
Fire Protection	(80,473)	(84,700)	(84,700)	(84,700)	0	0
Transfers from Governments, Other	(242,486)	(96,000)	(96,000)	(80,000)	16,000	16,000
Area Tax Rates and Transfers	(1,268,936)	(1,348,760)	(1,383,760)	(1,588,945)	(240,185)	(205,185)
Other Licenses, Permits and Fines	(232,502)	(308,000)	(297,000)	(184,000)	124,000	113,000
Parking and Facility Rentals	1,411	0	0	0	0	0
Tipping Fees	(328,769)	(210,000)	(210,000)	(250,000)	(40,000)	(40,000)
Tax Certificates	31	0	0	0	0	0
Other Sales Revenue	(469,253)	(325,500)	(325,500)	(520,500)	(195,000)	(195,000)
Advertising Revenue	0	(50,000)	(50,000)	0	50,000	50,000
Environmental Protection/Waste Wat	(11,535,890)	(13,116,440)	(14,080,940)	(14,501,351)	(1,384,911)	(420,411)
Other Revenues	(244,549)	(101,800)	(101,800)	(73,000)	28,800	28,800
Total	(\$14,401,416)	(\$15,641,200)	(\$16,629,700)	(\$17,282,496)	(\$1,641,296)	(\$652,796)
Net Cost	\$23,373,728	\$25,870,172	\$25,577,504	\$25,504,266	(\$365,906)	(\$73,238)

Public Works & Transportation

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
R101 Administration	\$338,233	\$457,218	\$426,864	\$480,900	\$23,682	\$54,036
R701 Dir. of Operations	79,213	0	0	0	0	0
R702 Nat. Gas Distributio	83,991	105,000	105,000	195,500	90,500	90,500
R110 Design Admin.	260,044	302,872	287,900	213,600	(89,272)	(74,300)
R111 Design	549,788	681,561	681,561	741,550	59,989	59,989
R113 Capital Budget Plan.	3,274	0	0	0	0	0
R120 Construction Serv.	885,115	1,118,690	1,077,900	1,061,320	(57,370)	(16,580)
R140 Surveying	738,944	866,381	816,381	864,713	(1,668)	48,332
R150 Drafting	317,570	421,962	421,962	420,500	(1,462)	(1,462)
R112 Rights of Way Approv	475,774	603,462	495,400	209,700	(393,762)	(285,700)
R160 Environmental Serv.	(337)	540,600	455,100	583,200	42,600	128,100
R170 Transportation Serv.	240,298	302,888	293,398	314,710	11,822	21,312
R172 Traffic Serv.	372,192	482,230	462,230	491,300	9,070	29,070
R827 Traffic Lights	812,948	1,032,300	1,002,300	1,068,500	36,200	66,200
R201 Administration - WW	109,760	132,806	132,806	181,100	48,294	48,294
R210 Aerotech	502,084	585,034	485,134	519,000	(66,034)	33,866
R220 Mill Cove	2,959,376	2,834,144	2,834,144	2,803,300	(30,844)	(30,844)
R230 Eastern Passage	488,502	482,961	482,961	517,700	34,739	34,739
R240 Timberlea	360,518	409,116	409,116	423,100	13,984	13,984
R250 Community Plants	334,090	386,568	386,568	414,000	27,432	27,432
R260 Aerotech Lagoon	269,796	99,800	199,700	250,000	150,200	50,300
R270 Sludge Transfer	71,948	115,500	115,500	123,200	7,700	7,700
R315 Leach. Trt./FlareStc	1,071	0	0	0	0	0
R715 Administration - St.	803,903	1,250,363	1,250,363	983,377	(266,986)	(266,986)
R720 Street Sweeping	587,398	583,800	558,800	578,654	(5,146)	19,854
R721 Litter Pickup/Basket	844,691	861,000	861,000	951,993	90,993	90,993
R722 Leaf Pick Up	134,301	199,200	184,200	189,266	(9,934)	5,066
R730 Chip Sealing	0	465,600	465,600	464,300	(1,300)	(1,300)
R731 Patching	1,502,050	1,387,500	1,387,500	1,483,528	96,028	96,028
R732 Gravel Road Maintena	771,037	763,800	763,800	799,244	35,444	35,444
R733 Right of Way Maint.	111,552	91,900	91,900	91,900	0	0
R735 Guardrail	178,167	242,200	227,200	245,099	2,899	17,899
R738 Waverley Sidewalks	0	5,000	5,000	5,000	0	0
R739 Fall River Sidewalks	0	114,900	114,900	114,900	0	0
R740 Concrete Sidewalks	742,964	664,900	809,900	672,989	8,089	(136,911)
R741 Asphalt Sidewalks	144,016	210,900	170,900	226,495	15,595	55,595
R742 Brick Sidewalks	61,738	80,100	80,100	178,581	98,481	98,481
R743 Asphalt Curb	105,158	97,800	82,800	96,621	(1,179)	13,821
R746 Street Name Signs	59,636	100,800	100,800	94,963	(5,837)	(5,837)
R747 Traffic Signs	634,840	550,600	550,600	692,538	141,938	141,938
R748 Traffic Markings	389,933	404,800	404,800	412,284	7,484	7,484
R829 Parking Meter Maint.	81,445	0	0	0	0	0
R899 Streets J/C Clearing	51,672	0	0	0	0	0
R761 Ice Control	4,017,008	3,923,700	3,923,700	3,641,933	(281,767)	(281,767)
R762 Plowing	1,847,528	2,459,400	2,459,400	2,389,272	(70,128)	(70,128)
R763 Snow Removal	926,481	869,600	869,600	839,914	(29,686)	(29,686)
R764 Swlk Plow/Ice Contro	931,997	969,900	969,900	1,178,155	208,255	208,255
R765 Related Program Cost	860,896	521,500	521,500	538,574	17,074	17,074
R811 Administration	235,692	674,891	674,891	388,111	(286,780)	(286,780)
R812 Inspection & Monitor	305,481	410,954	410,954	461,355	50,401	50,401
R814 Mains	910,977	1,070,050	1,070,050	1,244,402	174,352	174,352
R817 Pumping Stations	2,163,149	2,193,650	2,193,650	2,299,930	106,280	106,280
R818 Sewer Laterals	768,892	389,100	1,789,100	840,966	451,866	(948,134)
R820 Manholes	882,680	1,047,150	847,150	1,082,420	35,270	235,270
R821 Catchbasins	986,001	968,100	818,100	1,281,439	313,339	463,339
R822 Ditches, Drains, Culve	1,055,706	1,155,400	1,155,400	1,323,876	168,476	168,476
R823 Flood Control	107,131	262,161	262,161	248,405	(13,756)	(13,756)
R825 Streetlighting	3,647,709	3,871,300	3,871,300	4,040,940	169,640	169,640
R826 Streetlighting-Rural	669,127	688,260	688,260	828,445	140,185	140,185
Total	\$37,775,148	\$41,511,372	\$42,207,204	\$42,786,762	\$1,275,390	\$579,558

Public Works & Transportation

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
R101 Administration	(\$7,642)	(\$110,000)	(\$110,000)	(\$234,000)	(\$124,000)	(\$124,000)
R701 Dir. of Operations	(86,657)	0	0	0	0	0
R702 Nat. Gas Distributio	0	0	0	(195,500)	(195,500)	(195,500)
R110 Design Admin.	(84)	0	0	0	0	0
R140 Surveying	(166,000)	0	0	0	0	0
R150 Drafting	(1,333)	(10,000)	(10,000)	(10,000)	0	0
R112 Rights of Way Approv	(232,020)	(208,000)	(200,000)	(172,000)	36,000	28,000
R160 Environmental Serv.	0	(540,600)	(455,100)	(583,200)	(42,600)	(128,100)
R827 Traffic Lights	2,580	0	0	0	0	0
R201 Administration - WW	(4,339,164)	(4,443,184)	(4,443,184)	(4,583,500)	(140,316)	(140,316)
R210 Aerotech	(415,982)	(353,700)	(353,700)	(371,700)	(18,000)	(18,000)
R220 Mill Cove	(90,747)	(5,000)	(5,000)	0	5,000	5,000
R230 Eastern Passage	(4,421)	(6,000)	(6,000)	(5,000)	1,000	1,000
R260 Aerotech Lagoon	(298,500)	(210,000)	(210,000)	(250,000)	(40,000)	(40,000)
R715 Administration - St.	(19,962)	(10,000)	(10,000)	0	10,000	10,000
R720 Street Sweeping	390	0	0	0	0	0
R735 Guardrail	15	0	0	0	0	0
R738 Waverley Sidewalks	0	(5,000)	(5,000)	(5,000)	0	0
R739 Fall River Sidewalks	0	(114,900)	(114,900)	(114,900)	0	0
R740 Concrete Sidewalks	(5,493)	0	(35,000)	0	0	35,000
R761 Ice Control	(92,000)	(88,000)	(88,000)	0	88,000	88,000
R764 Swlk Plow/Ice Contro	(531,540)	(545,600)	(545,600)	(645,600)	(100,000)	(100,000)
R811 Administration	(7,196,640)	(674,891)	(674,891)	(2,413,300)	(1,738,409)	(1,738,409)
R812 Inspection & Monitor	0	(410,954)	(410,954)	(345,900)	65,054	65,054
R814 Mains	(134,980)	(1,070,050)	(1,070,050)	(815,900)	254,150	254,150
R817 Pumping Stations	0	(2,193,650)	(2,193,650)	(2,115,490)	78,160	78,160
R818 Sewer Laterals	0	(389,100)	(1,789,100)	(771,500)	(382,400)	1,017,600
R820 Manholes	0	(1,047,150)	(847,150)	(923,900)	123,250	(76,750)
R821 Catchbasins	0	(968,100)	(818,100)	(757,100)	211,000	61,000
R822 Ditches,Drains,Culve	(248)	(1,155,400)	(1,155,400)	(808,400)	347,000	347,000
R823 Flood Control	0	(262,161)	(262,161)	(207,161)	55,000	55,000
R826 Streetlighting-Rural	(621,300)	(688,260)	(688,260)	(828,445)	(140,185)	(140,185)
Total	(\$14,401,416)	(\$15,641,200)	(\$16,629,700)	(\$17,282,496)	(\$1,641,296)	(\$652,796)

Public Works & Transportation

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
R101 Administration	\$330,591	\$347,218	\$316,864	\$246,900	(\$100,318)	(\$69,964)
R701 Dir. of Operations	(7,444)	0	0	0	0	0
R702 Nat. Gas Distributio	83,991	105,000	105,000	0	(105,000)	(105,000)
R110 Design Admin.	259,960	302,872	287,900	213,600	(89,272)	(74,300)
R111 Design	549,788	681,561	681,561	741,550	59,989	59,989
R113 Capital Budget Plan.	3,274	0	0	0	0	0
R120 Construction Serv.	754,844	1,093,690	1,055,900	1,036,320	(57,370)	(19,580)
R140 Surveying	572,944	866,381	816,381	864,713	(1,668)	48,332
R150 Drafting	316,237	411,962	411,962	410,500	(1,462)	(1,462)
R112 Rights of Way Approv	243,754	395,462	295,400	37,700	(357,762)	(257,700)
R160 Environmental Serv.	(337)	0	0	0	0	0
R170 Transportation Serv.	240,298	302,888	293,398	314,710	11,822	21,312
R172 Traffic Serv.	366,239	432,230	412,230	441,300	9,070	29,070
R827 Traffic Lights	815,528	1,032,300	1,002,300	1,068,500	36,200	66,200
R201 Administration - WW	(4,229,404)	(4,310,378)	(4,310,378)	(4,402,400)	(92,022)	(92,022)
R210 Aerotech	86,102	231,334	131,434	147,300	(84,034)	15,866
R220 Mill Cove	2,868,629	2,829,144	2,829,144	2,803,300	(25,844)	(25,844)
R230 Eastern Passage	484,081	476,961	476,961	512,700	35,739	35,739
R240 Timberlea	360,518	409,116	409,116	423,100	13,984	13,984
R250 Community Plants	312,071	360,068	360,068	394,000	33,932	33,932
R260 Aerotech Lagoon	(28,704)	(110,200)	(10,300)	0	110,200	10,300
R270 Sludge Transfer	71,948	115,500	115,500	123,200	7,700	7,700
R315 Leach. Trt./FlareStc	(46)	0	0	0	0	0
R715 Administration - St.	783,941	1,240,363	1,240,363	983,377	(256,986)	(256,986)
R720 Street Sweeping	587,788	583,800	558,800	578,654	(5,146)	19,854
R721 Litter Pickup/Basket	844,691	861,000	861,000	951,993	90,993	90,993
R722 Leaf Pick Up	134,301	199,200	184,200	189,266	(9,934)	5,066
R730 Chip Sealing	0	465,600	465,600	464,300	(1,300)	(1,300)
R731 Patching	1,502,568	1,357,500	1,357,500	1,453,528	96,028	96,028
R732 Gravel Road Maintena	771,037	763,800	763,800	799,244	35,444	35,444
R733 Right of Way Maint.	110,706	91,900	91,900	91,900	0	0
R735 Guardrail	178,182	242,200	227,200	245,099	2,899	17,899
R740 Concrete Sidewalks	737,471	664,900	774,900	672,989	8,089	(101,911)
R741 Asphalt Sidewalks	144,016	210,900	170,900	226,495	15,595	55,595
R742 Brick Sidewalks	61,738	80,100	80,100	178,581	98,481	98,481
R743 Asphalt Curb	105,158	97,800	82,800	96,621	(1,179)	13,821
R746 Street Name Signs	59,636	100,800	100,800	94,963	(5,837)	(5,837)
R747 Traffic Signs	634,840	550,600	550,600	692,538	141,938	141,938
R748 Traffic Markings	389,933	404,800	404,800	412,284	7,484	7,484
R829 Parking Meter Maint.	81,445	0	0	0	0	0
R899 Streets J/C Clearing	51,672	0	0	0	0	0
R761 Ice Control	3,925,008	3,835,700	3,835,700	3,641,933	(193,767)	(193,767)
R762 Plowing	1,847,528	2,459,400	2,459,400	2,389,272	(70,128)	(70,128)
R763 Snow Removal	926,481	869,600	869,600	839,914	(29,686)	(29,686)
R764 Swlk Plow/Ice Contro	400,457	424,300	424,300	532,555	108,255	108,255
R765 Related Program Cost	860,896	521,500	521,500	538,574	17,074	17,074
R811 Administration	(6,960,948)	0	0	(2,025,189)	(2,025,189)	(2,025,189)
R812 Inspection & Monitor	305,481	0	0	115,455	115,455	115,455
R814 Mains	775,997	0	0	428,502	428,502	428,502
R817 Pumping Stations	2,163,149	0	0	184,440	184,440	184,440
R818 Sewer Laterals	768,892	0	0	69,466	69,466	69,466
R820 Manholes	882,680	0	0	158,520	158,520	158,520
R821 Catchbasins	986,001	0	0	524,339	524,339	524,339
R822 Ditches,Drains,Culve	1,055,458	0	0	515,476	515,476	515,476
R823 Flood Control	107,131	0	0	41,244	41,244	41,244
R825 Streetlighting	3,647,709	3,871,300	3,871,300	4,040,940	169,640	169,640
R826 Streetlighting-Rural	47,827	0	0	0	0	0
Total	\$23,373,732	\$25,870,172	\$25,577,504	\$25,504,266	(\$365,906)	(\$73,238)

Public Works & Transportation Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Information Technology	53,000		(53,000)	-100.00%
Roads & Streets	12,692,600	14,166,000	1,473,400	11.61%
Sewers	5,895,000	8,020,000	2,125,000	36.05%
Sidewalks	2,507,000	3,340,000	833,000	33.23%
Traffic Improvements	3,200,000	2,250,000	(950,000)	-29.69%
Total Gross Budget	24,347,600	27,776,000	3,428,400	14.08%
Total Funding	(6,147,600)	(8,013,000)	(1,865,400)	30.34%
Total Net	18,200,000	19,763,000	1,563,000	8.59%

RCMP

i. Description of Program/Service

The RCMP is contracted to provide policing services in the suburban and rural areas of HRM. The provision of RCMP contract policing services in HRM is structured under the Provincial Policing Servicing Agreement (PPSA). Signed in 1992, this 20 year contract between the Government of Canada and the Province of Nova Scotia specifically defines the basis of payment for RCMP provincial resources. For the full contract term, the Federal government contributes 30% of the cost, with the Provincial portion calculated at 70%. HRM pays for 166.57 positions, as determined by the Department of Justice. The cost per officer is all-inclusive and includes all related costs such as salaries, overtime, employee benefits, operation and maintenance costs, capital purchases, technology needs, and administrative overhead. In addition, the RCMP assumes 100% responsibility for the actions of its employees, be they medical, disciplinary or civil in nature.

The RCMP personnel are deployed throughout HRM in five offices (Cole Harbour, Lower Sackville, Musquodoboit Harbour, Sheet Harbour and Tantallon) and one administrative office accompanied by a 12 member Major Crime Unit. In addition there are 10 Community Policing Store Front Offices operated by the community with volunteer staff.

ii. Full Time Equivalentents (FTEs)

Although HRM pays for 166.57 FTE member positions, there are currently 214 RCMP employees providing police service to the residents of the municipality, as outlined below:

General-duty membership	156
Public Service employees	25
Highway patrol (specialized service paid by Province)	21
Major Crime Investigators (specialized service paid by Province)	6
Police Service Dog (specialized service paid by Province)	1
Halifax International Airport Authority (private contract)	5

iii. Internal/External Issues Analysis

Forecasting of costs: The cost to HRM, included in this budget proposal at this time, is an estimated cost per officer, depending on the provincial cost. Defining the Provincial

Policing per capita cost for future years is not possible. A multitude of issues can raise or lower the cost of policing for each year such as pay raises, pension adjustments, the number of retirement transfers or medical discharges, the number of members in the Provincial establishment in any given year, equipment replacement, technology purchases, available credits from asset disposal and government policy in the area of budgetary control.

Human Resources: As the growth in HRM continues outside the urban core, in the areas policed by Tantallon, Lower Sackville and Cole Harbour, additional human resources will be required. The main focus, in the interest of police and public safety, is to reduce the police to population ratio to 1:750, a target identified in 1993 by the former County of Halifax. The current ratios, based on 1996 census, are approximated to be:

Cole Harbour	1:910
Musquodoboit Harbour	1:941
Lower Sackville	1: 1023
Sheet Harbour	1: 586
Tantallon	1: 1152

Population growth: The Tantallon Office indicates substantial expansion of residential sub-divisions at Kingswood, Glen Arbour, Maple Wood, White Hills, Haliburton Hills, Beechville, Lakeside, Timberlea and Upper Hammonds Plains. Over the past three years there has been a growth in new residential sub-divisions to sixty-eight. Four new schools have opened in the area and files generated at the Detachment have grown by three thousand over the same period and further increase is expected this year. Tantallon has made organizational changes that have enabled the unit to function efficiently but has reached its maximum suitable work load capability. Among the operational changes at the unit are included such things as dedicated plain clothes investigators to keep up with the increased criminal demand, community offices and citizen patrol groups using volunteers to prevent crime and monitor client needs.

The situation is somewhat similar in Lower Sackville, with new developments in Beaver Bank as well as on the Lucasville Road which include housing sub-divisions and a new golf course.

Recent evaluations of growth in the area have determined that there have been 1122 new houses completed in 68 developing sub-divisions in the RCMP area of jurisdiction during 1999/2000. An average members per household of three, would dictate a population increase of .3366 in sub-divisions alone. Reports from developers indicate there are large numbers of available lots in various sub-divisions ready for anticipated construction over

the next year or two. In Lower Sackville, developers advised that they have 1281 available lots at present with expected construction of homes in the near future which would add another 3843 people to the growth of the RCMP jurisdiction.

School Investigations: There is a very real need to enhance the policing of schools as the violence escalates and tolerance for differences and bullying become the biggest worry for parents instead of good grades. Teaching staff are not equipped to handle the stressed situation in our schools and police intervention is required to conduct investigations, prevention and to ensure the safety of our youth; an area where working tax payers need and want a level of comfort. The approximate 140 schools in our area house a population of 34,285 students, when combined are similar to a large town, requiring the same policing consideration.

Traffic: requires more attention to enhance our ability to provide this service. This revenue generating aspect is very important, but secondary to the safety of residential streets where the Highway Patrol is not responsible. Enforcement of traffic violations in school zones, cross walks, and throughout neighborhoods are paramount for safer streets and communities where our children walk to school and play in our parks.

Racial Issues: To problem solve and then investigate a wide range of crimes and community problem situations using the RCMP nationally accepted CAPRA (client, acquiring and analyzing information, partnerships, response, assessment) problem solving model. To investigate and coordinate a response to racial issues as they arise, and deal with cross cultural training for staff and community residents to prevent potential violent situations.

iv. **Overview of 2001/2002 Operating Budget**

It is proposed that four additional RCMP officers be contracted to place with the School Investigation Team.

RCMP

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Contract Fees	12,315,600	13,799,700	13,632,700	14,124,500	324,800	491,800
Transfer to/from Reserves	0	0	167,000	0	0	(167,000)
Total	\$12,315,600	\$13,799,700	\$13,799,700	\$14,124,500	\$324,800	\$324,800
Revenues						
Other Licenses, Permits and Fines	(243,078)	0	0	0	0	0
Total	(\$243,078)	\$0	\$0	\$0	\$0	\$0
Net Cost	\$12,072,522	\$13,799,700	\$13,799,700	\$14,124,500	\$324,800	\$324,800

RCMP

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
P710 RCMP	\$12,315,600	\$13,799,700	\$13,799,700	\$14,124,500	\$324,800 0	\$324,800
Total	\$12,315,600	\$13,799,700	\$13,799,700	\$14,124,500	\$324,800	\$324,800

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
P710 RCMP	(\$243,078)	\$0	\$0	\$0	\$0	\$0
Total	(\$243,078)	\$0	\$0	\$0	\$0	\$0

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
P710 RCMP	\$12,072,522	\$13,799,700	\$13,799,700	\$14,124,500	\$324,800	\$324,800
Total	\$12,072,522	\$13,799,700	\$13,799,700	\$14,124,500	\$324,800	\$324,800

Halifax Regional Police Services

i. Description of Program/Service

The Halifax Regional Police stated mission is to "Serve and Protect" the quality of life and safety of the people and property within the communities of Halifax, Dartmouth and Bedford. Through the delivery of the seven policing functions: **response to calls for service, enforcement, crime solving, crime prevention, referral, public education, and community problem solving**, the Halifax Regional Police has created in partnership with our diverse communities, the change necessary to provide an effective, economical and innovative service delivery using community based initiatives to further enhance our stated mission.

ii. Full Time Equivalent (FTEs)

For fiscal year 2000/01 the Halifax Regional Police has 385 sworn members and 81.5 civilians. For the fiscal year 2001/2002 effective October, there will be 395 sworn members and 82.5 civilians.

iii. Summary of 2000/2001 achievements against 2000/2001 Business Plan

<p>Service Delivery Enhancements</p> <p>There will be an institutionalizing of on-going audit and inspection of quality assurance measures pertaining to service delivery as identified in the Halifax Regional Police Business Plan.</p>	<p>At this point in time there has been a major review of the case management process. Quality control findings recommended a need for re-training of supervisory staff in this area, which has been concluded. In addition, two audit process training programs were delivered to middle management to reinforce quality assurance measures and their compliance.</p>
<p>There will be a continued evolution of policies that reflect "Best Business Practices" of police service delivery.</p>	<p>Approximately 80% of pre-amalgamation policies have been re-drafted . One civilian FTE is dedicated to the attainment of this business objective.</p>

<p>There will be a finalization of the Business Review process as directed by Council in regards to police service delivery in the Herring Cove- Sambro geographical area.</p>	<p>The Business Plan review process was completed in August 2000. Report was submitted to Council in September. The status quo is to remain.</p>
<p>There will be a renegotiation of the contract agreement with the Port of Halifax to deliver police service beyond 2000-01.</p>	<p>Contract negotiations have been completed. The contract has been extended for 18 months and will expire March 31, 2002.</p>
<p>There will be a submission of a Level 3 Business Plan along with corresponding Operational and Capital budgets for 2001-02.</p>	<p>Completed.</p>
<p>There will be the development and plan implementation of the construction of a 10,000 square foot divisional building in Dartmouth around the Wyse Road area.</p>	<p>Work in progress jointly conducted by Police and Vestar.</p>
<p>There will be the development and implementation of renovations of Headquarters facilities and movement of staff from the Eric Spicer Building.</p>	<p>Work in progress.</p>
<p>There will be specific technology innovations to further enhance police service delivery in the areas of investigative case management, crime analysis and intelligence information distribution for the purpose of pro-active positioning of service delivery, report writing, criminal case court disclosure and communications which will allow the organization to free up personnel time to be used for other organizational purposes.</p>	<p>These Capital projects are at the stage of development and will not see full impact of implementation until fiscal year 2001-02 and beyond.</p>

<p>There will be developed a sustainable succession planning process that will focus in the areas of technical expertise replacement and leadership identification and development.</p>	<p>Numerous initiatives undertaken to improve performance evaluation processes, promotional routines, and strategic partnerships with in-service training agencies. Secondments have been arranged with the United Nations, HRM Human Resources and other police agencies.</p>
<p>There will be a continued pro-active recruitment process which is sensitive to issues of gender, racial communities and other immigrant groups.</p>	<p>Recruitment commenced this September with recruit training delivered by HRP in April 2001.</p>
<p>There will be continued efforts to develop and deliver "customer service" training programs in all areas of program service delivery as it relates to the seven policing functions and the development of community partnership to this end goal.</p>	<p>All employees received one week of police service delivery philosophy and specific program area orientation , which concluded in May of 2000. The CR/CP Unit developed a number of community partnering initiatives.</p>
<p>There will be continued refinement of corporate image, business values and communication delivery to the community and the organization through the use of multi-media communications to reduce the fear of crime and the continued refinement of "Best Practice" procedures.</p>	<p>Internal evaluation of communication processes was conducted. A number of processes were reviewed and redesigned to enhance effectiveness. APB Bulletin was enlarged due to user requirements and interest. Web Site is kept current by the use of IT co-op students.</p>
<p>Response to Calls for Service</p> <p>Starting in January 2000 a "Power Shift" will be added to the Operations Division resources to allow for the provision of more police officers at peak policing hours. The nine officers in the Power Shift will work Tuesday through Saturday from 8:00 am to 2:00 pm.</p>	<p>The Power Shift has proven to be an essential component of the daily deployment of personnel by the Watch Commander which allows for the maintenance of effective response levels.</p>
<p>In conjunction with the Dispatch Center HRP will continue to effectively respond to calls for service to the limits of resources available on a call for service priority.</p>	<p>HRP maintains one of the best response time averages in Canada.</p>

<p>Canine Unit will add explosive detection to its service provision</p>	<p>This project is still under review.</p>
<p>HRP believes every victim of crime should be contacted once no matter what the incident is.</p>	<p>During the review period the Department has continued to make the necessary calls to complainants in an attempt to resolve some calls for service. On average the Department handles 200 calls per week to victims of crime.</p>
<p>It is expected that "Millennium Celebrations" such as the "Tall Ships" will attract large crowds in Downtown Halifax which will result in increased calls for service and enforcement related matters.</p>	<p>The Tall Ships visit attracted 1 million persons . This major event through joint planning with the Tall Ships Planning Committee enabled HRP to deal with the enforcement issues without major incident both on and off the water.</p>
<p>Enforcement</p> <p>There will be continued increase in summary offence enforcement particularly in the areas of crosswalk and speeding violations.</p>	<p>Speeding violations were a specific focus of the Community Constables who were using the new laser speed detection device at specific problems areas identified by the police and the public.</p>
<p>The drug of choice in HRM will continue to be crack cocaine and marijuana. The Drug unit will continue its increased efforts to enforce the drug laws.</p>	<p>From September 2000 to April 30, 2001, 64 searches have been conducted with 232 persons charged with 291 offences under the CDSA. Street value of drugs seized was \$3,290,954.</p>
<p>Crime Solving</p> <p>It is expected that there will be a continued case load per officer at the current levels.</p>	<p>A study done in 1997 by the Canadian Justice Statistics shows the typical Canadian police officer dealt with 46 criminal code cases. The average HRP case load in 2000 was 62.3 cases per police officer.</p>
<p>During 2000-03 there will be a greater integration of crime trend analysis and intelligence gathering computerized processes to assist the investigating officer.</p>	<p>See update on Technology Projects (Proposed Modifications)</p>

<p>The Department will have to undergo a "Best Business" practice review of case file disclosure requirements to the court system as required by legislation to determine the most efficient, effective, and economical procedures to satisfy these requirements. Current demands for document disclosure have resulted in the loss of investigative resources to the administrative process. This is further exacerbated by the increasing complexity of crime now evolving in Halifax and the inherent investigatory liabilities both criminally and civilly challenging our investigators.</p>	<p>A business analysis is now underway with initial funding available to examine technology solutions.</p>
<p>Crime Prevention, Public Education and Consultation</p> <p>There has been a continued maintenance of an integrated approach to criminal intelligence gathering and Joint Forces Operations especially with regard to drugs, vice and organized crime with other police agencies.</p>	<p>This integrated approach has had a significant impact on illegal activities in Metro and province wide. However the continued evolvement and expansion of organized crime activities have required HRP to review the requirement of providing additional resources in this program area.</p>
<p>There has been a continued focus of crime prevention education and community consultation by a dedicated group of officers assigned to the Crime Prevention/Community Relations Unit and the Community Liaison Officers assigned to the Community Offices.</p>	<p>There have been significant inroads made in delivering a coordinated approach to crime prevention programming in the Halifax school system. As well, a dedicated pro-active response directed towards on-going public complaints in particular highway safety has been developed using these resources. However, the continued reactive positioning of the majority of our patrol resources has HRP reviewing it's pro-active policing requirements of providing additional resources in this area of crime prevention and community crime problem solving.</p>

<p>Public Referral</p> <p>There has been a sustained and continued evolution of the Victim Services Unit to assist victims of domestic violence.</p>	<p>An additional civilian FTE was acquired to deliver program services. The volunteer based mobile response unit is still available as a program service and business analysis is presently taking place to expand its service.</p>
<p>Community Problem Solving</p> <p>A focused effort will be made to facilitate community action groups to develop self-help solutions to community public safety issues, in conjunction with other HRM corporate departments, HRM special interest groups.</p>	<p>Initiative presently being developed will deal with senior citizen victims of crime prevention with strategic alliances with various senior citizen advocacy groups.</p>
<p>There will be a public consultative process regarding the "Business Review of HRP" as well a "Comparative Survey" of public and police service delivery issues.</p>	<p>A study of police services in HRM will be undertaken in 2001/2002.</p>

iv. Internal/External Issues Analysis

Strategic pro-active resource allocation of the seven policing functions: The present calls for service demands and investigative requirements with the present staff allocation have made it very difficult for the business unit to provide a consistent pro-active response to community based policing demands and investigative requirements. The Halifax Regional Police require an improved balance of reactive policing vs. pro-active police response within our **Community Based Problem Solving** approach to policing within HRM. It is evident that our long term community crime and crime prevention issues can be more effectively and efficiently resolved with our present deployment strategies in conjunction with further enhancement of pro-active police deployment.

Civilian resource allocation: There is a continued need to provide additional civilian support to key operational business units where they can effectively replace or enhance the present duties of the police officer.

Technology Innovations: A number of technology projects are presently underway (combining Police and Fire CAD, updating Police RMS which is 15 years old) which will require a focused project management structure.

In-service training / professional development and succession planning : The average years of experience in the Operational Patrol Section is less than five years. There was a significant loss of investigative experience in the Operational Support Division due to the recent wave of retirement during the last four years. It is expected there will be at least 100 FTE retirements during the next ten years. The specialist training courses and supervisory/ management training courses are going to be required to be delivered at an extra-ordinary level with significant allocation of funding resources.

Recruiting and Recruit training: The projected retirement profile of our sworn staff will require a significant resource investment dedicated to recruitment and training. The recent agreement with the Province of Nova Scotia will allow HRP to deliver recruit training which will be very efficient, effective and economical for the recruits. Future recruiting will also reflect the demographic profile of HRM.

Complexity of crime in Halifax Regional Municipality: Although there has been a general decline in crime during the last ten years, there is a gradual increase predicted during the next decade as the children of the "Baby Boomers "reach their teen and young adult years. The type of crime being committed by this group will be more violent and anti-social in behavior. There will also be an increase in crime against the elderly as the "Baby Boomers" enter into middle age and older. Organized crime will identify the community as a potential profit center as the economy continues to grow. There will be a continued demand on the complexity of investigation of crime as legislative and liability demands are being assured by HRP through internal quality control measures. The average case load per officer in HRP is the third highest in Canada. Calls for service are increasing and becoming more complex and hazardous with weapons and threats creating an environment that requires more officers to deal with an incident. Domestic violence calls for service require more preliminary investigation and follow-up with significant victim service delivery.

Capital infrastructure: At present there is a major renovation being undertaken at Police Headquarters to establish a centralized location of administrative and investigative services. There will be required a patrol presence and deployment facility in Dartmouth and Halifax to allow for further growth of facility space in headquarters for administration and investigation personnel.

Evidentiary Storage and Forensic Identification requirements: Forensic Science

requirements and the various challenges in court regarding the new evidences brought forward by this science and in particular DNA and the contamination of evidence is now a major issue within the justice system and in particular law enforcement. When dealing with a case involving DNA evidence, the gathering, analysis and storage of exhibits could be in the hundreds depending on the incident. To properly process one exhibit will involve the investigator to handle the exhibit with protection equipment and clothing, place the article in the decontaminated room for a period no less than twelve hours, and then remove the article under the same conditions, package it, discard the protection and decontaminate the drying room prior to the next exhibit being processed. It is important that all wet exhibits involving DNA be processed as soon as possible to avoid degradation of the DNA.

v. Goals for Next Three Years (2001/04)

Inter-organizational goals:

Halifax Regional Police will continually review and implement business outcome/oriented performance measures to improve service delivery and help it become more efficient, effective and economical.

"SMART" objectives will be applied to everything the organization does to focus the Department's efforts and get the most attributes from our employees.

Halifax Regional Police is dedicated to community based policing which will provide sensitive and responsive quality service.

Strategic pro-active resource allocation of the seven policing functions:

- The delivery of effective problem solving policing initiatives directed at continued and long term community safety and quality of life issues.

Civilian resource allocation:

- Civilianization initiatives will be expanded where applicable in the Administration, Operations and Operational Support Divisions.

Technology Innovations:

- The examination of technology initiatives that will further enhance the delivery of

HRP's police service delivery model.

In-service training/professional development and succession planning:

- The provision of a service delivery model which nurtures and facilitates the continued development of its people.

Recruiting and Recruit training:

- The establishment of a Recruiting and Recruit Training Academy *of which the training component will be self-funded by tuition fees*

Complexity of crime in Halifax Regional Municipality:

- A police service that continually scans the environment for positive changes, challenges, and perspective threats and has available plans to deal with them using a community oriented policing style with elements of partnership, problem solving, empowerment, including a proper balance of reactive and pro-active crime fighting element.

Capital Infrastructure:

- Renovation and building projects will be continually examined in the context of providing more efficient, effective and economical delivery of the police service delivery model.

Evidentiary Storage and Forensic Identification requirements:

- The continued examination and evolution of evidence gathering, processing and storage and policy development to limit the criminal and civil liabilities of the Department due to the legislated required evidentiary gathering, processing and storage.

vi. Objectives 2001/02

Strategic pro-active resource allocation of the seven policing functions:

- The creation and development of a dedicated team of pro-active response police

officers to work in partnership with our diverse communities.

- The delivery of effective problem solving policing initiatives directed at continued long term community safety and quality of life issues.
- The creation of a pro-active response investigative service delivery model to respond to legislative and civil liability accountabilities.

Civilian resource allocation:

- The creation of civilian positions to provide operational support in the Administration Division.
- The replacement of police positions where applicable to provide economical and effective replacement where civilian expertise is available.

Technology innovations:

- Present and scheduled technology projects will be completed (CAD/RMS, EOI/RFP).

In-service/professional development and succession planning:

- The development and implementation of a service delivery model which nurtures and facilitates the continued development of staff.

Recruit and Recruit training:

- The establishment of a recruiting program in partnership with other government agencies to identify potential candidates for recruit training as police officers for HRP.
- The development and implementation of a recruiting training curriculum that complies with Provincial standards to be delivered under the auspices of the Training Section of HRP.
- The establishment of a Recruit Training Academy which will be self funded by tuition fees.

Complexity of crime in Halifax Regional Municipality:

- The development of a geographical based crime analysis tool and intelligence gathering processes that will pro-actively require problem solving resource deployment.

Capital infrastructure:

- Renovation and building projects will be developed, initiated and completed.

Evidentiary Storage and Forensic Identification requirements:

- The infrastructure acquisition and funding and policy development to limit the criminal and civil liabilities of the Department.

Budget Planning and Rationalization:

- Business planning and review processes will be conducted with appropriate rationalizations and allocation adjustments.

vii. Performance Measures

Strategic pro-active resource allocation of the seven policing functions:

- # of person years committed, # of initiatives implemented, type of service demand results.

Civilian resource allocation:

- annual business analysis is performed in this area

Technology Innovations:

- present and scheduled technology projects will be completed no later than 2002.

In-service training/professional development and ascension planning:

- business plans are developed and implemented.

Recruiting/Recruit Training:

- 24 recruits will be trained by HRP in 2001-02.

Complexity of crime in Halifax Regional Municipality:

- Geographical crime mapping technology and analysis are integrated into the decision making, resource allocation and intelligence gathering methodology of our service delivery model.

Capital Infrastructure:

- Renovations in the Headquarters Building are completed and new construction/renovations of the Divisional Station initiated

Evidentiary Storage and Forensic Identification requirements:

- Proper standard of DNA evidence gathering, processing and storage is applied within appropriate policy and procedure with appropriate facility infrastructure

viii. Overview of 2001/02 Operating Budget

The following projects are associated with the **Strategic pro-active resource** allocation of the seven policing functions and the complexity of crime in Halifax Regional Municipality objectives;

- \$119,508 - Repeat Offender/High Risk Offender Unit: The addition of 4 FTEs will provide a pro-active focused response to Repeat and High Risk Offenders, through the use of various surveillance techniques and intelligence gathering methodology. Recent judicial inquiries have recommended the establishment of these types of units due to police service liability and community protection.
- \$303,561 - Community Problem Solving Task Force: The addition of 6 FTEs will provide the business unit resources to apply a focused pro-active police service response to specific geographically identified crime related community problems requiring sustained attention of an extra-ordinary nature to minimize crime impact.
- \$50,000 - Downtown Detail: This program service provides supplemental police service provision to the Downtown area during peak crime hours by using police officers on their days off.

The following projects are associated with the **Evidentiary Storage and Forensic Identification Requirements** objectives;

- \$200,000 - DNA Forensic Identification and Evidence Storage: Forensic science requirements and the various challenges in court regarding evidence contamination

is now a major issue within the justice system with significant criminal and civil liability for HRP.

- \$21,000 - DNA Air Drying Lockers: This equipment is a requirement to maintain the evidentiary integrity of the DNA material gathered as part of an investigation of generally a serious nature.

The following project is associated with the **Technology Innovation** objectives;

- \$20,000 - Telephone line expenses for surveillance equipment usage. Telephone line set-up and associated expenses incurred during surveillance operations.

The following project is associated with the **In-service/professional development and succession planning** objectives;

- \$20,096 - Training Clerical Support: The continued Business plan investment in professional development, succession planning, and recruit training, requires the need for 1 clerical support FTE to free up sworn members' time to deliver the service requirements.

The following projects is associated with the **Civilian resource allocation** objectives;

- \$43,708 - Fleet Mechanic: An additional civilian FTE is required due to the increase in the fleet size and the increase in maintenance because vehicles are being kept longer.

The following project is associated with **Human Resource servicing**:

- \$65,000 - Death Benefit Liability: Liability that has occurred prior to amalgamation where the widows of Dartmouth police officers killed in the line of duty receive full pay benefits until death.

ix. Overview of 2001/02 Capital Budget

- \$200,000 - Fingerprint Capture Station: This technology will allow the Department to replace the manual inking of suspect fingerprints using digital scanning of fingerprints. It will also be use to inventory fingerprints with direct access to the national fingerprint registry.

- \$710,000 - Fleet Replacement Marked Vehicles: This project replaces vehicles that are in the fleet for less than two years.
- \$546,770 - Fleet Replacement Unmarked Vehicles: This project replaces vehicles that are in the fleet for more than five years.
- \$2,000,000 - Computer Aided Dispatch and Record Management System: This project is a joint project for Police, Fire and the 911 Dispatch Centre. This budget request is the first phase of a \$6,000,000 program

Regional Police Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$23,342,929	\$24,063,809	\$24,332,517	\$26,514,350	\$2,450,541	\$2,181,833
Wages	44,068	784,000	959,961	97,100	(686,900)	(862,861)
Overtime - Salaries and Wages	1,448,117	949,000	992,326	514,850	(434,150)	(477,476)
Benefits and Other (Salaries)	3,809,396	3,381,132	3,453,396	3,716,230	335,098	262,834
Benefits and Other (Wages)	269,440	350,791	319,767	293,080	(57,711)	(26,687)
Retirement Allowance & Severance	425,150	719,200	716,474	729,900	10,700	13,426
Clothing Allowance, Stipends, Other	313,897	292,700	311,902	292,900	200	(19,002)
Office Expenses, less Computers	550,293	561,900	648,151	613,500	51,600	(34,651)
Computers Expenses	316,090	680,000	471,997	642,000	(38,000)	170,003
Consulting Fees	19,938	10,000	1,595	9,500	(500)	7,905
Other Professional Fees	149,830	88,800	84,474	88,800	0	4,326
Contract Fees	930,155	701,800	672,441	732,900	31,100	60,459
Equipment and Supplies	358,327	432,600	649,422	480,900	48,300	(168,522)
Materials	8,594	8,000	4,030	7,500	(500)	3,470
Building Repair, Maintenance	138,821	29,500	105,282	29,500	0	(75,782)
Heating Fuel	24,791	500	300	500	0	200
Equipment Repair, Maintenance	334,370	399,000	374,841	382,400	(16,600)	7,559
Vehicle Expenses	331,673	284,600	255,253	480,500	195,900	225,247
Diesel Fuel	0	1,000	300	1,000	0	700
Gasoline Fuel	357,585	420,000	454,868	558,000	138,000	103,132
Membership Dues	9,790	7,000	6,627	7,600	600	973
Conferences and Travel	34,027	19,300	85,665	14,300	(5,000)	(71,365)
Training and Education	152,296	185,600	183,811	185,600	0	1,789
Advertising and Promotion	27,020	7,000	30,572	7,000	0	(23,572)
Books, Publications and Data	5,293	6,100	3,205	6,100	0	2,895
Other Goods and Services	108,742	49,500	134,113	50,000	500	(84,113)
Transfer to/from Reserves	0	400,000	317,177	400,000	0	82,823
Other Fiscal Charges	33,687	0	0	0	0	0
Interdepartmental - Fleet	0	0	0	0	0	0
Interdepartmental - Buildings	0	101,700	0	101,700	0	101,700
Interdepartmental - Other	37,405	2,000	95,929	2,000	0	(93,929)
Total	\$33,581,724	\$34,936,532	\$35,666,396	\$36,959,710	\$2,023,178	\$1,293,314
Revenues						
Transfers from Governments, Other	(2,730)	(13,100)	(23,661)	(13,100)	0	10,561
Area Tax Rates and Transfers	(16,402)	(17,600)	(17,560)	(18,070)	(470)	(510)
False Alarm Ordinance	(194,500)	(471,300)	(324,000)	(221,300)	250,000	102,700
Other Licenses, Permits and Fines	(15,723)	(42,500)	(9,496)	(42,500)	0	(33,004)
Other Sales Revenue	(13,844)	(34,000)	(24,838)	(34,000)	0	(9,162)
Other Revenues	(1,899,501)	(1,227,900)	(2,028,643)	(1,227,900)	0	800,743
Total	(\$2,142,700)	(\$1,806,400)	(\$2,428,198)	(\$1,556,870)	\$249,530	\$871,328
Net Cost	\$31,439,024	\$33,130,132	\$33,238,198	\$35,402,840	\$2,272,708	\$2,164,642

Regional Police Services

Summary by Gross Expenditures

	1999-2000	2000-2001	2000-2001	2001-2002	Change over	Change over
	Actuals	Budget	Projection	Budget	Budget	Projection
P105 Chief's Office	\$833,838	\$900,239	\$900,872	\$1,090,748	\$190,509	\$189,876
P110 Professional Stds	89,607	92,800	96,534	95,400	2,600	(1,134)
P115 Legal	118,282	80,000	79,936	80,000	0	64
P120 Public Affairs	144,272	151,300	192,627	191,800	40,500	(827)
P125 Audit & Planning	171,306	295,508	289,449	207,100	(88,408)	(82,349)
P130 Facilities & Prop.	340,725	115,500	188,125	115,500	0	(72,625)
P135 Board Of Police Comm	5,680	3,500	2,031	3,500	0	1,469
P205 Superintendent's Off	285,150	303,074	432,535	305,800	2,726	(126,735)
P210 EAP	47,917	65,800	66,182	67,600	1,800	1,418
P215 Secondments	203,130	0	(10,656)	0	0	10,656
P220 Human Resources	142,046	119,028	145,746	151,300	32,272	5,554
P225 Training	386,263	458,000	509,189	490,700	32,700	(18,489)
P230 Finance	327,980	337,137	340,831	341,100	3,963	269
P235 Extra Duty	433,286	510,400	550,601	510,900	500	(39,701)
P240 Ticket Admin.	215,192	248,600	252,914	173,622	(74,978)	(79,292)
P245 Court Officers	452,411	470,800	448,818	481,700	10,900	32,882
P250 Fleet Maintenance	905,616	889,500	945,091	1,121,270	231,770	176,179
P255 Exhibits & Property	256,378	324,880	486,362	323,200	(1,680)	(163,162)
P260 Warrants Execution	52,486	62,700	65,108	64,400	1,700	(708)
P265 Records	548,414	875,277	837,849	880,100	4,823	42,251
P270 Commissionaires	543,560	527,000	516,499	555,900	28,900	39,401
P350 Disclosure	64,164	76,900	73,452	79,000	2,100	5,548
P305 Superintendent's Off	552,890	186,928	77,454	190,600	3,672	113,146
P310 R.A.P.I.D.	699,115	849,234	572,777	827,300	(21,934)	254,523
P311 Projects Unit	0	75,400	65,731	77,400	2,000	11,669
P312 SES Technical Unit	0	121,000	71,890	162,800	41,800	90,910
P314 Computer Forensics	0	66,800	63,914	68,600	1,800	4,686
P315 Inves. Call Back Unit	192,178	132,300	130,106	135,800	3,500	5,694
P316 Repeat Offender/H/R	0	0	0	119,500	119,500	119,500
P320 Polygraph	86,286	65,600	69,068	67,800	2,200	(1,268)
P325 Identification	956,045	976,100	1,113,060	955,700	(20,400)	(157,360)
P330 Fraud Unit	655,054	805,400	820,342	875,500	70,100	55,158
P335 Special Enforcement	1,358,443	1,288,100	1,393,968	1,319,600	31,500	(74,368)
P340 Criminal Intel Unit	475,112	550,300	506,423	638,100	87,800	131,677
P345 Vice	384,736	515,900	519,894	601,700	85,800	81,806
P355 Crime Stoppers	61,895	63,600	62,350	65,400	1,800	3,050
P360 GIS	1,842,642	1,991,200	2,044,280	2,038,800	47,600	(5,480)
P365 Accidents	124,005	135,300	144,051	139,100	3,800	(4,951)
P375 Criminal Invest Serv	1,469,000	1,461,700	1,660,599	1,630,000	168,300	(30,599)
P380 Crime Analysis	96,481	118,900	103,473	114,500	(4,400)	11,027
P313 VICLAS	0	75,600	101,797	77,600	2,000	(24,197)
P370 Detention	162,465	253,900	262,918	241,200	(12,700)	(21,718)
P405 Superintendent's Off	345,185	784,374	764,025	1,092,400	308,026	328,375
P410 Shared Resources	888,516	991,300	1,005,293	473,400	(517,900)	(531,893)
P415 Central	5,404,651	5,232,296	5,469,634	4,949,400	(282,896)	(520,234)
P420 West	4,635,899	4,361,000	4,466,810	4,510,000	149,000	43,190
P425 East	4,617,873	4,432,528	4,294,070	4,691,000	258,472	396,930
P430 Victim Service	61,530	107,129	106,246	105,400	(1,729)	(846)
P435 Canine	9,575	12,300	16,817	12,300	0	(4,517)
P440 ERT	9,867	9,800	18,574	9,800	0	(8,774)
P445 Marine	37,015	48,500	43,287	48,500	0	5,213
P450 Public Safety Unit	13,960	10,100	5,488	10,100	0	4,612
P455 Bike Patrol	1,585	2,500	2,501	2,500	0	(1)
P460 Sch. Crossing Guard	232,336	837,800	821,725	898,870	61,070	77,145
P463 Sch. Crossing Guard	523,439	0	0	0	0	0
P465 Mounted	8,887	7,400	8,168	7,400	0	(768)
P470 Port's Policing	0	0	0	494,900	494,900	494,900
P475 Street Crime	386,300	444,800	395,430	456,500	11,700	61,070
P480 CR/CP	721,051	529,300	534,313	543,500	14,200	9,187
P495 Power Shift	0	484,200	519,825	976,100	491,900	456,275
Total	\$33,581,719	\$34,936,532	\$35,666,396	\$36,959,710	\$2,023,178	\$1,293,314

Regional Police Services

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
P105 Chief's Office	(\$6,184)	\$0	(\$18,512)	\$0	\$0	\$18,512
P115 Legal	(213)	0	0	0	0	0
P120 Public Affairs	0	0	(1,318)	0	0	1,318
P125 Audit & Planning	0	(3,800)	(991)	(3,800)	0	(2,809)
P130 Facilities & Prop.	112	0	0	0	0	0
P205 Superintendent's Off	(250,228)	(556,800)	(478,508)	(306,800)	250,000	171,708
P215 Secondments	(666,363)	(138,200)	(138,200)	(138,200)	0	0
P220 Human Resources	(5,460)	(9,300)	(6,814)	(9,300)	0	(2,486)
P225 Training	0	0	(6,825)	0	0	6,825
P235 Extra Duty	(1,126,162)	(1,030,700)	(1,226,445)	(489,250)	541,450	737,195
P240 Ticket Admin.	(27)	0	0	0	0	0
P245 Court Officers	(10,555)	0	(2,501)	0	0	2,501
P250 Fleet Maintenance	(1,213)	0	(3,246)	0	0	3,246
P255 Exhibits & Property	(7,146)	0	(3,459)	0	0	3,459
P265 Records	(21)	(10,000)	(8,665)	(10,000)	0	(1,335)
P310 R.A.P.I.D.	(2,760)	0	(533)	0	0	533
P320 Polygraph	(4,960)	0	0	0	0	0
P325 Identification	(2,450)	0	(42,712)	0	0	42,712
P335 Special Enforcement	0	0	(615)	0	0	615
P360 GIS	0	0	0	0	0	0
P365 Accidents	(100)	0	0	0	0	0
P375 Criminal Invest Serv	(3,335)	0	(1,216)	0	0	1,216
P405 Superintendent's Off	0	0	(81,136)	0	0	81,136
P410 Shared Resources	(280)	0	0	0	0	0
P415 Central	(22,286)	0	(358,805)	0	0	358,805
P420 West	(15,048)	0	(5,540)	0	0	5,540
P425 East	(1,618)	0	(2,314)	0	0	2,314
P435 Canine	0	0	60	0	0	(60)
P440 ERT	0	0	(5,173)	0	0	5,173
P460 Sch. Crossing Guard	(16,402)	(57,600)	(17,678)	(58,070)	(470)	(40,392)
P465 Mounted	0	0	(16,847)	0	0	16,847
P470 Port's Policing	0	0	0	(541,450)	(541,450)	(541,450)
P480 CR/CP	0	0	(205)	0	0	205
Total	(\$2,142,699)	(\$1,806,400)	(\$2,428,198)	(\$1,556,870)	\$249,530	\$871,328

Regional Police Services

Summary by Net Expenditures

	1999-2000	2000-2001	2000-2001	2001-2002	Change over	Change over
	Actuals	Budget	Projection	Budget	Budget	Projection
P105 Chief's Office	\$827,654	\$900,239	\$882,360	\$1,090,748	\$190,509	\$208,388
P110 Professional Stds	89,607	92,800	96,534	95,400	2,600	(1,134)
P115 Legal	118,069	80,000	79,936	80,000	0	64
P120 Public Affairs	144,272	151,300	191,309	191,800	40,500	491
P125 Audit & Planning	171,306	291,708	288,458	203,300	(88,408)	(85,158)
P130 Facilities & Prop.	340,837	115,500	188,125	115,500	0	(72,625)
P135 Board Of Police Comm	5,680	3,500	2,031	3,500	0	1,469
P205 Superintendent's Off	34,922	(253,726)	(45,973)	(1,000)	252,726	44,973
P210 EAP	47,917	65,800	66,182	67,600	1,800	1,418
P215 Secondments	(463,233)	(138,200)	(148,856)	(138,200)	0	10,656
P220 Human Resources	136,586	109,728	138,932	142,000	32,272	3,068
P225 Training	386,263	458,000	502,364	490,700	32,700	(11,664)
P230 Finance	327,980	337,137	340,831	341,100	3,963	269
P235 Extra Duty	(692,876)	(520,300)	(675,844)	21,650	541,950	697,494
P240 Ticket Admin.	215,165	248,600	252,914	173,622	(74,978)	(79,292)
P245 Court Officers	441,856	470,800	446,317	481,700	10,900	35,383
P250 Fleet Maintenance	904,403	889,500	941,845	1,121,270	231,770	179,425
P255 Exhibits & Property	249,232	324,880	482,903	323,200	(1,680)	(159,703)
P260 Warrants Execution	52,486	62,700	65,108	64,400	1,700	(708)
P265 Records	548,393	865,277	829,184	870,100	4,823	40,916
P270 Commissionaires	543,560	527,000	516,499	555,900	28,900	39,401
P350 Disclosure	64,164	76,900	73,452	79,000	2,100	5,548
P305 Superintendent's Off	552,890	186,928	77,454	190,600	3,672	113,146
P310 R.A.P.I.D.	696,355	849,234	572,244	827,300	(21,934)	255,056
P311 Projects Unit	0	75,400	65,731	77,400	2,000	11,669
P312 SES Technical Unit	0	121,000	71,890	162,800	41,800	90,910
P314 Computer Forensics	0	66,800	63,914	68,600	1,800	4,686
P315 Inves. Call Back Unit	192,178	132,300	130,106	135,800	3,500	5,694
P316 Repeat Offender/H/R	0	0	0	119,500	119,500	119,500
P320 Polygraph	81,326	65,600	69,068	67,800	2,200	(1,268)
P325 Identification	953,595	976,100	1,070,348	955,700	(20,400)	(114,648)
P330 Fraud Unit	655,054	805,400	820,342	875,500	70,100	55,158
P335 Special Enforcement	1,358,443	1,288,100	1,393,353	1,319,600	31,500	(73,753)
P340 Criminal Intel Unit	475,112	550,300	506,423	638,100	87,800	131,677
P345 Vice	384,736	515,900	519,894	601,700	85,800	81,806
P355 Crime Stoppers	61,895	63,600	62,350	65,400	1,800	3,050
P360 GIS	1,842,642	1,991,200	2,044,280	2,038,800	47,600	(5,480)
P365 Accidents	123,905	135,300	144,051	139,100	3,800	(4,951)
P375 Criminal Invest Serv	1,465,665	1,461,700	1,659,383	1,630,000	168,300	(29,383)
P380 Crime Analysis	96,481	118,900	103,473	114,500	(4,400)	11,027
P313 VICLAS	0	75,600	101,797	77,600	2,000	(24,197)
P370 Detention	162,465	253,900	262,918	241,200	(12,700)	(21,718)
P405 Superintendent's Off	345,185	784,374	682,889	1,092,400	308,026	409,511
P410 Shared Resources	888,236	991,300	1,005,293	473,400	(517,900)	(531,893)
P415 Central	5,382,365	5,232,296	5,110,829	4,949,400	(282,896)	(161,429)
P420 West	4,620,851	4,361,000	4,461,270	4,510,000	149,000	48,730
P425 East	4,616,255	4,432,528	4,291,756	4,691,000	258,472	399,244
P430 Victim Service	61,530	107,129	106,246	105,400	(1,729)	(846)
P435 Canine	9,575	12,300	16,877	12,300	0	(4,577)
P440 ERT	9,867	9,800	13,401	9,800	0	(3,601)
P445 Marine	37,015	48,500	43,287	48,500	0	5,213
P450 Public Safety Unit	13,960	10,100	5,488	10,100	0	4,612
P455 Bike Patrol	1,585	2,500	2,501	2,500	0	(1)
P460 Sch. Crossing Guard	215,934	780,200	804,047	840,800	60,600	36,753
P463 Sch. Crossing Guard	523,439	0	0	0	0	0
P465 Mounted	8,887	7,400	(8,679)	7,400	0	16,079
P470 Port's Policing	0	0	0	(46,550)	(46,550)	(46,550)
P475 Street Crime	386,300	444,800	395,430	456,500	11,700	61,070
P480 CR/CP	721,051	529,300	534,108	543,500	14,200	9,392
P495 Power Shift	0	484,200	519,825	976,100	491,900	456,275
Total	\$31,439,020	\$33,130,132	\$33,238,198	\$35,402,840	\$2,272,708	\$2,164,642

Regional Police Services Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Buildings	800,000		(800,000)	-100.00%
Equipment - Light	305,000		(305,000)	-100.00%
Fleet	1,310,400	1,257,000	(53,400)	-4.08%
Information Technology	825,000	2,200,000	1,375,000	166.67%
Total Gross Budget	3,240,400	3,457,000	216,600	6.68%
Total Funding	(3,240,400)	(900,000)	2,340,400	-72.23%
Total Net	0	2,557,000	2,557,000	n/a

Shared Services

i Description of Program/Service

The Shared Services Business Unit serves both internal and external clients. Its mandate is to move toward an entrepreneurial model ensuring that corporate efficiencies are achieved, services to internal and external clients are at an acceptable level, duplications are reduced and an internal one-stop shopping market place is created for clients.

Primary Functional Areas Within Shared Services:

- ▶ **Customer Service Centres:** to provide “one stop shopping” and ease of access to municipal services for the residents of the Halifax Regional Municipality. The Customer Service Centres provide service to both the internal and external clients of HRM. The hours of operation are 8:30 - 4:30 - Monday - Friday, with 24 hour drop off payment boxes available at all locations including a drop off facility at the ferry terminals. Services include: Payment Transactions (210,000); General Inquiries (45,000); Marriage licenses (2,000); Parking Ticket Payments (45,000); Service Payments (75,000).
- ▶ **HRM Corporate Call Centre:** To provide internal and external clients with consistent quality customer service by telephone, as a first point of contact for clients of HRM. The mandate of the Corporate Call Centre is to cultivate the efficiency and effectiveness of consistent customer service, resulting in the following improvements:
- ▶ **Fleet Services, including Maintenance & Management:** Fleet Services is responsible for the management, planning, procurement/aquisition and operations of the fleet assets held by HRM as well as the maintenance and repair of the vehicles and small equipment. In the current configuration fleet has three basic sections Transit Fleet, City Fleet, and Emergency Services Fleet (combination of Police and Fire Fleets). The Emergency Services Section is in its early stages of integration and is currently in the process of being combined into Fleet Services. The combination of the fleets into one unit is envisioned make a more economical resource that is responsive to the clients while assuring that fleet vehicles are maximized.
- ▶ **Geographical Information Systems & Services (GISS):** The GISS Division provides an essential Geographic Information Program that assists HRM’s line departments deliver better services and resources to the citizens of the municipality. GISS creates and maintains information on developments such as

municipal infrastructure, park development, and transportation maintenance. Examples of products and services essential to HRM, for which GISS plays an integral part: Capture and maintain graphic and attribute data; provide system administration and support for geographic information data and software; provide information to clients in the form of maps, verbal or written reports, analysis, instructions, training and digital output; application development and project management; provide leadership to the corporation regarding the development of standards, policies and strategies, consulting on new initiatives; facilitate the sharing of data, applications and resources so as to deliver quality GIS technology;

- ▶ Payroll & Administrative Services, including Security & Dispatch Services: providing HRM business units with: Production of gross payroll; HR data base management; Budget coordination, preparation and support; Job costing and statistical work order systems; Expenditure monitoring and projections for client groups; Dispatch service, security service and clerical service; Billing and cost analysis.
- ▶ Marketing, Design & Printing Services, Internal & External Mail Service; provides affordable, high quality, integrated communication, marketing, public relations, design, print, copy and distribution services to Business Units and Council including: Design and production of communications, education and promotional products for internal clients; Design and administration of questionnaires, surveys and focus groups; Design and management of the HRM Corporate Website; Market research analysis; In-house printing, copying, braille and binding services to the business units; Contract administration of internal and external mail service.
- ▶ Civic Address Program & Project: The objective of the CADP is to create an accurate and complete civic address database which will support implementation of the proposed Police/ Fire computer aided dispatch (CAD) system and form a foundation for an HRM corporate information database. The project also includes re-engineering of the Civic Address program to include maintenance of data elements managed within the project. Target completion date for the project is January 2002 which coincides with the time line for implementation of the CAD system. The Civic Addressing Program is responsible for creation of new lot record information through the subdivision approval process and entry of this information into the corporate database. The program also includes responding to public inquiries regarding civic addresses and the correction of civic addressing problems (i.e. modification of civic numbers, street names, general service area boundaries).

ii Full Time Equivalents (FTEs)

Shared Services employes 229.3 FTEs.

iii Summary of 2000/2001 achievements against 2000/2001 Business Plan

AREA/ISSUE	STATUS
<p>Customer Service Centres:</p> <ul style="list-style-type: none"> ▶ Enhanced Access to the Public. ▶ Product Service Line Expanded and Create Efficiencies. ▶ Compress Corporate Accounts Payable Processes. 	<ul style="list-style-type: none"> • Interactive Webpage developed and implemented. High use - positive feedback. • Hours of operation extended to meet public demand. • CSC have taken over vendor and peddlers liscensing function from By-Law Enforcement. • Registration and notification system for Pesticide By-Law being developed • Regular meeting with Finance & Treasury to reduce overlapping collection process.
<p>Corporate Call Centre</p> <ul style="list-style-type: none"> ▶ Integrate functions to one location ▶ Expand internal customer base ▶ Expand E-Business opportunities 	<ul style="list-style-type: none"> ▶ Move to Eric Spicer to be completed October 30, 2000. ▶ By-law Complaint calls are now being routed directly to the Call Centre. Seamless to the public, calls are being recorded and forwarded by Call Centre Agents to the By-Law Enforcement Office. ▶ Other potential areas being explored include registration function for Recreation programs, and having the Call Centre accessible to assist in “staffing up” for emergency situations. ▶ Interactive forms on-line are now available for some functions in the Call Centre.
<p>Fleet Services:</p> <ul style="list-style-type: none"> ▶ Transit maintenance ▶ City Fleet maintenance 	<ul style="list-style-type: none"> ▶ integration of low floor buses into fleet ▶ Major refit of one Harbour ferry completed ▶ Consolidation of fleet shops at Turner Drive now complete . Initial stages of fleet rationalization and standardization ▶ Creation of “On the Road” mechanical services

<p>GISS</p> <ul style="list-style-type: none"> ▶ continue developing partnerships and revenue opportunities ▶ increase efficiencies with respect to data development and sharing ▶ implement new technology to meet client needs 	<ul style="list-style-type: none"> ▶ Working with Provincial mapping agency, other provincial departments, Halifax Regional Water Commission, and initial stages of discussion with utility companies ▶ corporate data sets being organized into libraries, and reviewed for use ▶ installation of new GISS server ▶ Purchase, training and implementation of HRM wide web browser mapping service. ▶ initial policies drafted for data management, custodianship, data distribution and pricing.
<p>Payroll</p> <ul style="list-style-type: none"> ▶ realignment of selected services ▶ support roll out of SAP HR module ▶ support clients in developing higher level of self sufficiency 	<ul style="list-style-type: none"> ▶ staff resources re-assigned to other Business Units ▶ data clean-up project being supported ▶ training on SAP, CLASS for client groups
<p>Marketing</p> <ul style="list-style-type: none"> ▶ assist business units in developing fully integrated approach to marketing communications ▶ redesign website ▶ aging equipment at print shop ▶ communication to special needs citizens 	<ul style="list-style-type: none"> ▶ providing services to Harbour Solutions, HRM annual report, Pesticide by-law, Recreation catalogue, HRM election ▶ website redesigned and training ongoing, website software purchased ▶ 30 year old printing press replaced, braille printer purchased, reorganization of physical space of Print Shop underway ▶ 74% accessibility standard achieved for website; business units being made aware of need for size and style of print for use in printed communications

<p>Civic Addressing</p> <ul style="list-style-type: none"> ▶ prepare and have adopted a Civic Addressing by-law ▶ compile and complete accurate civic address database for all of HRM 	<ul style="list-style-type: none"> ▶ Draft by-law presented to Council January, 2001 ▶ Civic addressing project established; filed verification of existing civic address data began November 2000 ▶ negotiations underway with Province on cost-sharing
<p>Improved Customer Satisfaction and Service.</p>	<ul style="list-style-type: none"> • Customer Satisfaction Survey for Customer Service Centres being administered and measured against current performance standards. • Call Centre customer service satisfaction levels have increased. Call Centre participated in HRM's 20/20 and Mayor's Company's Coming campaign.
<p>Staff Health and Safety.</p>	<ul style="list-style-type: none"> • Customer Service Centres - Involved RCMP and HRM Police Services in assessing risk and providing security during heavy cash loads; due diligence training for staff taking place; Health & Safety Audit carried out and improvements made. • Fleet - health & safety officer hired, safety audits taking place

iv **Internal/External Issues Analysis**

Customer Service Centres:

Business Cycle Management: Many of the primary business functions of HRM fall on or about April 30 and September 30 making it difficult to maintain consistent service levels and resulting in customer delays.

Communication: Customer service levels are reduced when the Customer Service Centres are not advised of new programs, business processes or deadlines created by other business units.

Facilities: demographics may require re-alignment of service locations.; Sale of Dutch Village Road will result in a significant reduction in service level for the residents of the Western Region unless replaced elsewhere; The present design of the Scotia Square location is inefficient and more costly than required.

Call Centre

Customer Expectations - number of service agreements being developed for various business units. However in order to support the objective of 100% of the business units having support from the call centre in three years, business processes have to be identified and needs assessments conducted for each unit.

Business Cycle Management: Many of the primary business functions of HRM fall on or about April 30 and September 30 making it difficult to maintain consistent service levels and resulting in customer delays.

Linkages and Partnerships - Possibilities include emergency and non-emergency call taking functions and dispatch functions with the Call Center operations and a partnership with the province for joint service delivery.

Operational changes - managing multiple legacy systems from the former units slows response time to clients and requires manual completion and tracking of customer complaints, compliments and suggestions.

Fleet Services

Staffing: in the next 6 years, 50% of the technical staff could retire. Fewer people are choosing technical trades as a career option and the Community Colleges are offering fewer programs. Apprenticeship programs will help. Training in SAP is needed to help make Fleet more effective. Absenteeism is a problem.

Fleet Vehicle Condition - The current fleet is sustaining damage through accident and abuse, leading to considerable downtime for vehicles and equipment. The age of the fleet is increasing due to reductions in fleet replacement budgets. There is not enough money in reserves to fund adequate purchases. Many vehicles are past industry standards of useful life.

Fleet Rationalization - preliminary analysis shows that certain vehicles are underutilized by client groups.

Repair location - the sale of the West Street Mechanical Garage will leave the staff in the garage without a permanent location to work on Fire Services equipment.

GISS

Program Scope and Function(s): GISS internal customer base is wide ranging and crosses many jurisdictional areas. Its external customer base is even wider ranging. The customers require varying levels of attention in so much as their knowledge and skill of GIS dictate; the degree of complexity associated with the request; and the time restraints/durations needed to accomplish the requested task.

Fiscal Issues: In the coming years data maintenance will be an absolute must for HRM's geographic information service. HRM has neglected to support its data initiatives of the past and as such users of the information are becoming less confident in the decisions they make with this information. Partnerships are being developed to help, but additional monies will be required.

Economic Variables: A rise in development and business opportunities within HRM will place increased demands on GIS data and services. Economic growth by way of new industry will place continued demands on increased data inputs into the GIS, this in turn will translate into more effective decision making for HRM's financial, engineering, and planning staff.

Partnerships and Alternative Service Delivery Models: Partnerships have been established and must continue to be strengthened. New partnerships will also need to be created. These same partnerships will help HRM address ways of delivering service to its clients. HRM's policies will need to be flexible enough to ensure new and innovative partnerships are not adversely affected.

Technology Developments: Because technology is a primary tool within GIS, the GISS Division must focus not only on data needs, but also on alternative delivery and development methodologies. Building on work from the 2000/2001 budget year, GISS is committed to getting GIS technology and information to the HRM desktop easier and more cheaply than in the past. This will mean development of new tools around its IntraNet Mapping Service. In year three it is fully anticipated that advanced technologies will allow external clients to also be able to browse GIS data via the Internet. Technology developments will also facilitate easier and cheaper means of updating GIS data.

Payroll

Data Clean-Up: The data clean-up project is under way will need to be supported in the coming year in preparation for the SAP HR Module.

Dispatch Services: The current dispatch service operates on 3 separate legacy systems from the former Municipalities and is ineffective in a regional delivery system.

Call Taking: There are currently no service standards for the length of time it takes Business Units to respond to Tier II and III calls from the public in the Works & Parks areas.

Vehicle Costs: The assignment of individual vehicles to specific tasks is not currently being tracked by usage, making it difficult to identify units that can come out of service.

SAP HR Module: Implementation of the SAP HR Module will begin in 2001/2002 resulting in process changes and training requirements for the HRIS Group.

CLASS for Windows: Implementation of CLASS for Windows will require changes to the miscellaneous revenue handling for Parks & Recreation.

Marketing & Design

Services within Business Units - the current practice of business units managing their own design and printing results in a more costly, inefficient process that suffers from lack of coordination and integration.

Opportunities - Corporate identify program, better use of marketing and communication tools; pesticide by-law information, expanded recreation catalogue.

Print Shop operations: need to improve efficiency, quality and timeliness.

Integration of HRM website responsibilities - there is presently no integrated approach to website development and growth.

Civic Addressing

Civic addressing corrections - many anomalies and errors exist in the field. Staff resources have been inadequate to implement a consistent and systematic approach to identifying, prioritizing and addressing these problems.

Custodianship - responsibility for maintenance of the civic address database and lot creation information requires clarification.

v Goals for Next Three Years (2001/04)

- ▶ Provide a single point of contact for HRM clients (internal and external) to obtain and distribute information to and from the corporation.
- ▶ Increase efficiency and accuracy of information dissemination to, and from, HRM (internal and external clients) - Collecting data once and sharing it many times
- ▶ Maximize economize of scale through internal service provision to business units.
- ▶ Provide service that meets or exceeds external suppliers at competitive prices.
- ▶ Be customer focussed and responsive to customer needs
- ▶ Ensure we have a skilled, competent, fully staffed workforce
- ▶ Pursue service delivery partnerships that will achieve efficiencies, avoid duplication or improve service.

vi Objectives 2001/2002

Provide a single point of contact for HRM clients (internal and external) to obtain and distribute information to and from the corporation.

- ▶ continue to expand call centre & customer service centre business to provide service to all business units in HRM who require it
- ▶ pesticide by-law registration and notification process design and implement
- ▶ develop an outbound call strategy to provide a marketing and resource function to the organization

Increase efficiency and accuracy of information and dissemination to and from HRM (internal and external clients).

- ▶ expand technology to include e-business opportunities
- ▶ develop policies for geographic information
- ▶ merge redundant data sets within GISS
- ▶ develop a single HRM-wide GIS application
- ▶ clean data for transition to HR SAP module
- ▶ provide information to the public in the Parks and Recreation catalogue on other services provided by HRM
- ▶ complete civic address data project
- ▶ adoption of civic address by-law by Regional Council
- ▶ complete policy and procedures manual for civic addressing program.

Maximize economize of scale through internal service provision to business units.

- ▶ study the feasibility of integrating the dispatch function into the call centre
- ▶ centralize fleet maintenance
- ▶ elimination of underutilized vehicles and equipment from the fleet
- ▶ integrate dispatch (payroll) into three sections from the existing four

Provide service that meets or exceeds external suppliers at competitive prices.

- ▶ create a process to use SAP to identify which fleet work should be done internally and which should be done externally

Be customer focussed and responsive to customer needs

- ▶ develop service agreements with business units
- ▶ negotiate contracts with external service providers to provide supplementary services to HRM
- ▶ establish and communicate business processes around the printing and production of material
- ▶ increase the level of marketing and communication resources available to business units

Ensure we have a safe, skilled, competent, fully staffed workforce

- ▶ reduce absenteeism
- ▶ build apprenticeship program

Pursue service delivery partnerships that will achieve efficiencies, avoid duplication or improve service.

- ▶ review and improve Memorandum of Understanding with the Province regarding data sharing

vii Performance Measures

- ▶ % of time customer service representatives are able to provide/take information without a referral
- ▶ % errors in data collected or disseminated
- ▶ savings realized through internal services versus external services
- ▶ client satisfaction
- ▶ increase in efficiencies achieved through partnerships
- ▶ decrease in underutilization rates in fleet
- ▶ implementation of information data policies
- ▶ increase in points of contact for information
- ▶ increased public awareness of HRM services
- ▶ reduction in absenteeism
- ▶ reduction in unfilled vacancies
- ▶ number of business units with service agreements
- ▶ new services introduced in response to client needs
- ▶ percent compliance with safety standards

viii Overview of 2001/2002 Operating Budget

\$50,000	<i>Seat replacement for buses</i>
\$51,900	<i>Pesticide by-law</i>
\$25,000	<i>Marketing and Communications project manager</i>
\$9,500	<i>Expansion of Recreation Catalogue</i>
\$64,400	<i>Marketing and Public Relations support for transit</i>
\$40,000	<i>Apprenticeship program</i>

ix Overview of 2001/02 Capital Budget

\$4,420,000	<i>Eleven replacement buses</i>
\$110,000	<i>Four cars and one van</i>

\$1,500,000	<i>Mid life ferry refit</i>
\$150,000	<i>Ferry refit</i>
\$1,200,000	<i>Fleet replacement - more than 10 years</i>
\$1,200,000	<i>Fleet replacement - less than 10 years</i>

Shared Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$2,602,835	\$3,599,072	\$3,430,296	\$3,854,711	\$255,639	\$424,415
Wages	3,790,709	3,861,300	3,726,000	4,164,650	303,350	438,650
Overtime - Salaries and Wages	405,472	292,000	355,000	302,000	10,000	(53,000)
Benefits and Other (Salaries)	404,464	563,695	543,631	648,748	85,053	105,117
Benefits and Other (Wages)	784,589	812,392	798,750	913,067	100,675	114,317
Retirement Allowance & Severance	61,906	3,900	3,830	23,200	19,300	19,370
Clothing Allowance, Stipends, Other	24,794	64,500	64,500	19,300	(45,200)	(45,200)
Office Expenses, less Computers	715,165	767,300	812,900	694,900	(72,400)	(118,000)
Computers Expenses	14,294	53,000	54,000	45,000	(8,000)	(9,000)
Other Professional Fees	20,560	0	7,500	0	0	(7,500)
Contract Fees	101,802	167,624	162,600	208,750	41,126	46,150
Equipment and Supplies	239,534	232,800	237,100	182,600	(50,200)	(54,500)
Materials	265,413	176,200	176,200	257,100	80,900	80,900
Building Repair, Maintenance	16,783	22,500	22,500	34,700	12,200	12,200
Heating Fuel	767	0	0	0	0	0
Equipment Repair, Maintenance	234,472	526,500	267,500	183,000	(343,500)	(84,500)
Vehicle Expenses	808,693	4,330,942	4,700,482	4,582,880	251,938	(117,602)
Diesel Fuel	2,411,868	2,597,787	3,078,100	3,728,250	1,130,463	650,150
Gasoline Fuel	293,320	555,000	380,000	555,000	0	175,000
Membership Dues	491	1,200	900	1,200	0	300
Conferences and Travel	15,308	16,500	19,000	21,750	5,250	2,750
Training and Education	21,323	48,000	41,500	50,100	2,100	8,600
Advertising and Promotion	1,472	6,500	8,500	2,000	(4,500)	(6,500)
Books, Publications and Data	918	1,600	4,000	1,600	0	(2,400)
Other Goods and Services	32,742	15,500	50,500	73,200	57,700	22,700
Transfer to/from Reserves	(251,115)	0	(165,000)	0	0	165,000
Other Fiscal Charges	50,377	(16,764)	(16,764)	0	16,764	16,764
Interdepartmental - Fleet	0	(4,640,060)	(4,526,678)	(16,265,742)	(11,625,682)	(11,739,064)
Interdepartmental - Other	0	(156,300)	(346,300)	0	156,300	346,300
Total	\$13,068,956	\$13,902,688	\$13,890,547	\$4,281,964	(\$9,620,724)	(\$9,608,583)
Revenues						
Other Licenses, Permits and Fines	(22,320)	(10,000)	(73,000)	(60,000)	(50,000)	13,000
Parking and Facility Rentals	(200)	0	0	0	0	0
Charter Revenue	317	0	0	0	0	0
Other Fees	(49,760)	0	(68,000)	(78,000)	(78,000)	(10,000)
Other Sales Revenue	(32,370)	(39,800)	(39,800)	(39,800)	0	0
Advertising Revenue	0	(148,900)	(30,000)	0	148,900	30,000
Environmental Protection/Waste Wat	0	(187,800)	(187,800)	(187,800)	0	0
Other Revenues	(72,797)	(5,000)	(41,500)	(74,900)	(69,900)	(33,400)
Total	(\$177,130)	(\$391,500)	(\$440,100)	(\$440,500)	(\$49,000)	(\$400)
Net Cost	\$12,891,826	\$13,511,188	\$13,450,447	\$3,841,464	(\$9,669,724)	(\$9,608,983)

Shared Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A124 Office Services	\$547,843	\$688,000	\$687,030	\$692,200	\$4,200	\$5,170
A610 General Manager	209,266	224,514	226,834	157,600	(66,914)	(69,234)
A615 Payroll & Admin Serv	752,945	1,257,302	1,067,200	1,232,600	(24,702)	165,400
A620 Mrkt & Promotions	681,606	724,111	694,100	719,124	(4,987)	25,024
A625 Corporate Call Ctr	321,676	572,660	479,200	707,700	135,040	228,500
A635 GIS	276,071	466,235	459,300	490,980	24,745	31,680
A661 Admin. & Storefront	13,608	17,300	9,300	50,800	33,500	41,500
A663 Alderney Gate	79,368	78,500	79,000	81,610	3,110	2,610
A664 Dutch Village Road	77,769	88,879	87,700	86,300	(2,579)	(1,400)
A665 Scotia Square	141,795	141,500	144,300	146,150	4,650	1,850
A666 Cole Harbour Place	66,861	78,200	78,200	83,000	4,800	4,800
A667 Acadia Centre	62,570	81,600	82,100	85,800	4,200	3,700
A668 Musquodoboit Harbour	591	2,700	2,700	2,700	0	0
R933 Fleet Mtn - Transit	7,190,536	7,538,329	7,971,364	0	(7,538,329)	(7,971,364)
R934 Gen. Eq.Exp Transit	661,908	626,584	636,103	0	(626,584)	(636,103)
R955 Vessels DartmouthIII	131,639	448,524	463,500	0	(448,524)	(463,500)
R956 Vessels Halifax III	101,453	0	0	0	0	0
R957 Vessels Woodside I	146,765	0	0	0	0	0
R960 Access-A-Bus Maint.	357,351	364,734	441,600	0	(364,734)	(441,600)
R970 Fleet Maintenance	1,247,335	503,016	281,016	(254,600)	(757,616)	(535,616)
Total	\$13,068,956	\$13,902,688	\$13,890,547	\$4,281,964	(\$9,620,724)	(\$9,608,583)

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A124 Office Services	(\$5,380)	\$0	(\$22,000)	(\$8,000)	(\$8,000)	\$14,000
A610 General Manager	(2,940)	0	(1,500)	0	0	1,500
A615 Payroll & Admin Serv	(467)	(187,800)	(187,800)	(187,800)	0	0
A620 Mrkt & Promotions	(59,969)	(148,900)	(30,000)	(53,900)	95,000	(23,900)
A625 Corporate Call Ctr	0	0	0	(5,000)	(5,000)	(5,000)
A635 GIS	(25,264)	(15,000)	(26,000)	(18,000)	(3,000)	8,000
A661 Admin. & Storefront	(82,665)	(39,800)	(157,800)	(167,800)	(128,000)	(10,000)
R933 Fleet Mtn - Transit	0	0	(15,000)	0	0	15,000
R957 Vessels Woodside I	(446)	0	0	0	0	0
Total	(\$177,131)	(\$391,500)	(\$440,100)	(\$440,500)	(\$49,000)	(\$400)

Shared Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
A124 Office Services	\$542,463	\$688,000	\$665,030	\$684,200	(\$3,800)	\$19,170
A610 General Manager	206,326	224,514	225,334	157,600	(66,914)	(67,734)
A615 Payroll & Admin Serv	752,478	1,069,502	879,400	1,044,800	(24,702)	165,400
A620 Mrkt & Promotions	621,637	575,211	664,100	665,224	90,013	1,124
A625 Corporate Call Ctr	321,676	572,660	479,200	702,700	130,040	223,500
A635 GIS	250,807	451,235	433,300	472,980	21,745	39,680
A661 Admin. & Storefront	(69,057)	(22,500)	(148,500)	(117,000)	(94,500)	31,500
A663 Alderney Gate	79,368	78,500	79,000	81,610	3,110	2,610
A664 Dutch Village Road	77,769	88,879	87,700	86,300	(2,579)	(1,400)
A665 Scotia Square	141,795	141,500	144,300	146,150	4,650	1,850
A666 Cole Harbour Place	66,861	78,200	78,200	83,000	4,800	4,800
A667 Acadia Centre	62,570	81,600	82,100	85,800	4,200	3,700
A668 Musquodoboit Harbour	591	2,700	2,700	2,700	0	0
R933 Fleet Mtn - Transit	7,190,536	7,538,329	7,956,364	0	(7,538,329)	(7,956,364)
R934 Gen. Eq.Exp Transit	661,908	626,584	636,103	0	(626,584)	(636,103)
R955 Vessels DartmouthIII	131,639	448,524	463,500	0	(448,524)	(463,500)
R956 Vessels Halifax III	101,453	0	0	0	0	0
R957 Vessels Woodside I	146,319	0	0	0	0	0
R960 Access-A-Bus Maint.	357,351	364,734	441,600	0	(364,734)	(441,600)
R970 Fleet Maintenance	1,247,335	503,016	281,016	(254,600)	(757,616)	(535,616)
Total	\$12,891,825	\$13,511,188	\$13,450,447	\$3,841,464	(\$9,669,724)	(\$9,608,983)

Shared Services Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Equipment Heavy		100,000	100,000	n/a
Fleet	5,970,000	8,580,000	2,610,000	43.72%
Information Technology	100,000		(100,000)	-100.00%
Total Gross Budget	6,070,000	8,680,000	2,610,000	43.00%
Total Funding	(4,470,000)	(1,700,000)	2,770,000	-61.97%
Total Net	1,600,000	6,980,000	5,380,000	336.25%

Solid Waste Services

i. Description of Program/Service

The Waste Resources Business Unit is responsible for the implementation and operation of HRM's new integrated waste-resource management system, residential and condominium collection for over 115,000 households, maintenance of all related infrastructure, and administration of 19 contracts provided by 16 private sector service providers/partners.

There are 5 Waste Resource service sectors: Recycling, Composting, Refuse, Household Hazardous Waste and Hwy 101 Landfill Environmental Management. The objective of the waste resource system is to provide the residents of HRM with an efficient solid waste collection, diversion and disposal service and ensure environmental protection by converting solid waste into a valuable resource, or stabilizing it before disposal in landfill.

ii. Full Time Equivalents (FTEs)

For fiscal year 2000/01 Solid Waste Budgeted FTE's were 14 full time equivalents, Actual FTE's were 16 full time equivalents due to employee adjustment arrangements associated with the closure of the Halifax Transfer Station.

In 2001-2002 Solid Waste has budgeted for 11 FTEs. The lower number is due to the closure of the Halifax Transfer Station and the transfer of one FTE to Public Works.

iii. Summary of 2000/2001 achievements against 2000/2001 Business Plan

Issues	Status
Fostering Public Support	<ul style="list-style-type: none"> • Developed Green Cart nuisance TV commercial, then extended TV coverage with RRFB partnership. • Developed and distributed a new organic cart brochure, provided "tips" lists to Council and Call Center. • Green Cart nuisance complaints reduced significantly over 1999 (less than 30 calls in 2000). • Distributed 2 issues of WasteLess News to 150,000 homes, joining in HRM Naturally Green promotions • Distributed 115,000 4 stream calendars. • Initiated a low cost illegal dumping campaign, working with other HRM departments and stakeholders.
Maximizing Diversion	<ul style="list-style-type: none"> • Provided logistical and education support to get all condominiums served by HRM on organics collection. • Provided education support to owners of 8,000 apartment units, contacted major owners. • Issued 40 waste discrepancy reports (April to September) to haulers using Otter Lake, followed up with waste generators on organics diversion. • Developed a new ICI sector 3 stream diversion brochure to support diversion efforts. • Coordinated the delivery of 1,500 new residential green carts, and supporting education. • Supported Regional Chairs and RRFB in achieving Milk Stewardship Agreement (\$140,000 new revenue to HRM) and changes in Diversion Credit Formula (to provide \$800,000 in future revenue). • Working with planning staff and the private sector to increase the availability and effectiveness of private Construction and Demolition (C&D) waste operations. • Developed, with HRM Parks staff, a proposal for a compost marketing and integrated pest management study, under the FCM Municipal Green Fund.

Capacity at Facilities	<ul style="list-style-type: none"> • Worked with New Era Farms and the local community to facilitate control of compost plant odours. • FEP expansion and shipping to Queens completed early and on budget. Halifax Transfer Station closed. • Re-directed residential haulers to balance weekly organics deliveries at each compost plant, responded to sudden closure of major private compost plant and higher ICI organics volumes. • Held monthly operations meetings at all contracted waste processing plants. • Developed special programs to deal with peak deliveries of leaf and yard waste.
Enhancing Material Quality	<ul style="list-style-type: none"> • Completed a detailed study of stickering activity for curbside contamination of waste streams. • Briefed Councillors, initiated increased stickering efforts with residential waste haulers. • Increased the emphasis on material quality issues in communication and education activities.
Improving Communications and Education	<ul style="list-style-type: none"> • Assumed responsibility for HRM area education activities formerly managed by RRFB. • Provided interim financial support for Eco-Schools Program for the 1999-2000 school year. • Initiated meetings with other HRM departments on integration and expansion of environment related education programs (Environmental Initiatives Group). • Continued to fund the Eco-Efficiency Centre in Burnside on industrial waste diversion and education programs.

iv. Internal/External Issues Analysis

Maximizing Diversion from Landfill:

- Progress has been made in 2000-01 in terms of increasing diversion of compostable organic materials, in both the residential and business (ICI) sectors.

- Recycling tonnage has not increased significantly for several years, in spite of the addition of organic carts and the greater attention on solid waste resource recovery generally. 3,700 tonnes of recyclables received at RRFB Inc Enviro Depots in 2000/01.
- ICI refuse tonnage has not increased by 3% over the year and residential refuse has grown by nearly 5% over the first ten months of the year. This creates a financial challenge in terms of the demand for and cost of refuse processing at the Otter Lake facilities.
- While community support for the general objectives of the Integrated Waste/Resource Management System remains high, increasing costs of the system are a key concern.
- HRM staff completed a Condominium Organics collection program in 2000-01, then began a program of logistical and educational support for private apartments.
- The high level of refuse generation experienced during the summer of 2000 may be a result of a combination of a strong local economy and lower green cart and blue bag participation in some areas of HRM.

Providing Quality Customer Service and Fostering Public Support:

- The summer of 2000 passed with fewer nuisance complaints from the public than the previous year, due in part to a television campaign and distribution of organic cart tips.
- Continuing information and support for HRM Councillors is a key element in influencing public perceptions of the Integrated Waste/Resource Management System.
- Continuing support to the Community Monitoring Committee and the Facility Advisory Committees is also a key requirement.
- Illegal dumping activity, in both rural and urban areas, is a concern to residents and Council.
- The initial inventory of green carts has been depleted and more are required to provide new carts for new residents.

- There is a need for improved data on waste tonnages, revenues, and the green cart inventory to enable improved forecasting and reduce problems with controlling the distribution of green carts to over 115,000 individual locations.

Improving the Effectiveness and Efficiency of Processing Facilities:

- The increase in refuse production in 2000-01 has placed severe pressure on the HRM operating budget and presents a real challenge for budgeting in 2001-02.
- Both HRM compost plants experienced some odour events resulting from operations during 2000-01.
- Concentrated deliveries of spring and fall leaves and yard waste have created processing challenges for both compost plants in 2000-01.
- The Materials Recovery Facility has been experiencing processing problems due to an aging skid steer machine owned by HRM.
- During 2000-01 the sales of compost from the two HRM processing facilities did not achieve price levels as high as expected.
- Additional disposal cells for processed waste are required periodically at the Otter Lake Residuals Disposal Facility
- Although the Otter Lake Front End Processor (FEP) has been operating only since January 1999, the demands on mobile equipment are such that some pieces have already reached the end of their useful life.

Enhancing Residential Sector Material Quality:

- Residential recycling materials have arrived at HRM's facilities contaminated with refuse, creating processing problems and reducing the value of the materials.
- Similarly, the contents of organic carts are arriving at compost plants with measurable quantities of plastics, newsprint, and refuse that result in added processing costs.

Improving the Effectiveness and Reach of Communication and Education Programs:

1. The Integrated Waste/Resources Management System is heavily dependent upon the support of residents and businesses in the communities served by HRM.
2. In order to expand the effectiveness and reach of the HRM Communication and Education Program, it is necessary to develop partnerships with other agencies for funding and joint programming.

v. Goals for Next Three Years (2001/04)

Maximizing Diversion from Landfill:

To maximize diversion of waste resources and hazardous waste from landfill in accordance with the objectives of the Integrated Waste/Resource Management Strategy, and in the interests of reducing the processing costs and pace of RDF (landfill) cell space utilization at the Otter Lake Waste/Resource management facilities.

Providing Quality Customer Service and Fostering Public Support:

To ensure public participation and support for source separation at residences and businesses remains high through the delivery of quality residential collection service and supporting activities.

Improving the Effectiveness and Efficiency of Processing Facilities:

To balance the delivery, processing and marketing of materials at each of the five HRM waste processing facilities in order to ensure all facilities are working effectively, efficiently, and at lowest overall cost to the municipality.

Enhancing Residential Sector Material Quality:

To enhance the value of resources produced from the HRM residential waste stream by improving -source separation by residents.

Improving the Effectiveness and Reach of Communication and Education

Programs:

To increase the frequency, impact, and effectiveness of Waste Resources communication and education programming, while finding new sources of funding and partnering with other agencies to expand the reach of existing communication programs.

vi. Objectives 2001/02

Maximizing Diversion from Landfill:

1. Maintain residential and ICI sector refuse tonnages at or below 2000-01 levels.
2. Increase residential and business (ICI) diversion of compostable organics again in 2001-2002 by 5% in each sector.
3. To increase recycling tonnages, at the HRM Materials Recovery Facility by 5 % over 2000-01 levels.
4. To achieve greater stability in terms of the actual vs. budget costs of the Waste Resources system, and complete the year within 5% of net budget, regardless of tonnages received.
5. To complete the delivery of an apartment organic diversion program, through logistical support, education, and enforcement.
6. To deliver targeted communications and education programs to selected neighborhoods within HRM, and produce measurable improvements in green cart and blue bag quantities.

Providing Quality Customer Service and Fostering Public Support:

1. To ensure the complaints received in terms of green cart nuisances in the summer of 2001 do not exceed the levels in 2000.
2. To deliver targeted communications and education programs to selected neighborhoods within HRM, and produce measurable improvements in green cart

and blue bag quantities.

3. To provide timely regular reporting on system operations and issues to individual Councillors, the Solid Waste/Resource Advisory Committee (SWRAC) and Council as a whole.
4. To provide timely regular staff reports to the Community Monitoring Committee (CMC) and the Facility Advisory Committees.
5. To work with other HRM departments and community stakeholders to educate, enforce and partner for the removal of illegal dumps or improperly disposed materials.
6. To provide the tools to allow new residents to participate in HRM's diversion programs.
7. To improve forecasting and reduce problems with controlling the distribution of green carts.

Improving the Effectiveness and Efficiency of Processing Facilities:

1. To bring the costs of refuse processing in line with the approved budget.
2. To reduce the number of operating complaints received in 2001-02 from both compost plants below the levels recorded in 2000-01.
3. To balance the deliveries of organic waste with the processing capacity of each compost plant.
4. To improve materials movement within the Materials Recovery Facility.
5. To work with plant operators to find better local compost markets, and to undertake a combined marketing, Integrated Pest Management study to improve markets and revenues from this material.
6. To complete the construction of cell 3. This is necessary in order to fully utilize cells 1 and 2. All three cells will be in use this year.
7. To replace worn out machinery in order to properly operate the Otter Lake

disposal facility.

Enhancing Residential Sector Material Quality:

1. To work with residential haulers and neighbourhoods to reduce contamination levels in materials put out for recycling below 2000-01 levels.
2. To work with residential haulers and neighbourhoods to reduce contamination levels in residential organic green carts.

Improving the Effectiveness and Reach of Communication and Education

Programs:

1. To develop a strategic communication and education program to support the target waste diversion volumes that are the basis of the 2001-02 operating budget.
2. To improve and expand the financial support and joint programming activity for communication and education with the Resource Recovery Fund and other HRM business units.

v. Performance Measurement

Maximizing Diversion from Landfill:

1. Tonnage of waste requiring processing at Otter Lake
- 2& 3 Tonnage of total organics and recyclables diverted from landfill
4. Quarterly Financial Reports of Expenditures and Revenues
5. Number of apartment units participating compared to 2000-01
6. Participation in diversion programs in target neighbourhoods

System Mass Balance for Solid Waste

System Components	1999-00 Actual	2000-01 Approved Budget	2000-01 Forecast	2001-02 Proposed Budget
RESIDENTIAL				
B.Y. Compost	5,000	5,000	5,000	5,000
Recycling	17,170	17,500	17,500	18,000
Organics	27,958	30,743	30,743	35,000
Refuse	55,325	50,400	58,400	61,400
Drop Off	7,477	7,500	7,500	7,500
Total	112,930	111,143	119,143	126,900
COMMERCIAL /ICI				
Private	70,000	75,000	75,000	75,000
Organics	12,696	8,000	13,500	14,905
Fibers	42,000	43,000	43,000	43,000
Refuse	85,905	89,600	89,600	89,600
Total	210,601	215,600	221,100	222,505
Total Refuse	141,230	140,000	148,000	151,000
Total Diversion	182,301	186,743	192,243	198,405
<i>Percent Diversion</i>	<i>56.3%</i>	<i>57.2%</i>	<i>56.5%</i>	<i>56.8%</i>
Total Residential, Commercial & ICI	323,531	326,743	340,243	349,405

Providing Quality Customer Service and Fostering Public Support:

- Number of complaints received
- Participation in diversion programs in target neighbourhoods
- Number of SWRAC meetings, Council Information Reports
- Number of CMC and CLC meetings, staff reports.
- Number of illegal dump locations identified and acted on.

Improving the Effectiveness and Efficiency of Processing Facilities:

- Quarterly Financial Reports
- Number of received complaints
- Requirement for separate yard waste collection.
- Purchase of new machinery within operating contract
- Revenues from compost sales, completion of Marketing study
- Completion of the cell 3 construction project within budget and on schedule
- Purchase of new and disposal of old machinery within budget allowed

Enhancing Residential Sector Material Quality:

- Quantity of residue at the MRF requiring disposal
Quantity of fibre in blue bags delivered to MRF
- Quantity of residue at the compost facilities requiring disposal

Improving the Effectiveness and Reach of Communication and Education Programs:

- Deliver programs and meet diversion targets
- Be awarded funds for an enhanced RRF education program

viii. Overview of 2001/02 Operating Budget

\$350,000 - Refuse Tonnage Growth at Otter Lake

\$158,400 - Payment for Havill lands, Otter Lake

(\$400,000) - Otter Lake Tipping Fee Increase

ix. Overview of 2001/02 Capital Budget

\$12,600,000 Construction of cell 3 at Otter Lake

\$4,845,000 Funding of cell 2 at Otter Lake

\$300,000 Replacement Skid Steer and Loaders at Otter Lake - (Monies from reserve fund "Landfill Equipment")

Solid Waste

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$792,727	\$528,402	\$511,267	\$477,021	(\$51,381)	(\$34,246)
Wages	43,581	110,000	119,240	0	(110,000)	(119,240)
Overtime - Salaries and Wages	52,331	20,400	20,400	8,000	(12,400)	(12,400)
Benefits and Other (Salaries)	106,194	78,272	75,756	59,938	(18,334)	(15,818)
Benefits and Other (Wages)	27,797	33,152	35,412	10,258	(22,894)	(25,154)
Retirement Allowance & Severance	3,396	0	0	0	0	0
Clothing Allowance, Stipends, Other	249	1,000	1,000	0	(1,000)	(1,000)
Office Expenses, less Computers	32,605	37,100	37,101	35,400	(1,700)	(1,701)
Computers Expenses	493	1,500	1,500	1,270	(230)	(230)
Consulting Fees	3,905	0	0	0	0	0
Other Professional Fees	8,481,523	14,477,834	15,561,336	16,150,406	1,672,572	589,070
Contract Fees	15,311,348	8,012,451	9,008,226	10,009,695	1,997,244	1,001,469
Equipment and Supplies	3,986	0	0	0	0	0
Materials	1,934	1,000	500	0	(1,000)	(500)
Building Repair, Maintenance	68,953	107,000	126,000	52,000	(55,000)	(74,000)
Equipment Repair, Maintenance	95,237	7,000	27,000	0	(7,000)	(27,000)
Vehicle Expenses	17,122	0	0	0	0	0
Diesel Fuel	7,344	0	0	0	0	0
Gasoline Fuel	1,200	3,500	3,500	3,500	0	0
Membership Dues	814	800	800	800	0	0
Conferences and Travel	9,939	9,000	9,000	11,000	2,000	2,000
Training and Education	418	2,400	2,400	2,500	100	100
Advertising and Promotion	0	337,500	487,500	337,500	0	(150,000)
Books, Publications and Data	272	400	400	400	0	0
Other Goods and Services	12,241	3,800	3,800	1,300	(2,500)	(2,500)
Transfer to/from Reserves	2,384,205	2,335,310	2,240,310	2,121,513	(213,797)	(118,797)
Principal and Interest Charges	12,475,500	13,424,888	13,424,888	13,933,589	508,701	508,701
Other Fiscal Charges	5,062	0	0	0	0	0
Interdepartmental - Fleet	13,374	0	0	0	0	0
Interdepartmental - Other	0	(150,000)	(150,000)	(150,000)	0	0
Total	\$39,953,750	\$39,382,709	\$41,547,336	\$43,066,090	\$3,683,381	\$1,518,754
Revenues						
Transfers from Governments, Other	(2,037,690)	(1,600,000)	(3,000,000)	(2,500,000)	(900,000)	500,000
Parking and Facility Rentals	0	(102,000)	0	0	102,000	0
Other Sales Revenue	(10,421,434)	(10,276,000)	(11,235,000)	(11,607,350)	(1,331,350)	(372,350)
Environmental Protection/Waste Wat	(129,981)	0	0	0	0	0
Other Revenues	(253,820)	(230,000)	(660,000)	(230,000)	0	430,000
Total	(\$12,842,925)	(\$12,208,000)	(\$14,895,000)	(\$14,337,350)	(\$2,129,350)	\$557,650
Net Cost	\$27,110,825	\$27,174,709	\$26,652,336	\$28,728,740	\$1,554,031	\$2,076,404

Solid Waste

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
M431 Sack Landfill Reserv	\$2,134,336	\$2,077,000	\$1,937,000	\$1,657,000	(\$420,000)	(\$280,000)
R311 MA Solid Waste Debt	2,970,900	2,603,195	2,603,195	2,373,401	(229,794)	(229,794)
R312 Hlfx Transfer Stat.	604,757	90,000	115,000	0	(90,000)	(115,000)
R321 Administration - WR	800,541	955,706	1,086,056	889,687	(66,019)	(196,369)
R601 See Cost Centre R321	146,126	0	0	0	0	0
R322 Collection	8,890,501	7,012,951	7,092,000	7,358,983	346,032	266,983
R323 Waste Res Sy Debt Ch	2,632,200	2,616,894	2,616,894	2,529,441	(87,453)	(87,453)
R324 Compost Fac.Burnside	1,454,589	1,651,380	1,893,610	2,012,000	360,620	118,390
R325 Compost Fac.RaggedLK	1,608,256	1,497,674	1,565,610	1,742,000	244,326	176,390
R328 Coll. Depots-Musq/SH	92,605	167,700	157,700	167,700	0	10,000
R330 Material Recovery Fa	2,510,064	2,199,700	2,295,386	2,383,000	183,300	87,614
R326 Waste Stb. Fac.SiteA	2,897,644	3,413,589	3,445,589	3,537,715	124,126	92,126
R327 S. W. Residual Fac.	7,307,770	7,570,519	7,811,385	8,698,408	1,127,889	887,023
R329 S.W. FEP	5,903,461	7,526,401	8,927,911	9,716,755	2,190,354	788,844
Total	\$39,953,750	\$39,382,709	\$41,547,336	\$43,066,090	\$3,683,381	\$1,518,754

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
R321 Administration - WR	(9,156,667)	(8,754,000)	(9,530,000)	(9,549,350)	(\$795,350)	(19,350)
R601 See Cost Centre R321	(97)	0	0	0	0	0
R322 Collection	(2,047,765)	(1,600,000)	(3,000,000)	(2,500,000)	(900,000)	500,000
R324 Compost Fac.Burnside	(268,323)	(379,000)	(735,000)	(697,000)	(318,000)	38,000
R325 Compost Fac.RaggedLK	(404,789)	(375,000)	(330,000)	(391,000)	(16,000)	(61,000)
R330 Material Recovery Fa	(965,284)	(1,100,000)	(1,300,000)	(1,200,000)	(100,000)	100,000
Total	(\$12,842,925)	(\$12,208,000)	(\$14,895,000)	(\$14,337,350)	(\$2,129,350)	\$557,650

Solid Waste

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
M431 Sack Landfill Reserv	\$2,134,336	\$2,077,000	\$1,937,000	\$1,657,000	(\$420,000)	(\$280,000)
R311 MA Solid Waste Debt	2,970,900	2,603,195	2,603,195	2,373,401	(229,794)	(229,794)
R312 Hlfx Transfer Stat.	604,757	90,000	115,000	0	(90,000)	(115,000)
R321 Administration - WR	(8,356,126)	(7,798,294)	(8,443,944)	(8,659,663)	(861,369)	(215,719)
R601 See Cost Centre R321	146,029	0	0	0	0	0
R322 Collection	6,842,736	5,412,951	4,092,000	4,858,983	(553,968)	766,983
R323 Waste Res Sy Debt Ch	2,632,200	2,616,894	2,616,894	2,529,441	(87,453)	(87,453)
R324 Compost Fac. Burnside	1,186,266	1,272,380	1,158,610	1,315,000	42,620	156,390
R325 Compost Fac. RaggedLK	1,203,467	1,122,674	1,235,610	1,351,000	228,326	115,390
R328 Coll. Depots-Musq/SH	92,605	167,700	157,700	167,700	0	10,000
R330 Material Recovery Fa	1,544,780	1,099,700	995,386	1,183,000	83,300	187,614
R326 Waste Stb. Fac. SiteA	2,897,644	3,413,589	3,445,589	3,537,715	124,126	92,126
R327 S. W. Residual Fac.	7,307,770	7,570,519	7,811,385	8,698,408	1,127,889	887,023
R329 S.W. FEP	5,903,461	7,526,401	8,927,911	9,716,755	2,190,354	788,844
Total	\$27,110,825	\$27,174,709	\$26,652,336	\$28,728,740	\$1,554,031	\$2,076,404

Solid Waste Capital Budget

Categories	2000-01 Budget	2001-02 Budget	Dollar Change	% Change
Solid Waste	4,850,000	17,745,000	12,895,000	265.88%
Total Gross Budget	4,850,000	17,745,000	12,895,000	265.88%
Total Funding	(4,850,000)	(17,745,000)	(12,895,000)	265.88%
Total Net	0	0	0	n/a

Tourism, Culture & Heritage

i. Description of Program/Service

The mission of the Tourism, Culture & Heritage Business Unit (TCH) is to:

- 1) assist HRM Communities to grow their assets and attributes in order to provide pride of place for citizens;
- 2) assist travellers seeking to experience HRM's lifestyles;
- 3) showcase HRM's culture and heritage to markets of interest.

TCH uses the dynamic created by its four service sections; Events & Festivals, Visitor Services, Tourism/Community Marketing and Heritage & Culture to operationalize its mission. The dynamic is applied to individual community needs through a consultative process, identifying market ready products, growth opportunities and available partnerships. The Business Unit operates or funds 12 Visitor Information Centres, manages a variety of HRM Heritage and Cultural resources/buildings, provides technical resources to cultural and heritage groups, hosts events and festivals and provides marketing support for HRM products.

ii Full Time Equivalents (FTEs)

For fiscal year 2000/01, Tourism Culture and Heritage has:

- 14 full-time FTEs
- 15.25 part-time FTEs

iii Summary of 2000/2001 achievements against 2000/2001 Business Plan

Culture & Heritage

Key Initiative	Status
Heritage Initiatives	Publication of "One City...Many Communities" and "A Visitor's Guide to City Hall"
Youth Involvement	Implementation of "Canada in the Capitals" program hosting 13 families from across Canada

Education and Training	Hosted twenty-nine workshops for 35 community groups involved in culture & heritage
Program Management & Development	Developed and gained council approval of Heritage Tourism Strategy for HRM
Marketing & Public Relations	In 2 nd round of consultations with Marketing Division to establish "brand" for culture and heritage attractions in HRM
Cultural Policy Development	Policy prepared and approved by Council for Murals, Monuments and Markers Assistance; Heritage Tourism Strategy; and Culture and Heritage Reserve Business Case
International and National Research	Provincial partner funding cut, now exploring federal partner funding
Regional Tourism Development	Discussion papers prepared and forwarded to Director for circulation to staff on topics of: Capital District, Capital Region, Capital City Discussion papers prepared and forwarded to EMT for circulation to staff on topics of: Revitalization of Cogswell Interchange lands Exploration continues of "Cultural Capital of Americas" opportunity
Capital Region Attractions	Prepared and <u>Council approved</u> Alderney Landing Management Agreement and Dartmouth Heritage Museum Agreement Discussions underway with Scott Manor House, Greenvale School, Peace Pavilion

Visitor Services

Key Initiative	Status
1. Enhance level of service provided for the cruise ship arrival program.	Hired two staff for cruise ship season to staff new information booth provided by Port of Halifax.
2. Establish year round Visitor Information Centre in Dartmouth in partnership with Alderney Landing	Ongoing - New infrastructure in place on site. Entering discussions with Alderney Landing for November to May period.

3. Design and produce a new HRM Visitor Map	Completed, with a print run of 100,000 copies.
4. Create seasonal position for supervision of community Visitor Information Centres	Individual hired and season successfully completed.

Marketing

Key Initiative	Status
Market Development Planning	<ul style="list-style-type: none"> focused on 12 months a year tourism for urban Halifax formed Marketing Advisory Council (MAC) - May 2000
Entertainment Season Campaign targeted at building business for the shoulder/off season for urban Halifax	<ul style="list-style-type: none"> development of 2001 Entertainment Season Campaign ongoing with MAC media launch of Entertainment Campaign held on Dec. 14/2000.
Cruise industry development	<ul style="list-style-type: none"> submission of two year \$1 million Atlantic Canada Cruise Association contract with ACOA/Provinces formation of a Halifax Cruise Stakeholders Group to develop partnerships in financing (1) Strolling Historic Halifax brochure (2) delivering Cruise Arrival/Farewell Entertainment Program (3) sponsor mural at Cruise Pavilion Halifax cruise stakeholders submit bid to host 2002 Cruise Symposium of cruise industry leaders aligning industry stakeholders to position Halifax as a cruise ship home port working toward seven day a week consistent product offering

<p>Communications and Travel Media Services Program</p>	<ul style="list-style-type: none"> • two key consistent messages to media - 12 months of a year tourism for Halifax, and new product developing in the culture, heritage and nature product in HRM - constant updating of What's New list linked to web pages ie Memory Lane in Lake Charlotte and SS Atlantic Site in Terrence Bay; circulation of events list three years out • participated in over 20 familiarization tours • sourced new photography of HRM - upgraded image bank • working to enhance web site
<p>Branding HRM for destination positioning</p>	<ul style="list-style-type: none"> • Ongoing
<p>Community market development</p>	<p>Assisting communities across HRM to take developing product to the marketplace, working with:</p> <ul style="list-style-type: none"> • Marketing Advisory Council - urban Halifax • Saint Margaret's Bay Tourism Association - ad hoc board member, and active in Marketing Committee • Seaside Tourism - participate in annual tourism day on Eastern Shore and advisory role to developing infrastructure ie Memory Lane • Destination Marketing Program sponsored by the Province and delivered by HTC&H Marketing

Civic Events

Key Initiative	Status
<p>Special Events Task Force</p>	<ul style="list-style-type: none"> • successfully completed the 2000 event season • successes include: Tall Ships 2000, Dartmouth 250, Bedford Days, Canada Day, Natal Day, Grou Tyme, ...

Risk management	<ul style="list-style-type: none"> • no report of serious incidents to date for the year 2000 • during Tall Ships 2000 a person's life was saved due to the risk management plan that was in place for the event
Sponsorship & alternative funding for Civic events	<ul style="list-style-type: none"> • \$97,000 generated to date • these monies increased the programming funds available for Civic events by 1/3

iv Internal/External Issues Analysis

Demands on Service Levels:

- 1) **Increase in Tourist Visitations** - Increasing numbers of visitors to the HRM have:
 - a) created an increase in the demand for visitor servicing that cannot be met at current staffing levels,
 - b) increased the demand for municipal services at existing events,
 - c) lengthened the season from May/September to April/October, requiring services for a longer period.
- 2) **Low Unemployment Rate** - Competition for minimum wage staff with customer service attributes and other languages has become stiff. Increase in wage rates would improve HRM's ability to attract the "right" employees.
- 3) **Expansion of existing events and demand for new events:** - Costs for municipal services increase with each new labour contract and natural increases for goods. In addition, as the HRM builds on its reputation of hosting highly successful world class events, such as Tall Ships and the World Marathon Canoe Championships, there will be pressure to fund bids and provide services. There is currently no mechanism in place to plan financially for such events.
- 4) **Cruise Industry** - growth of the industry locally and its potential for continued growth are dramatic; over 100 arrivals with over 200,000 passengers and crew in 2000. Three factors focus concern: a) increase in requirement for services; b) potential to distribute incremental benefits beyond ground operators and retail establishments to the accommodation and transportation sectors by establishing

Halifax as a "home port"; and c) managing the saturation of visitations to Peggy's Cove by offering other competitive products/destinations/attractions.

- 5) **Urban versus Rural** - Opportunity for growth differs in the HRM urban/rural environment. Effort and resources need to be focused on Urban Halifax in the January to April period, while concentration for rural HRM needs to be during the summer months. This determination is made based on availability of partnership resources, market ready products and appropriateness of public sector support.
- 6) **Funding for Marketing** - Diminishing government marketing resources provoke the need to identify alternate funding resources to support economic development with HRM communities. A hotel tax is proposed as a solution.

7) **Culture & Heritage**

- a) The recognition of community pride of place concerns and the lack of attention HRM has paid to community culture and heritage resources is highlighted through Council's Business Strategy on Community Development. As well, HRM owned and operated facilities need to attract support and earn a "leadership by example" reputation in order for other resources of this type to follow.
- b) To grow communities through tourism, there need to be new and authentic product offerings. Culture and Heritage can grow products for the community which would provide the attraction product for tourism.

8) **Documentation - HRM tourism product**

Product offering across the HRM is diverse. Management needs to ensure community consultation with industry groups and citizens to capture product and service which are ready, willing and able to take to the buying tourism market. Constant updating to inventory base - from events, attractions, to infrastructure; visitor counseling and packaging of that product offering; and creating the presentation of the uniqueness of HRM is role of TCH.

9) **Partnerships**

Management needs to focus energy of community stakeholders to realize potential through partnership. This is supported by Council's focus on community development. Tourism industry buyer needs to be recognized as client group of HRM

to realize Council's focus on economic development.

v Goals for Next Three Years (2001/04)

1) To develop heritage/cultural tourism products: Issues # 3, 5 & 7

2) Community identification of cultural tourism delivery areas: Issues # 5 & 7

Will focus communities within manageable parameters. Areas will be determined along heritage and cultural lines and relate directly to Council approved strategies

3) Promote HRM as a "Cultural Capital": Issues # 3, 5, & 7

Will provide an umbrella under which heritage and cultural assets can be managed and packaged. Creates a broader community distinctiveness which enhances pride of place and furthers recognition of individual community identities.

4) Plan for New Events and Expanding Existing Events: Issue # 3

Recognize that Halifax will continue to attract major events, such as Tall Ships. Implement a process that will lessen the financial impact it places on the corporate structure.

Address the demands of the expansion of existing events.

5) Enhance visitor services beyond information centres: Issues# 1, 2, 4

To identify alternative service delivery mechanisms which would meet visitor needs and lessen impact on HRM resources.

6) Develop e-commerce marketing: Issues# 4, 5, 7

To take advantage of new marketing channels and present HRM in a modern and progressive manner. To provide opportunity for smaller businesses to participate in marketing strategies beyond what they could reasonably afford on their own.

7) Destination Marketing Organization: Issues # 6

To provide focus and incremental funding to position HRM as a destination of choice

for business and leisure travelers.

8) To achieve "Home Port Status" in cruise industry: Issues # 1, 4, 5, & 7

Requires changes in Federal Regulations. Home Port Status would provide Halifax with new business as a result of ability of passengers to embark and disembark, providing business for accommodations, retail and transportation sectors.

9) Differentiate HRM's product and market that uniqueness: Issues # 4, 5, 7, 8, 9

- build inventory - rural / urban mix
- focus on four season marketing
- brand the product uniqueness
- encourage private sector to package that uniqueness

10) Partnerships: Issues # 3, 5, 6, 7

- To build on relationships through communication with HRM stakeholders in all sectors private and public, resulting in partnerships, while investing in relationships with external "buying" clients.

vi Objectives 2001/02

1) To develop heritage/cultural tourism products

- grow rural product through community development
- enhance urban product through partnerships

2) Define cultural tourism delivery areas

- enhance urban product through partnerships
- create cultural tourism product linkages

3) Promote HRM as a "Cultural Capital"

- recognition of HRM as a Cultural Capital
- develop a signature event for the off-season to provide incremental economic value from the tourism industry and support the industry in a traditionally weak period.

- 4) **Plan for new major events and expanding existing events**
 - Create a Special Event Reserve Fund to provide direction to HRM expenditures and to lessen impact on budget for costs for major events.
 - Put resources in place to supply existing and new events with services, infrastructure and funding.
- 5) **Enhance visitor services beyond information centres** - Carry out an analysis of existing services and alternatives and develop a Visitor Services Strategy for the next three to five years which will maximize resources while providing services that visitors require.
- 6) **Develop e-commerce marketing**
 - to conduct research required to position destination competitively on the web.
 - to hire expertise to build web-based marketing platform.
- 7) **Destination Marketing Organization**
 - To enact legislation which generates room sales tax to be applied to marketing Greater Halifax for business and leisure travel.
- 8) **To achieve "Home Port Status" in cruise industry**
 - To lobby private/public sector interest in preparing Halifax as Eastern Canada's home port of call - air access, air capacity, motorcoach availability, accommodation base, developed and diverse product offering operating seven days a week and in an extended tourism season.
 - To conduct research as to the viability of Halifax becoming a home port to cruise lines - building a business case to present to the cruise industry.
 - To market directly to cruise line executives merits of choosing Halifax as a home port.
 - Define and develop expanded welcome program to provide quality services to cruise ship passengers thereby enhancing their experience and encouraging return visitation.
- 9) **Differentiate HRM's product and market that uniqueness**
 - Differentiate HRM's product via authentic resources, historical significance,

nature/outdoor product, diversity of 188 communities, intangible HRM qualities such as hospitality, Nova Scotian values

- Promote four season message through Capital campaign ie. Atlantic Canada's Entertainment Capital
- Differentiate HRM product through branding.

10) Partnerships

- Grow partnerships in all sectors of TC&H - ie. attract airline partner to Entertainment Campaign.
- Halifax Tourism Marketing Advisory Council (MAC) and TCH ensure alignment of major stakeholders - annual strategy sessions facilitated by TCH.
- Seek higher yield customer through international marketing modification.

vii Performance Measurement

1) To develop heritage/cultural tourism products

- number of participants in programs outside of urban core
- number of admissions to partner sites
- number of partnerships with Council
- number of admissions to partner sites
- use of revenues at sites

2) Define cultural tourism delivery areas

- number of "One City...Many Communities book sold
- number of private / non-profit groups which adopt concept
- number of public agencies which adopt concept
- develop "Cultural Tourism Map" illustrating linkages
- number of maps sold
- number of visitors to partner sites

3) Promote HRM as a "Cultural Capital"

- number of partners that adopt concept
- number of times "cultural capital" appears in publications
- declaration of HRM as 'Cultural Capital' by other agencies
- establishment of a signature event for the off-season

- 4) **Plan for new events and expanding existing events**
 - implementation of a special events reserve
 - capital budget approved
 - operating budget approved

- 5) **Enhance visitor services beyond information centres**
 - delivery of a three to five year strategy for visitor services

- 6) **Develop e-commerce marketing**
 - evaluate the results of web-based product offering - # of hits, building contact lists
 - comparison of year to year ROI of investment partners
 - % increase of web-based product being offered through the Entertainment Season Campaign

- 7) **Destination Marketing Organization**
 - hotel room statistics comparisons
 - visitor statistics comparisons
 - business developed in following areas:
 - ▶ incentive travel
 - ▶ business travel - meetings, conventions, conferences, trade shows
 - ▶ leisure travel

- 8) **To achieve "Home Port Status" in cruise industry**
 - deliver a strategy on Halifax becoming a home port
 - number of cruise ship passengers and crew served
 - number of businesses represented at information booth
 - number of cruise ship passengers and crew arriving in Halifax
 - exit survey to gauge likelihood of making a return visit

- 9) **Differentiate HRM's product and market that uniqueness**

- database inventory of people, places, events, experiences, attractions that keeps growing
- increased numbers from Entertainment Campaign tracking, thorough evaluation
- delivery of Visual Identity Program

10) Partnerships

- marketing officer position to manage relationships of local community and industry buyers
- build partnership base dollars 10% per year for Entertainment Campaign

ii. Overview of 2001/02 Operating Budget

\$ 50,000 - Events Reserve - Establish a reserve fund that would support the ever increasing demand for municipal services associated with large scale events. Supports the goal of addressing the expansion of existing events and demands for new events.

\$20,000 - Supplemental Grants - To provide seed funding for events throughout urban and rural HRM in order to enhance community identity and pride of place.

\$ 30,000 - Administrative Support - to provide support to the Business Unit thus allowing managers and programming staff to commit more of their time to delivering their programs.

\$ 40,000 - VIC Strategy & Implementation - To provide a strategy which will provide visitors what they want and need, when and where they want and need it. Supports the goal of enhancing visitor services beyond information centres.

\$ 25,000 - Collateral Development - To differentiate HRM's product and market that uniqueness. Brochures are required which make the destination competitive in the marketplace. Assists our communities with the development of sustainable tourism product.

\$ 25,000 - Culture & Heritage Reserve - To provide for the annual transfer from Operating to the Heritage Reserve, as approved by Council.

\$ 20,000 - Extend Visitor Information Centre Season - To enable the VICs to lengthen the operating season to match the needs of both the visitor and the community. Supports the goal of enhanced visitor servicing.

\$45,000- Cultural Officer - To prepare and implement a Cultural Policy for HRM. This will

be funded from existing resources.

\$10,000 - Cultural Policy - To provide program support for the development and implementation of a Cultural Policy.

\$50,000 - Heritage Incentive Program - To provide for the restoration of the Heritage Incentive Program.

\$ 50,000 - Dartmouth Heritage Museum/Greenvale - To provide for incremental costs for a potential move of the Museum to Greenvale School.

\$10,000 - HRM Float - to provide for the design and construction of a float to represent the HRM at events such as Bedford Days, Sackville Canada Day, Halifax Natal Day, Dartmouth Natal Day, Holiday Parade of Light, Lawrencetown Fun Days, Bedford Parade of Light, Fall River Christmas Express Parade & Food Drive, etc.

\$180,000 - Discovery Centre - to provide budget capacity for support of the Discovery Centre on approval of their budget and business plan.

Tourism, Culture & Heritage

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
Expenditures						
Salaries	\$572,517	\$663,627	\$622,752	\$761,582	\$97,955	\$138,830
Wages	207,498	225,200	255,700	295,636	70,436	39,936
Overtime - Salaries and Wages	45,248	10,000	57,000	10,000	0	(47,000)
Benefits and Other (Salaries)	85,218	94,579	88,151	115,415	20,836	27,264
Benefits and Other (Wages)	34,780	38,614	47,934	47,061	8,447	(873)
Retirement Allowance & Severance	966	0	0	5,196	5,196	5,196
Clothing Allowance, Stipends, Other	1,363	3,500	3,600	0	(3,500)	(3,600)
Office Expenses, less Computers	118,707	94,500	100,354	109,000	14,500	8,646
Computers Expenses	75	2,000	2,000	0	(2,000)	(2,000)
Consulting Fees	1,131	12,000	12,000	22,000	10,000	10,000
Other Professional Fees	0	0	0	25,000	25,000	25,000
Contract Fees	36,965	19,800	19,248	69,850	50,050	50,602
Equipment and Supplies	4,682	3,700	7,286	7,650	3,950	364
Materials	1,072	0	364	0	0	(364)
Building Repair, Maintenance	43,626	105,700	106,379	76,250	(29,450)	(30,129)
Heating Fuel	24,166	0	0	0	0	0
Equipment Repair, Maintenance	2,409	0	3,122	0	0	(3,122)
Vehicle Expenses	242	0	0	0	0	0
Diesel Fuel	999	0	0	0	0	0
Gasoline Fuel	34	1,000	1,000	1,500	500	500
Membership Dues	4,916	4,500	5,500	5,000	500	(500)
Conferences and Travel	32,852	43,300	42,700	59,300	16,000	16,600
Training and Education	3,482	10,300	11,300	17,300	7,000	6,000
Advertising and Promotion	812,205	367,700	430,915	506,515	138,815	75,600
Books, Publications and Data	83,905	41,200	41,200	64,800	23,600	23,600
Other Goods and Services	293,827	539,500	598,653	514,150	(25,350)	(84,503)
Transfers Outside Agencies	175,000	175,000	175,000	190,000	15,000	15,000
Grants and Tax Concessions	326,372	380,500	390,500	280,000	(100,500)	(110,500)
Transfer to/from Reserves	0	0	0	75,000	75,000	75,000
Other Fiscal Charges	6,342	0	0	0	0	0
Interdepartmental - Fleet	501	0	0	0	0	0
Total	\$2,921,100	\$2,836,220	\$3,022,658	\$3,258,205	\$421,985	\$235,547
Revenues						
Transfers from Governments, Other	(97,418)	0	0	0	0	0
Tax Certificates	80	0	0	0	0	0
Recreation and Leisure Revenues	(143,512)	(110,400)	(255,000)	(115,000)	(4,600)	140,000
Other Revenues	(877,948)	(454,800)	(530,742)	(392,050)	62,750	138,692
Total	(\$1,118,798)	(\$565,200)	(\$785,742)	(\$507,050)	\$58,150	\$278,692
Net Cost	\$1,802,302	\$2,271,020	\$2,236,916	\$2,751,155	\$480,135	\$514,239

Tourism, Culture & Heritage

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
C701 Marketing & Sales	\$40	\$73,500	\$148,300	\$143,500	\$70,000	(\$4,800)
C702 Colateral Developmen	0	7,000	7,000	32,000	25,000	25,000
C703 Comm Level Mrkt Dev	0	25,000	25,000	25,000	0	0
C711 MD- Support Services	205,894	241,678	241,678	200,140	(41,538)	(41,538)
C712 MD- Atlantic Canada	1,213	0	0	0	0	0
C713 MD- Canada	641,949	0	0	0	0	0
C714 MD- United States	45,766	0	0	0	0	0
C715 MD - Asia	38,028	0	0	0	0	0
C716 MD - Europe	86,520	0	0	0	0	0
C717 MD - Media	10,117	31,500	31,500	36,500	5,000	5,000
C718 Strategic Mrkt Plann	0	13,000	13,000	13,000	0	0
C719 Partnership Developm	0	276,000	276,000	238,500	(37,500)	(37,500)
C725 Administration - T	273,925	337,577	299,400	379,205	41,628	79,805
C735 Millennium	(1,514)	0	0	0	0	0
C755 Tourism Grants	227,721	220,500	230,500	180,000	(40,500)	(50,500)
C740 Vis. Ser. Staff Sup.	87,782	106,912	105,200	219,810	112,898	114,610
C745 International VC-Ops	87,314	133,800	133,800	110,900	(22,900)	(22,900)
C750 Visitor Info. Ctr's	158,373	153,500	153,500	220,900	67,400	67,400
C730 Heritage	137,512	210,759	208,987	364,935	154,176	155,948
C765 Drtmth Museum Admin.	115,669	0	0	50,000	50,000	50,000
C770 Buildings/Operations	79,673	119,000	119,000	89,000	(30,000)	(30,000)
C775 Quaker House	349	9,900	9,900	9,900	0	0
C780 Evergreen House	5,210	20,900	20,900	20,900	0	0
C785 Alderney Gate	190,712	175,000	175,000	175,000	0	0
C760 Community/CivicEvent	528,843	680,694	823,993	683,315	2,621	(140,678)
C779 Capital District	0	0	0	65,700	65,700	65,700
Total	\$2,921,096	\$2,836,220	\$3,022,658	\$3,258,205	\$421,985	\$235,547

Summary by Revenues

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
C701 Marketing & Sales	\$0	\$0	(\$75,000)	(\$65,000)	(\$65,000)	\$10,000
C711 MD- Support Services	(50,925)	0	0	0	0	0
C712 MD- Atlantic Canada	(183,003)	0	0	0	0	0
C713 MD- Canada	(326,583)	0	0	0	0	0
C714 MD- United States	(22,153)	0	0	0	0	0
C715 MD - Asia	(34,746)	0	0	0	0	0
C716 MD - Europe	(70,484)	0	0	0	0	0
C717 MD - Media	0	0	(2,742)	0	0	2,742
C719 Partnership Developm	0	(200,000)	(200,000)	(212,500)	(12,500)	(12,500)
C725 Administration - T	(53,795)	(48,800)	(37,000)	0	48,800	37,000
C755 Tourism Grants	(24,410)	0	(10,000)	0	0	10,000
C745 International VC-Ops	(42,328)	(111,600)	(111,600)	(45,800)	65,800	65,800
C750 Visitor Info. Ctr's	(97,268)	(74,000)	(74,000)	(48,350)	25,650	25,650
C730 Heritage	(5,578)	(25,000)	(25,000)	(25,000)	0	0
C765 Drtmth Museum Admin.	(44,900)	0	0	0	0	0
C775 Quaker House	(1,367)	(10,200)	(10,200)	(10,200)	0	0
C780 Evergreen House	0	(10,200)	(10,200)	(10,200)	0	0
C760 Community/CivicEvent	(161,259)	(85,400)	(230,000)	(90,000)	(4,600)	140,000
Total	(\$1,118,799)	(\$565,200)	(\$785,742)	(\$507,050)	\$58,150	\$278,692

Tourism, Culture & Heritage

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Budget	2000-2001 Projection	2001-2002 Budget	Change over Budget	Change over Projection
C701 Marketing & Sales	\$40	\$73,500	\$73,300	\$78,500	\$5,000	\$5,200
C702 Colateral Developmen	0	7,000	7,000	32,000	25,000	25,000
C703 Comm Level Mrkt Dev	0	25,000	25,000	25,000	0	0
C711 MD- Support Services	154,969	241,678	241,678	200,140	(41,538)	(41,538)
C712 MD- Atlantic Canada	(181,790)	0	0	0	0	0
C713 MD- Canada	315,366	0	0	0	0	0
C714 MD- United States	23,613	0	0	0	0	0
C715 MD - Asia	3,282	0	0	0	0	0
C716 MD - Europe	16,036	0	0	0	0	0
C717 MD - Media	10,117	31,500	28,758	36,500	5,000	7,742
C718 Strategic Mrkt Plann	0	13,000	13,000	13,000	0	0
C719 Partnership Developm	0	76,000	76,000	26,000	(50,000)	(50,000)
C725 Administration - T	220,130	288,777	262,400	379,205	90,428	116,805
C735 Millennium	(1,514)	0	0	0	0	0
C755 Tourism Grants	203,311	220,500	220,500	180,000	(40,500)	(40,500)
C740 Vis. Ser. Staff Sup.	87,782	106,912	105,200	219,810	112,898	114,610
C745 International VC-Ops	44,986	22,200	22,200	65,100	42,900	42,900
C750 Visitor Info. Ctr's	61,105	79,500	79,500	172,550	93,050	93,050
C730 Heritage	131,934	185,759	183,987	339,935	154,176	155,948
C765 Drtmth Museum Admin.	70,769	0	0	50,000	50,000	50,000
C770 Buildings/Operations	79,673	119,000	119,000	89,000	(30,000)	(30,000)
C775 Quaker House	(1,018)	(300)	(300)	(300)	0	0
C780 Evergreen House	5,210	10,700	10,700	10,700	0	0
C785 Alderney Gate	190,712	175,000	175,000	175,000	0	0
C760 Community/CivicEvent	367,584	595,294	593,993	593,315	(1,979)	(678)
C779 Capital District	0	0	0	65,700	65,700	65,700
Total	\$1,802,297	\$2,271,020	\$2,236,916	\$2,751,155	\$480,135	\$514,239

Reserves

HALIFAX REGIONAL MUNICIPALITY
RESERVE FUNDS BUDGET
To March 31, 2002

	<i>Actual</i> <i>March 31, 2001</i>	<i>Contributions</i>	<i>Withdrawals</i>	<i>Projected</i> <i>Balance</i> <i>March 31, 2002</i>
<i>Equipment Reserves</i>	\$494,446	\$729,930	(\$961,000)	\$263,376
<i>Operating Reserves</i>	\$4,119,257	\$5,729,924	(\$4,155,481)	\$5,693,700
<i>Capital Reserves</i>	\$22,100,185	\$20,877,525	(\$16,818,982)	\$26,158,728
<i>Pollution Control Reserves</i>	\$43,239,657	\$29,021,644	(\$33,068,561)	\$39,192,740
TOTAL RESERVES	\$69,953,545	\$56,359,023	(\$55,004,024)	\$71,308,544

**HALIFAX REGIONAL MUNICIPALITY
CAPITAL RESERVE FUNDS PROJECTION
to March 31, 2002**

	Actual March 31, 2001	2001/02 Projected Contributions	2001/02 Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	2001/02 Other Withdrawals	Projected Balance March 31, 2002
Equipment and Operating Reserves							
Equipment Reserves							
Q204 General Fleet	\$1,050,875	\$100,000	\$57,798				\$1,208,673
Q205 Police Vehicles	48,049	60,000	2,643				110,692
Q206 Fire Vehicles	606,866	50,000	33,378	(661,000)			29,244
Q207 Library Vehicles	2,586	142					2,728
Q209 Radio System Loan	(748,015)	187,004					(561,011)
Q210 CLASS System Loan	(52,179)	13,044					(39,135)
Q211 Library Automation Loan	(815,336)	203,833					(611,503)
Q212 Landfill Sale of Surplus Equipment	384,168		21,129	(300,000)			105,297
Q213 Fuel System	17,432	959					18,391
Total Equipment Reserves	494,446	613,881	116,049	(961,000)			263,376
Operating Reserves							
Q105 Environmental Control	41,651,471	17,965,217	2,290,831	(17,330,000)	(4,782,040)	(1,000,000)	38,795,479
Q106 Wastewater/Stormwater Management	1,588,186	8,678,246	87,350		(9,956,521)		397,261
	43,239,657	26,643,463	2,378,181	(17,330,000)	(14,738,561)	(1,000,000)	39,192,740
Q117 Sludge Tipping Fees	149,177	238,000	8,205				395,382
Q303 Library Development Fund	3,405	187					3,592
Q306 Self Insurance	1,071,309	2,385,000	58,922		(2,385,000)		1,130,231
Q308 ** Operations Stabilization	2,034,505	323,415	111,898		(804,600)	(403,881)	1,261,337
Q309 Snow & Ice Control	280	1,200,000	15				1,200,295
Q310 Service Improvement	402,493	407,890	22,137	(275,000)	(287,000)		270,520
Q311 Cemetery Maintenance		72,810					72,810
Q312 Heritage & Cultural Tourism	458,088	427,750	25,195				911,033
Q Elections		123,500					123,500
Q EMO		25,000					25,000
Q Tourism (Events)		100,000					100,000
Q DNA Costs (HRP and RCMP)		200,000					200,000
Total Operating Reserves	\$47,358,914	\$32,146,828	\$2,604,740	(\$17,605,000)	(\$18,215,161)	(\$1,403,881)	\$44,886,440
Total Equipment & Operating Reserves	\$47,853,360	\$32,760,709	\$2,720,789	(\$18,566,000)	(\$18,215,161)	(\$1,403,881)	\$45,149,816
** Operations Stabilization							
Future Years Commitments. Repayment of Loans							
Radio System Loan	(561,011)						
CLASS System Loan	(39,135)						
Library Automation Loan	(611,503)						
	<u>(1,211,649)</u>						

**HALIFAX REGIONAL MUNICIPALITY
RESERVE FUNDS PROJECTION
To March 31, 2002**

	Actual March 31, 2001	2001/02 Projected Sales of Land & Contributions	2001/02 Projected Interest	2001/02 Capital Budget Withdrawals	2001/02 Operating Budget Withdrawals	2001/02 Other Withdrawals	Projected Balance March 31, 2002
Capital Reserves							
Q101 Sale of Capital Assets	895,993	5,153,239	49,280	(3,700,000)	(486,366)	(1,045,933)	866,212
Q121 Business/Industrial Parks Expansion	5,151,736	2,000,000	283,345	(950,000)	(200,000)	(100,000)	6,185,081
Q102 Tax Sale Surplus	239,716		13,184				252,900
Q103 Capital Surplus	2,334,777		128,413			(600,000)	1,863,190
Q104 Sewer Redevelopment	3,617,134	2,200,000	198,942	(2,000,000)			4,016,076
Q107 Parkland Development	662,001	300,000	36,410				998,411
Q119 Sackville Landfill Closure	5,034,986	1,657,000	276,924	(1,294,287)			5,674,623
Q120 Otter Lake Landfill Closure	2,417,773	1,338,400	132,978				3,889,151
Q122 Water Treatment Plants Infrastructure	1,623,197	1,000,000	89,276	(420,000)			2,292,473
Q Solid Waste Cell Reserve		6,000,000		(6,000,000)			
Q110 Windsor Junction Water	4,486	2,000	247				6,733
Q112 5594-96 Morris St	40,621	5,500	2,234				48,355
Q113 Rockingham Community Centre	10,111		556				10,667
Q114 5557 Cunard St	44,115	6,000	2,426				52,541
Q115 Captain William Spry Centre	21,225		1,171			(22,396)	
Q116 Richmond School	2,315						2,315
Subtotal Other	122,873	13,500	6,634		(22,396)		120,611
Total Capital Reserves	\$22,100,186	\$19,662,139	\$1,215,387	(\$13,070,000)	(\$1,980,653)	(\$1,768,329)	\$26,158,729
TOTAL RESERVES	\$69,953,546	\$52,422,848	\$3,936,176	(\$31,636,000)	(\$20,195,814)	(\$3,172,210)	\$71,308,545

Note: Projections are as of July 17, 2001

Capital

**Halifax Regional Municipality
Approved 2001-02 Capital Budget Summary by Category**

	2001-02 Gross Budget	2001-02 Cost Sharing	2001-02 Reserves	Capital Cost Contr. Policy	LIC	Area Rated	Loans from Operating Fund	Total 2001-02 Funding	Capital from Operating	2001-02 Debt Recommended
Buildings	\$19,696,000	(\$139,000)	(\$3,730,000)	\$0	\$0	(\$1,884,000)	(\$11,124,000)	(\$16,877,000)	\$270,000	\$2,549,000
Community & Property Dev.	2,329,000	0	0	(1,500,000)	0	0	0	(1,500,000)	0	829,000
Councillor's Funds	920,000	0	0	0	0	0	0	0	0	920,000
Equipment - Heavy	870,000	0	(495,000)	0	0	(30,000)	0	(525,000)	245,000	100,000
Equipment - Light	445,000	0	(265,000)	0	0	(55,000)	0	(320,000)	0	125,000
Fleet	12,608,000	0	(394,000)	0	0	(847,000)	0	(1,241,000)	2,930,000	8,437,000
Industrial Parks	950,000	0	(950,000)	0	0	0	0	(950,000)	0	0
Information Technology	3,100,000	0	0	0	0	0	0	0	0	3,100,000
Parks & Playgrounds	2,400,000	(100,000)	0	0	0	0	0	(100,000)	105,000	2,195,000
Public Squares	0	0	0	0	0	0	0	0	0	0
Roads & Streets	14,166,000	0	0	0	(1,252,000)	0	0	(1,252,000)	201,000	12,713,000
Sewers	22,000,000	0	(19,750,000)	0	0	0	0	(19,750,000)	0	2,250,000
Sidewalks	3,340,000	0	0	0	(790,000)	0	0	(790,000)	0	2,550,000
Solid Waste	17,745,000	0	(6,300,000)	0	0	0	(4,745,000)	(11,045,000)	6,700,000	0
Traffic Improvements	2,250,000	0	0	0	0	0	0	0	0	2,250,000
Metro Centre	225,000	0	0	0	0	0	0	0	0	225,000
Crespool	0	0	0	0	0	0	0	0	0	(1,628,000)
Totals	\$103,044,000	(\$239,000)	(\$31,884,000)	(\$1,500,000)	(\$2,042,000)	(\$2,816,000)	(\$15,869,000)	(\$54,350,000)	\$10,451,000	\$36,615,000
Infrastructure Program										(6,615,000)
Totals										\$30,000,000

**Halifax Regional Municipality
Approved 2001-02 Capital Budget Summary by Business Unit**

	2001-02 Gross Budget	2001-02 Cost Sharing	2001-02 Reserves	Capital Cost Contr. Policy	LIC	Area Rated	Loans from Operating Fund	Total 2001-02 Funding	Capital from Operating	2001-02 Debt Recommended
Building Management Services	\$18,432,000	(\$139,000)	(\$4,650,000)	\$0	\$0	\$0	(\$11,124,000)	(\$15,913,000)	\$170,000	\$2,349,000
CAO & Governance	14,900,000	0	(13,980,000)	0	0	0	0	(13,980,000)	0	920,000
Financial Services	275,000	0	(275,000)	0	0	0	0	(275,000)	0	0
Fire & Emergency Services	5,500,000	0	(909,000)	0	0	(2,816,000)	0	(3,725,000)	575,000	1,200,000
Human Resources										
Information Services	675,000	0	0	0	0	0	0	0	0	675,000
Integrated Communications Committee	75,000	0	0	0	0	0	0	0	0	75,000
Library Services	0	0	0	0	0	0	0	0	0	0
Parks & Recreation	2,675,000	(100,000)	0	0	0	0	0	(100,000)	105,000	2,470,000
Planning & Development Services	2,329,000	0	0	(1,500,000)	0	0	0	(1,500,000)	201,000	829,000
Public Works & Transportation	27,776,000	0	(5,770,000)	0	(2,042,000)	0	0	(7,812,000)	900,000	19,763,000
Regional Police Services	3,457,000	0	0	0	0	0	0	0	1,700,000	2,557,000
Shared Services	8,680,000	0	0	0	0	0	0	0	1,700,000	6,980,000
Solid Waste	17,745,000	0	(6,300,000)	0	0	0	(4,745,000)	(11,045,000)	6,700,000	0
Tourism, Culture & Heritage	0	0	0	0	0	0	0	0	0	0
Transit Services	300,000	0	0	0	0	0	0	0	100,000	200,000
Metro Centre	225,000	0	0	0	0	0	0	0	0	225,000
Crespool	0	0	0	0	0	0	0	0	0	(1,628,000)
Infrastructure Program	\$103,044,000	(\$239,000)	(\$31,884,000)	(\$1,500,000)	(\$2,042,000)	(\$2,816,000)	(\$15,869,000)	(\$54,350,000)	\$10,451,000	\$36,615,000
Totals										(6,615,000)
										\$30,000,000

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Page	Priority	Gross Budget	Cost Sharing	Reserves	Capital Cost Contribution Policy	LIC	Area Rated	Loans from Operating Fund	Total Funding	Capital From Operating	Approved Debt 2001-2002	2002-2003 Gross Requested
Buildings												
Building Management Services												
A1	1	250,000							0		250,000	0
A2	2	115,000							0		115,000	0
A3	3	50,000							0		50,000	250,000
A4	4	85,000							0		85,000	10,000
A5	5	246,000							0		246,000	500,000
A6	6	50,000							0		50,000	230,000
A7	7	50,000							0		50,000	50,000
A8	8	86,000							0		86,000	72,000
A9	10	78,000							0		78,000	83,000
A10	11	50,000							0		50,000	417,000
A11	12	62,000							0		62,000	205,000
A12	13	433,000	(139,000)						(139,000)		294,000	500,000
A13	14	60,000							0		60,000	80,000
A14	15	138,000							0		138,000	588,000
A15	16	80,000							0		80,000	100,000
A16	17	50,000							0		50,000	50,000
A17	18	75,000							0		75,000	80,000
A18	19	180,000							0		180,000	0
A19	20	50,000							0		50,000	50,000
A20	21	50,000							0		50,000	50,000
A21	22	100,000							0		100,000	100,000
A22	23	50,000							0		50,000	50,000
A23	24	100,000							0		100,000	50,000
A24	25	1,500,000	(1,500,000)						(1,500,000)		0	0
A25	26	2,000,000	(2,000,000)						(2,000,000)		0	0
A26	27	95,000							0	95,000	0	400,000
A27	27	75,000							0	75,000	0	0
A28	28	0							0	0	0	50,000
A29	29	0							0	0	0	500,000
A30	30	0							0	0	0	2,500,000
A31	31	0							0	0	0	85,000
A32	32	0							0	0	0	150,000
A33	33	0							0	0	0	160,000
A34	35	0							0	0	0	65,000
A35	36	100,000		(100,000)					(100,000)		0	2,000,000
A36	37	100,000		(100,000)					(100,000)		0	60,000
A37	42	11,124,000		(100,000)					(11,124,000)		0	0
A38												
A39												
A40												
Total												9,435,000

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Page	Priority	Gross Budget	Cost Sharing	Reserves	Capital Cost Contribution Policy	LIC	Area Rated	Loans from Operating Fund	Total Funding	Capital From Operating	Approved Debt 2001-2002	2002-2003 Gross Requested
Fire Services												
A31		30,000	0	0	0	0	(30,000)	0	(30,000)	0	0	0
A32		24,000					(24,000)		(24,000)			0
A33		130,000					(130,000)		(130,000)			0
A34		30,000		(30,000)			(30,000)		(30,000)			0
A35		1,700,000					(1,700,000)		(1,700,000)			0
Total		1,914,000	0	(30,000)	0	0	(1,884,000)	0	(1,914,000)	0	0	0
Transit Services												
A36	-	200,000					0		0	200,000		150,000
A37	-	100,000					0		0	100,000		150,000
Total		300,000	0	0	0	0	0	0	0	100,000	200,000	300,000
Regional Libraries												
2									0			15,000
Total		0	0	0	0	0	0	0	0	0	0	15,000
Total Buildings		19,696,000	(139,000)	(3,730,000)	0	0	(1,884,000)	(11,124,000)	(16,877,000)	270,000	2,549,000	9,750,000

* Adjustments to the Public Parking Facility were approved by Council March 20/01 & April 10/01

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Community & Property Development												
Planning & Development Services												
B1	1	500,000			(500,000)			0	(500,000)		0	250,000
B2	2	1,500,000			(1,000,000)			0	(1,000,000)		500,000	0
B3	3	100,000						0	0		100,000	50,000
B4	4	229,000						0	0		229,000	371,000
	5	0						0	0		0	100,000
	6	0						0	0		0	100,000
		2,329,000	0	0	(1,500,000)		0	0	(1,500,000)	0	829,000	871,000
Regional Libraries												
	3	0						0	0		0	50,000
		0	0	0	0		0	0	0	0	0	50,000
		2,329,000	0	0	(1,500,000)		0	0	(1,500,000)	0	829,000	921,000

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Councillor's Funds												
CAO & Governance												
		40,000						0	0		40,000	0
CCV00176	District 1 Councillor Allocation	40,000						0	0		40,000	0
CCV00177	District 2 Councillor Allocation	40,000						0	0		40,000	0
CCV00178	District 3 Councillor Allocation	40,000						0	0		40,000	0
CCV00179	District 4 Councillor Allocation	40,000						0	0		40,000	0
CCV00180	District 5 Councillor Allocation	40,000						0	0		40,000	0
CCV00181	District 6 Councillor Allocation	40,000						0	0		40,000	0
CCV00182	District 7 Councillor Allocation	40,000						0	0		40,000	0
CCV00183	District 8 Councillor Allocation	40,000						0	0		40,000	0
CCV00184	District 9 Councillor Allocation	40,000						0	0		40,000	0
CCV00185	District 10 Councillor Allocation	40,000						0	0		40,000	0
CCV00186	District 11 Councillor Allocation	40,000						0	0		40,000	0
CCV00187	District 12 Councillor Allocation	40,000						0	0		40,000	0
CCV00188	District 13 Councillor Allocation	40,000						0	0		40,000	0
CCV00189	District 14 Councillor Allocation	40,000						0	0		40,000	0
CCV00190	District 15 Councillor Allocation	40,000						0	0		40,000	0
CCV00191	District 16 Councillor Allocation	40,000						0	0		40,000	0
CCV00192	District 17 Councillor Allocation	40,000						0	0		40,000	0
CCV00193	District 18 Councillor Allocation	40,000						0	0		40,000	0
CCV00194	District 19 Councillor Allocation	40,000						0	0		40,000	0
CCV00195	District 20 Councillor Allocation	40,000						0	0		40,000	0
CCV00196	District 21 Councillor Allocation	40,000						0	0		40,000	0
CCV00197	District 22 Councillor Allocation	40,000						0	0		40,000	0
CCV00198	District 23 Councillor Allocation	40,000						0	0		40,000	0
Total		920,000	0	0	0	0	0	0	0	0	920,000	0
Total Councillor's Funds		920,000	0	0	0	0	0	0	0	0	920,000	0

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Page	Priority	Gross Budget	Cost Sharing	Reserves	Capital Cost Contribution Policy	LIC	Area Rated	Loans from Operating Fund	Total Funding	Capital From Operating	Approved Debt 2001-2002	2002-2003 Gross Requested
Equipment - Heavy												
Financial Services												
C1	1	CHA00957		(275,000)					(275,000)			0
		Total	0	(275,000)					(275,000)	0		0
Shared Services												
C2	-	CHD00060		0					0		100,000	2,300,000
		Total	0	0					0	0	100,000	2,300,000
Fire & Emergency Services												
	2	CHI00050		0					0			0
C3	4	CHI00061		(55,000)					(55,000)			250,000
C4	5	CHI00048		(35,000)					(35,000)			0
C5		CHI00163		0			(30,000)		(30,000)			0
C6		CHI00170		20,000			0		0	20,000		0
C7		CHI00159		(50,000)					(50,000)			0
C8		CHI00160		(80,000)					(80,000)	150,000		75,000
C9		CBF00047		230,000			0		0	50,000		50,000
C10		CHI00165		25,000			0		0	25,000		0
		Total	0	(220,000)			(30,000)		(250,000)	245,000		375,000
Public Works & Transportation												
High		CHU00131		0					0			160,000
		Total	0	0					0	0		160,000
		Total Equipment - Heavy	0	(495,000)	0	0	(30,000)	0	(525,000)	245,000	100,000	2,835,000

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Page	Priority	Gross Budget	Cost Sharing	Reserves	Capital Cost Contribution Policy	LIC	Area Rated	Loans from Operating Fund	Total Funding	Capital From Operating	Approved Debt 2001-2002	2002-2003 Gross Requested
Equipment - Light												
Parks & Recreation												
D1	1	50,000						0	0	0	50,000	250,000
	2	0						0	0	0	0	140,600
		50,000	0	0	0	0	0	0	0	0	50,000	390,600
Fire & Emergency Services												
D2	1	80,000		(80,000)				0	(80,000)			80,000
D3	2	85,000		(85,000)				0	(85,000)			0
D4	3	100,000		(100,000)				0	(100,000)			100,000
D5		35,000		0			(35,000)		(35,000)			0
D6		20,000					(20,000)		(20,000)			0
		320,000	0	(265,000)	0	0	(55,000)	0	(320,000)	0	0	180,000
Integrated Communications Committee												
D7	1	0						0	0	0	0	9,000,000
	1	75,000						0	0	0	75,000	0
		75,000	0	0	0	0	0	0	0	0	75,000	9,000,000
		445,000	0	(265,000)	0	0	(55,000)	0	(320,000)	0	125,000	9,570,600

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Fleet													
Shared Services													
E1	-	CVD00051	4,420,000						0	0	0	4,420,000	4,780,000
E2	-	CVD00052	110,000						0	0	0	110,000	110,000
E3	-	CVD00053	0						0	0	0	0	400,000
E4	-	CVD00054	1,500,000						0	0	0	1,500,000	0
E4	-	CVD00055	150,000						0	0	0	150,000	300,000
E4	-	CVD00056	0						0	0	0	0	500,000
E5	-	CVD00057	0						0	0	0	0	2,500,000
E5	-	CVD00096	1,200,000						0	0	850,000	350,000	3,900,000
E6	-	CVD00097	1,200,000						0	0	850,000	350,000	1,000,000
		Total	8,580,000	0	0	0	0	0	0	0	1,700,000	6,880,000	13,490,000
Fire & Emergency Services													
E7	1	CVJ00223	1,500,000						0	0	0	1,200,000	2,050,000
E8	3	CVJ00224	176,000		(176,000)				0	(176,000)	0	0	135,000
E9	4	CVJ00043	130,000		(130,000)				0	(130,000)	0	0	40,000
E10		CVJ00169	35,000					(35,000)		(35,000)	0	0	0
E11		CVJ00155	35,000					(35,000)		(35,000)	0	0	0
E12		CHF00175	220,000					(220,000)		(220,000)	0	0	0
E13		CVJ00173	40,000					(40,000)		(40,000)	0	0	0
E14		CVJ00166	30,000							0	30,000	0	0
E15		CVJ00156	240,000		(88,000)			(152,000)		(240,000)	0	0	0
E16		CVJ00154	170,000					(170,000)		(170,000)	0	0	0
E17		CVJ00167	180,000					(180,000)		(180,000)	0	0	0
E18		CVJ00171	15,000					(15,000)		(15,000)	0	0	0
		Total	2,771,000	0	(394,000)	0	0	(847,000)	0	(1,241,000)	330,000	1,200,000	2,225,000
Police Services													
E19	1	CVK00089	710,000						0	0	0	260,000	810,000
E20	1	CVK00090	547,000						0	0	450,000	97,000	728,770
		Total	1,257,000	0	0	0	0	0	0	0	900,000	357,000	1,538,770
		Total Fleet	12,608,000	0	(394,000)	0	0	(847,000)	0	(1,241,000)	2,930,000	8,437,000	17,253,770

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		950,000		(950,000)				0	(950,000)		0	500,000
		950,000	0	(950,000)	0	0	0	0	(950,000)	0	0	500,000
		950,000	0	(950,000)	0	0	0	0	(950,000)	0	0	500,000

Industrial Parks

Real Estate Services
Bus. Parks Overlay-Final Lift of Asphalt

F1	1	CQQ00109										
		Total										

Total Industrial Parks

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Page	Priority		Gross Budget	Cost Sharing	Reserves	Capital Cost Contribution Policy	LIC	Area Rated	Loans from Operating Fund	Total Funding	Capital From Operating	Approved Debt 2001-2002	2002-2003 Gross Requested
Information Technology													
Shared Services													
	1	CID00037	0	0	0	0	0	0	0	0	0	0	450,000
	2	CID00036	0	0	0	0	0	0	0	0	0	0	300,000
		Total	0	0	0	0	0	0	0	0	0	0	750,000
Information Services													
G1	-	CIO00108	675,000	0	0	0	0	0	0	0	0	675,000	400,000
		Total	675,000	0	0	0	0	0	0	0	0	675,000	400,000
Planning & Development													
1		CIS00150	0	0	0	0	0	0	0	0	0	0	197,000
		Total	0	0	0	0	0	0	0	0	0	0	197,000
Police Services													
G2	1	CIP00763	2,000,000	0	0	0	0	0	0	0	0	2,000,000	0
G3	1	CIP00765	200,000	0	0	0	0	0	0	0	0	200,000	0
	1	CIP00773	0	0	0	0	0	0	0	0	0	0	100,000
	1	CIP00774	0	0	0	0	0	0	0	0	0	0	5,000,000
	1	CIP00896	0	0	0	0	0	0	0	0	0	0	200,000
		Total	2,200,000	0	0	0	0	0	0	0	0	2,200,000	5,300,000
Regional Libraries													
1		CEW00133	0	0	0	0	0	0	0	0	0	0	1,125,000
		Total	0	0	0	0	0	0	0	0	0	0	1,125,000
Transit Services													
-		CIT00142	0	0	0	0	0	0	0	0	0	0	150,000
		Total	0	0	0	0	0	0	0	0	0	0	150,000
Parks & Recreation													
G4		CIB00206	225,000	0	0	0	0	0	0	0	0	225,000	0
		Total	225,000	0	0	0	0	0	0	0	0	225,000	0
		Total Information Technology	3,100,000	0	0	0	0	0	0	0	0	3,100,000	7,922,000

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Parks & Playgrounds													
Parks & Recreation													
H1	1	CPC00303	375,000						0	0	0	375,000	500,000
H2	2	CPC00683	350,000						0	0	0	350,000	550,000
H3	3	CPC00304	175,000						0	0	0	175,000	300,000
H4	4	CPC00675	100,000						0	0	0	100,000	0
H5	5	CPC00680	205,000						0	0	0	205,000	350,000
H6	6	CPR00327	100,000						0	0	0	100,000	250,000
H7	7	CPR00330	50,000						0	0	50,000	50,000	100,000
H8	8	CPC00467	350,000						0	0	0	300,000	500,000
H9	9	CPR00316	75,000						0	0	0	75,000	150,000
H10	10	CPR00325	50,000						0	0	0	50,000	100,000
H11	11	CPS00040	50,000						0	0	0	50,000	150,000
H12	12	CPS00041	15,000						0	0	0	15,000	75,000
H13	13	CPC00682	25,000						0	0	0	25,000	100,000
H14	14	CPC00676	150,000	(100,000)					0	(100,000)	50,000	50,000	300,000
H15	15	CPC00810	50,000						0	0	0	50,000	150,000
H16	16	CPR00618	50,000						0	0	0	50,000	75,000
H17	17	CPS00042	75,000						0	0	0	75,000	150,000
H18	18	CPB00085	50,000						0	0	0	50,000	60,000
H19	19	CPB00059	50,000						0	0	0	50,000	55,000
H20	20	CPC00678	55,000						0	0	55,000	50,000	1,000,000
	21	CPR00619	0						0	0	0	0	75,000
	22	CPR00620	0						0	0	0	0	75,000
	23	CPC00681	0						0	0	0	0	50,000
	24	CPC00677	0			0			0	0	0	0	50,000
	25	CPC00685	0			0			0	0	0	0	250,000
	26	CPC00814	0			0			0	0	0	0	200,000
	27	CPC00679	0			0			0	0	0	0	250,000
	28	CPC00809	0			0			0	0	0	0	120,000
	29	CPR00318	0			0			0	0	0	0	50,000
	9	CPC00313	0			0			0	0	0	0	100,000
Total			2,400,000	(100,000)	0	0	0	0	0	(100,000)	105,000	2,195,000	6,135,000
Total Parks & Playgrounds			2,400,000	(100,000)	0	0	0	0	0	(100,000)	105,000	2,195,000	6,135,000

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Roads - New												
Public Works & Transportation												
11	1	1,050,000				(525,000)		0	(525,000)		525,000	750,000
12	2	300,000				(300,000)		0	(300,000)		0	300,000
		1,350,000	0	0	0	(825,000)	0	0	(825,000)	0	525,000	1,050,000
		1,350,000	0	0	0	(825,000)	0	0	(825,000)	0	525,000	1,050,000
Roads - Renewals												
Public Works & Transportation												
13	1	3,645,000				(195,000)		0	(195,000)		3,450,000	4,200,000
		3,645,000	0	0	0	(195,000)	0	0	(195,000)	0	3,450,000	4,200,000
		3,645,000	0	0	0	(195,000)	0	0	(195,000)	0	3,450,000	4,200,000
Roads - Resurfacing												
Public Works & Transportation												
15	1	8,170,000				(232,000)		0	(232,000)		7,938,000	6,500,000
19	4	701,000						0	0	201,000	500,000	800,000
112		300,000						0	0	0	300,000	
		9,171,000	0	0	0	(232,000)	0	0	(232,000)	201,000	8,738,000	7,300,000
		9,171,000	0	0	0	(232,000)	0	0	(232,000)	201,000	8,738,000	7,300,000
		14,166,000	0	0	0	(1,252,000)	0	0	(1,252,000)	201,000	12,713,000	12,550,000

Halifax Regional Municipality 2001-02 Approved Capital Budget

Page	Priority	Gross Budget	Cost Sharing	Reserves	Capital Cost Contribution Policy	LIC	Area Rated	Loans from Operating Fund	Total Funding	Capital From Operating	Approved Debt 2001-2002	2002-2003 Gross Requested
Sewers - General												
Public Works & Transportation												
J1	1	CGU00122	Portland St Sewer Renewal	Lakefront-Gstn				0	200,000	0	200,000	0
J2	2	CGR00488	Stormwater & Wastewater Management					0	50,000	0	50,000	0
J3	3	CGR00788	Studies & Investigations(Var.Locations)					0	80,000	0	80,000	50,000
J4	4	CGU00029	Humber Park Storm Sewer					0	200,000	0	200,000	200,000
J5	5	CGU00118	Hines Road-Storm Sewer					0	250,000	0	250,000	0
J6	7	CGR00370	Leibin Park-Storm Sewers					0	100,000	0	100,000	200,000
J7	8	CGU00112	Belleshire Drive-Culvert Renewal					0	50,000	0	50,000	0
J8	9	CGU00115	Coronet Avenue-Replace Culverts					0	100,000	0	100,000	0
J9	10	CGU00124	Bayers Rd-Combined Sewer Renewal					0	70,000	0	70,000	0
J10	11	CGU00121	Old Sambro Rd-Sussex-McInt.Bridge-Strm S					0	300,000	0	300,000	0
J11	12	CGU00119	Hydrostone Area-Combined Sewer Lining					0	250,000	0	250,000	250,000
J12	13	CGR00498	Parkhill Road Storm Sewer					0	200,000	0	200,000	0
J13	14	CGR00492	Ross Road Area Storm Sewer					0	0	0	200,000	50,000
J14	15	CGU00137	Cole Hbr.-Local Storm/Sanitary Sewers					0	200,000	0	200,000	0
	16	CGR00791	Hugh Allen Drive Area Storm Sewer					0	0	0	0	300,000
	17	CSR00800	Old Sambro Rd to Herring Cove Rd Easeme					0	0	0	0	400,000
		Total						0	2,250,000	0	2,250,000	1,450,000
		Total Sewers - General						0	2,250,000	0	2,250,000	1,450,000

**Halifax Regional Municipality
2001-02 Approved Capital Budget**

Page	Priority	Gross Budget	Cost Sharing	Reserves	Capital Cost Contribution Policy	LIC	Area Rated	Loans from Operating Fund	Total Funding	Capital From Operating	Approved Debt 2001-2002	2002-2003 Gross Requested
Sidewalks - New												
Public Works & Transportation												
K1	1	1,500,000	0	0	(790,000)	0	0	0	(790,000)	0	710,000	1,695,000
		1,500,000	0	0	(790,000)	0	0	0	(790,000)	0	710,000	1,695,000
		1,500,000	0	0	(790,000)	0	0	0	(790,000)	0	710,000	1,695,000
		Total Sidewalks - New										
Sidewalks - Renewals												
Public Works & Transportation												
K2	1	1,840,000	0	0	0	0	0	0	0	0	1,840,000	1,500,000
		1,840,000	0	0	0	0	0	0	0	0	1,840,000	1,500,000
		1,840,000	0	0	0	0	0	0	0	0	1,840,000	1,500,000
		3,340,000	0	0	(790,000)	0	0	0	(790,000)	0	2,550,000	3,195,000
		Total Sidewalks										

**Halifax Regional Municipality
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Page	Priority		Gross Budget	Cost Sharing	Reserves	Capital Cost Contribution Policy	LIC	Area Rated	Loans from Operating Fund	Total Funding	Capital From Operating	Approved Debt 2001-2002	2002-2003 Gross Requested
Solid Waste													
Solid Waste Services													
L1	1	CW100082	300,000		(300,000)				0	(300,000)		0	365,000
	1	CW100100	0						0	0		0	225,000
	2	CW100086	0						0	0		0	100,000
L2	1	CWR00977	12,600,000		(1,155,000)				(4,745,000)	(5,900,000)	6,700,000	0	0
L3		CW100205	4,845,000		(4,845,000)				0	(4,845,000)		0	0
		CW100149	0						0	0		0	178,000
		Total	17,745,000	0	(6,300,000)	0	0	0	(4,745,000)	(11,045,000)	6,700,000	0	868,000
		Total Solid Waste	17,745,000	0	(6,300,000)	0	0	0	(4,745,000)	(11,045,000)	6,700,000	0	868,000

Halifax Regional Municipality 2001-02 Approved Capital Budget

Page	Priority		Gross Budget	Cost Sharing	Reserves	Capital Cost Contribution Policy	LIC	Area Rated	Loans from Operating Fund	Total Funding	Capital From Operating	Approved Debt 2001-2002	2002-2003 Gross Requested
Traffic Improvements													
Public Works & Transportation													
M1	1	CTR00416	420,000						0	0	0	420,000	250,000
M2	2	CTR00420	200,000						0	0	0	200,000	170,000
M3	3	CTR00531	200,000						0	0	0	200,000	660,000
M4	4	CTU00143	230,000						0	0	0	230,000	0
M5	5	CTR00905	150,000						0	0	0	150,000	150,000
M6	6	CTR00908	100,000						0	0	0	100,000	250,000
M7	7	CTR00530	250,000						0	0	0	250,000	240,000
M8	8	CTR00529	100,000						0	0	0	100,000	100,000
M9	9	CTR00417	200,000						0	0	0	200,000	1,940,000
M10	10	CTR00906	60,000						0	0	0	60,000	0
M11	11	CTR00904	30,000						0	0	0	30,000	30,000
M12	12	CTU00145	160,000						0	0	0	160,000	0
M13	13	CTU00208	150,000						0	0	0	150,000	0
		Total	2,250,000	0	0	0	0	0	0	0	0	2,250,000	3,790,000
Total Traffic Improvements			2,250,000	0	0	0	0	0	0	0	0	2,250,000	3,790,000

Major Facilities													
Metro Centre													
N1		CHZ00207	225,000						0	0	0	225,000	0
		Total	225,000	0	0	0	0	0	0	0	0	225,000	0
Total Major Facilities			225,000	0	0	0	0	0	0	0	0	225,000	0
Crespool													
		Total	103,044,000	(239,000)	(31,884,000)	(1,500,000)	(2,042,000)	(2,816,000)	(15,869,000)	(54,350,000)	10,451,000	36,615,000	173,035,370
												(6,615,000)	
												30,000,000	

Infrastructure Funding													
Total													
												(6,615,000)	
												30,000,000	

Glossary

GLOSSARY

AAPT	Atlantic Association of Planning Technicians.
ACOA	Atlantic Canada Opportunities Agency.
Adjusted Base Budget	The current level of service with no expansion or enhancements.
ADR	Alternate Dispute Resolution.
AMC	Assistant Municipal Clerk.
APCO	Association of Professional Communications Officials.
API	Atlantic Planners' Institute.
Area Rate	A tax rate levied on a portion of HRM, normally for a specific use such as a local fire department.
ASR	Accommodation Service Representative.
ATU	Amalgamated Transit Union.
Base Budget	The budget for existing service levels before any modifications.
BIDC's	Business Industrial District Commissions. Downtown Halifax, Downtown Dartmouth and Spring Garden Road. HRM collects taxes on behalf of the commissions through an area rate on businesses in the defined areas.
BMS	Business Management Services.
BSLB	Brown Spruce Longhorn Beetle.
BU	Business Unit.
C&D	Construction and Demolition Debris.
CAD	Computer Aided Dispatch.
CADP	Civic Address Data Project.

CALUPL	Council of Administrators of Large Urban Public Libraries.
CAP	Civic Addressing Program.
Capital Budget	The budget for capital projects which have a minimum value of \$50,000 and have a useful life of more than one year.
CCC	Capital Cost Contributions
CD	Community Development.
CEPA	Canadian Environmental Protection Act.
CFW	Class for windows.
CIP	Canadian Institute of Planners.
CLC	Community Liason Committee, these exist at each of HRM's Composting Facilities.
CMC	Community Monitoring Committee, Solid Waste.
CMMS	Computerized Maintenance Management System.
CPP	Canada Pension Plan
CRS	Community Recreation Services.
CSA	Canadian Standards Association
DA	Development Agreement.
DOT	Department of Transportation.
DSS	Decision Support System.
DVR	Dutch Village Road.
EFAP	Employee Family Assistance Program.
EI	Employment Insurance

EMO	Emergency Measures Orgnization.
EMT	Executive Managment Team consisting of the CAO and Deputy CAO's.
Envelope	The determined allocation of funds to a specific division, department or service group. In terms of past practice, it is what we referred to as "your budget."
EOC	Emergency Operations Center.
EPCs	Energy Performance Contracts.
ERP	Enterprise Resource Planning.
ERP	Early Retirement Program.
EVTs	Emergency Vehicle Technicians.
FAC	Facility Advisory Committees.
FCM	Federation of Canadian Municipalities.
FDMS	Fire Dept Management system.
FEP	Front End Processor. Machinery at the Otter Lake Landfill.
Fiscal Services	A collection of accounts that are not included in a departmental budget.
FOIPOP	Freedom of Information and Protection of Privacy.
FSR	Field Support Representative.
FTEs	Full Time Equivalents
FTP	File Transfer Protocol.
GHP	Greater Halifax Partnership.
GIS	Geographical Information Systems or General Investigative services, a division of the Halifax Regional Police Service

GISS	Geographical Information Systems and Services
GL	General Ledger.
GMEF	Green Municipal Enabling Fund
GSA	General Service Areas
HASTUS	The software product name for the computerized scheduling system used by Transit Services. It is developed and supported by the Quebec software firm GIRO.
HCRRC	Halifax County Regional Rehabilitation Centre.
HDL	Halifax Developments Limited.
HRDA	Halifax Regional Development Agency.
HRIS	Human Resources Information Systems.
HRL	Halifax Regional Library.
IAFF	International Association of FireFighters.
Intranet	HRMs internal web-site which is not available to the public.
IPM	Integrated Pest Management.
IRP	Integrated Resource Management.
IRP	Information Resource Management.
IRS	Internal Responsibility System.
IRTS	Interim Regional Transportation Strategy.
ISO	International Organization of Standardization
ISSP	Intensive Support and Supervision Program.
LIC	Local Improvement Charge.
LICO's	Low Income Cut-Offs.

LMR	Labour Management Relations.
LTD	Long term disability.
LUB	Land Use By-law.
MAC	Marketing Advisory Council.
MAPP	Municipal Association of Police Personnel.
MGA	Municipal Government Act.
MPS	Municipal Planning Strategy.
MRF	Metropolitan Recycling Facility.
MRF	Materials Recovery Facility
MYFS	Multi Year Financial Strategy.
NFPA	National Fire Protection Association.
NGOs	Non-governmental organizations.
NSDOE	Nova Scotia Department of Environment.
NSUPE	Nova Scotia Union of Public Employees.
OCC	Operational Communications Centre.
PAP	Pre-Authorized Payment
PDP	Performance Development Process.
PPSA	Provincial Policing Service Agreement.
Proposed Modifications	Changes in service levels either through expansion or enhancements.
PW&T	Public Works & Transportation.
RDF	Residuals Disposal Facility.

Retirement Allowances	Amount paid to employees on retirement from employment with HRM. Amount may differ within union contracts.
RFP	Request for proposal.
RHO	Recruiting Hiring and Orientation.
Richter	Previous accounting package used by HRM, now only used for Revenues.
RIMS Manual	Records Information Management Service Manual.
RRFB	Resource Recovery Fund Board
SAP	HRM's accounting and financial system
SDI	Surface Distress Index. An index used by Public Works and Transportation to measure the condition of streets.
Severance	Amount that can be paid to an employee upon termination/layoff from HRM.
SLA	Service level agreements.
SMT	Senior Management Team. HRM's directors and the heads of the Business Units. SMT reports to EMT.
SPAN	Strengthening Preparedness Among Neighbours.
SWRAC	Solid Waste/Resource Advisory Committee.
TAC	Transportation Association of Canada.
TBD	To be Determined.
TCH	Tourism, Culture & Heritage.
TDM	Traffic Demand Management.
VESTAR	Contractor for Building Management Services.
WCB	Workman's Compensation Board. HRM pays premiums to the

	WCB to cover the costs of injured workers.
WHMIS	Workplace Hazardous Materials Information System.
WIP	Work In Progress.
WPAP	Wellness Productivity Assessment Project.
WSF	Waste Stabilization Facility.
WT&CC	World Trade and Convention Centre.
Y2K	Year two thousand.
YOA	Young Offenders Act.

