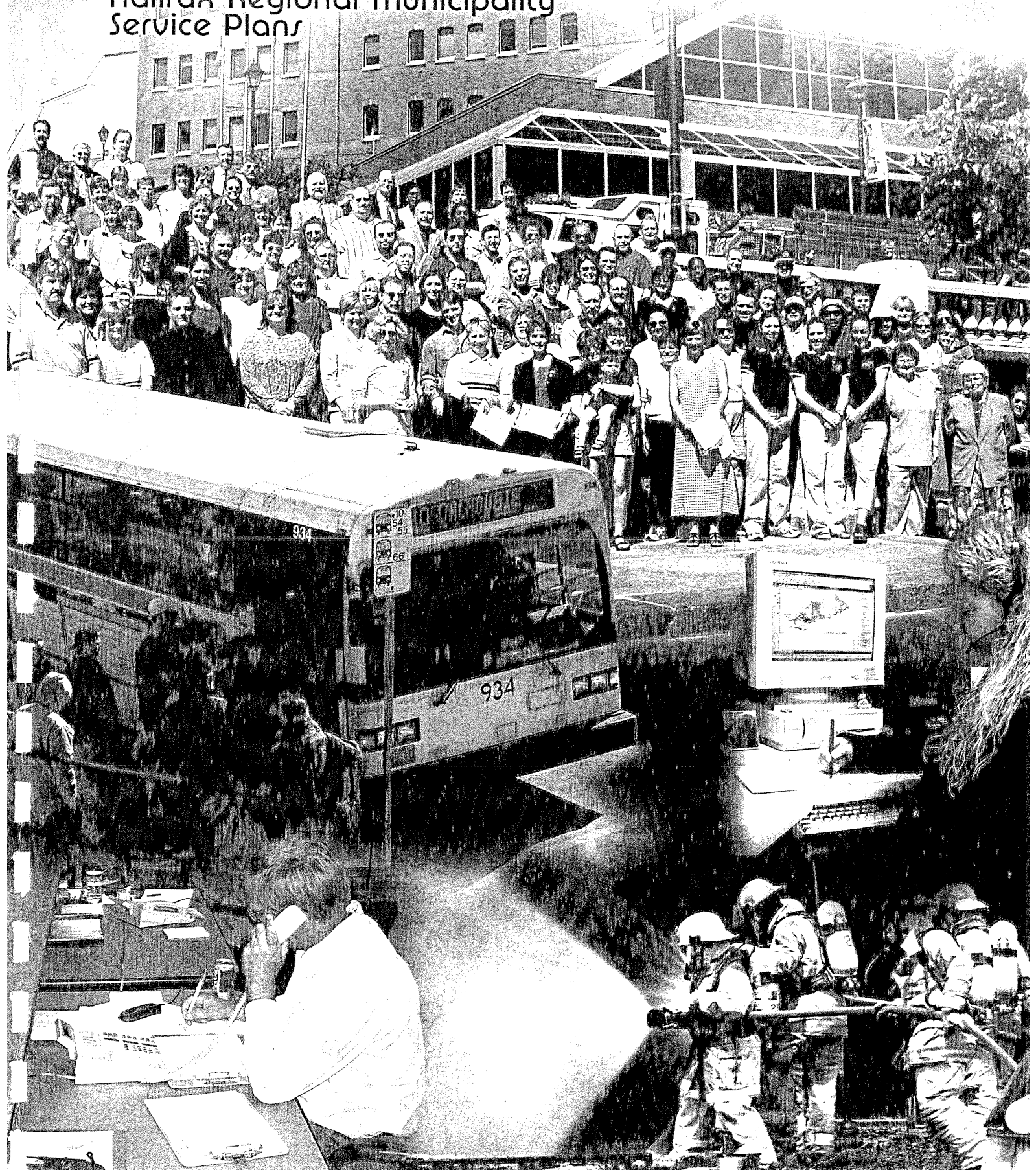


approved

# Budget

2003 - 2004

Halifax Regional Municipality  
Service Plans







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# HALIFAX REGIONAL MUNICIPALITY

## 2003/2004 Proposed Operating & Capital Budget

### *RESOLUTION for Approval of Operating & Capital Budget and Tax Rates for Fiscal 2003/2004<sup>1</sup>*

---

It is hereby resolved that:

- a) the Capital Budget in the amount of **\$73,336,000** be approved, and
- b) the Operating Budget in the amount of **\$529,222,724** gross expenditures, **\$423,903,700** non-departmental revenues, and **\$105,319,024** departmental revenues be approved, which reflects all adjustments approved by Council to the Budget tabled on March 4, 2003, and further;
- c) that the general rates of taxation on commercial, machinery and equipment, and business occupancy be set at

- (i) **\$3.359 for the urban area;**
- (ii) **\$3.359 for the suburban area; and**
- (iii) **\$3.086 for the rural area**

applied to the full assessed value of the property.

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

- (i) **\$1.315 for the urban area;**
- (ii) **\$1.212 for the suburban area; and**
- (iii) **\$1.205 for the rural area**

applied to the full assessed value of the property.

- e) that the boundary of the urban, suburban and rural areas is as delineated in the attached "Tax Structure Map" and the amendments as detailed in Maps A to E.

---

<sup>1</sup> Based on the March 4, 2003 Proposed Resolution, changes approved by Council on March 25, 2003, and Area Rates as approved on June 10, June 17, and July 15, 2003.

f) that Area rates shall be set on taxable residential, resource, commercial, machinery and equipment assessment, including business occupancy, as per the attached Schedule of Area Tax Rates.

g) that **Supplementary Education** shall be set at the rate of \$0.109 to the residential and resource assessment and set as \$0.278 to the commercial, machinery and equipment assessment including business occupancy of the former City of Halifax; and \$0.088 to the residential and resource assessment and \$0.224 to the commercial, machinery and equipment assessment including business occupancy of the former City of Dartmouth; and an area rate of \$0.040 to the residential, resource, commercial, machinery and equipment assessment including business occupancy of the former Town of Bedford and Halifax County. Total discretionary funding shall be set at \$20,846,200. That the dollar allocations for former City of Halifax equal \$12,295,000, former City of Dartmouth equal \$5,239,200 and the former County/Bedford equal \$3,312,000.

h) that **Fire Protection** rates shall be set at \$0.084 for all commercial assessable property, including business occupancy; and at a rate of \$0.033 for all residential and resource property which is within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes;

i) that the final tax bills will become **due on Tuesday, September 30, 2003**.

j) 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 the rate of return on funds invested by HRM for the period April 1, 2003 to March 31, 2004.

k) that the interest rate on the Pollution Control Reserves be set at the rate of return on funds invested by HRM for the period April 1, 2003 to March 31, 2004.

l) that the interest rate on all reserves except for those identified in j) and k) will be set at the rate of return on funds invested by HRM for the period April 1, 2003 to March 31, 2004.

m) that the interest rate on trust funds will be set at the annual rate of return on specific investments held by the trusts.

## Schedule of General and Area Tax Rates

### GENERAL TAX RATES

	Residential and Resource Rate	Commercial, Machinery and Equipment, and Business Occupancy Rate
<b>URBAN AREA</b>		
General Tax Rate	1.315	3.359
<b>SUBURBAN AREA</b>		
General Tax Rate	1.212	3.359
<b>RURAL AREA</b>		
General Tax Rate	1.205	3.086

## AREA TAX RATES

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

### 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)	0.033	0.084
----------------------------	-------	-------

### Supplementary Education

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

Supplementary Education - Halifax	0.109	0.278
Supplementary Education - Dartmouth	0.088	0.224
Supplementary Education - Bedford & County	0.040	0.040

### Sidewalks

Waverley	0.0040	n/a
Fall River	0.0430	n/a

### Sidewalk Snow Plowing

For the Urban Core and Waverley, Fall River	0.0210	n/a
District 15	0.0180	n/a
District 16	0.0150	n/a



**Transit**

Hammonds Plains		0.0050		n/a
Lake Echo/Porters Lake/Grand Desert		0.0420		n/a
Beaverbank		0.0660		n/a

**Crosswalk Guards**

Harrietsfield		0.0050		n/a
Hatchett's Lake		0.0050		n/a

**Recreation, Parks, Commissions and Other**

Beaver Bank Recreation Centre		0.0700		n/a
District 3 Capital Fund		0.0240		n/a
Dutch Settlement (Riverline)		0.0320		n/a
East Preston		0.0500		n/a
Grand Lake Community Centre		0.0210		n/a
Haliburton Highbury		0.0230		n/a
Hammonds Plains Common Rate		0.0050		n/a
Harrietsfield/Sambro		0.0190		n/a
Highland Park		0.0050		n/a
Hubbards Recreation Centre		0.0310		n/a
Kingswood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
LWF Recreation Centre (Urban Core)		0.0280		n/a
Maplewood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Mineville Community Assoc (flat fee per property)	\$20.00	Flat Fee	\$20.00	Flat Fee
Musquodoboit Harbour		0.0050		n/a
Prospect		0.0230		n/a
Sackville Heights School Redevelopment		0.0100		0.0100
Silversides Residents Association (flat fee per property)	\$60.00	Flat Fee	\$60.00	Flat Fee
Upper Hammonds Plains		0.2360		n/a
Westwood Hills Residents Assoc. (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee

**Business Improvement Districts**

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

Commercial	n/a	0.0859
Business Occupancy	n/a	0.1718

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

Commercial	n/a	0.2200
Business Occupancy	n/a	0.4400

Spring Garden Road (Minimum \$25, Maximum \$3,125):

Commercial	n/a	0.0186
Business Occupancy	n/a	0.4262

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

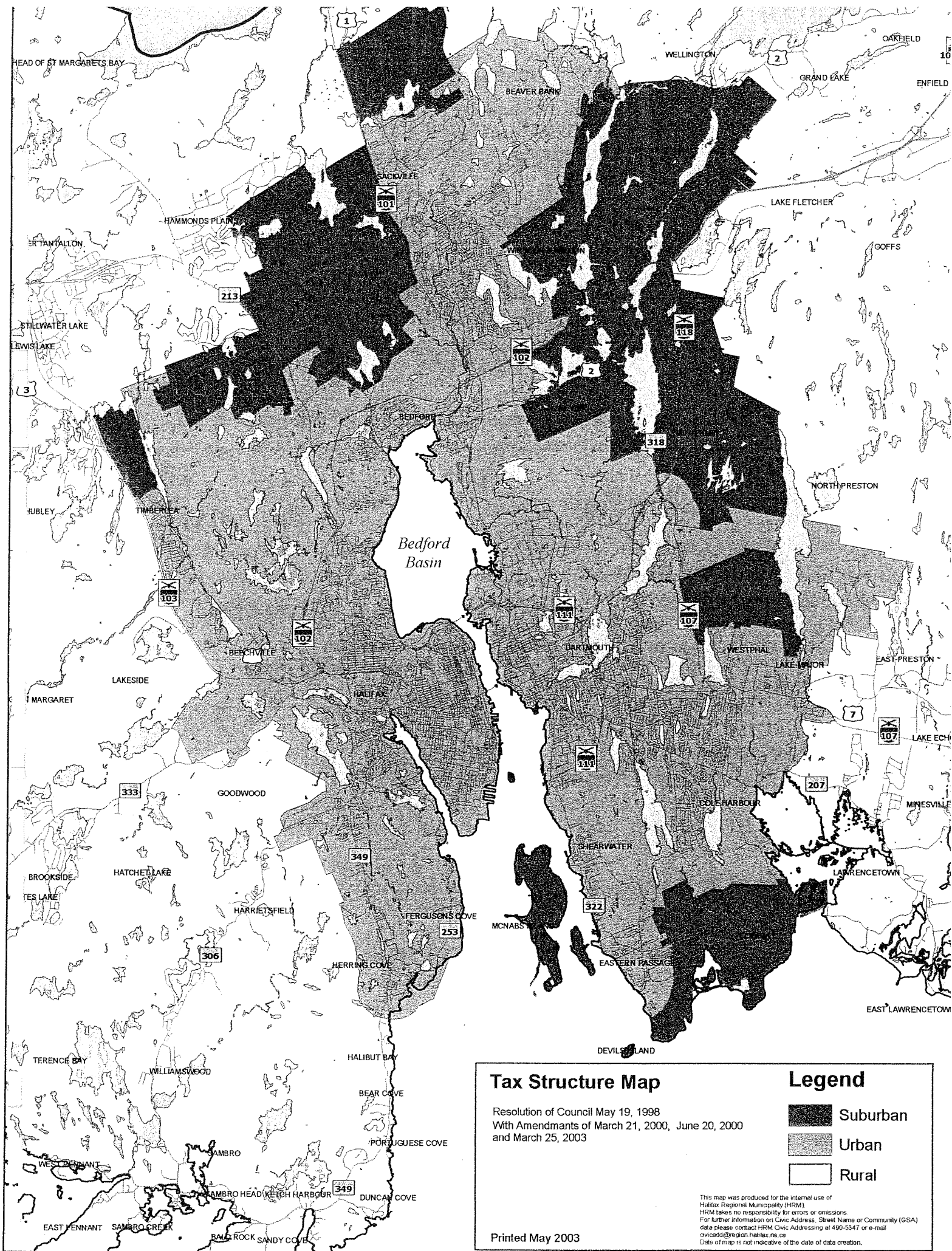
Commercial	n/a	0.0859
Business Occupancy	n/a	0.1718

District 18 (Minimum \$50, Maximum \$1,000):

Commercial	n/a	0.0859
Business Occupancy	n/a	0.1718

**Local Improvement Charges**

District 5 Urban Area	0.0145	0.0145
District 8	0.0028	0.0028
District 10	0.0005	0.0005
District 18 (Mapped Area; Refer to Map F)	0.0323	0.0323
District 20	0.0261	0.0261
District 21 Urban Area	0.0061	0.0061
District 22 (Mapped Area; Refer to Map G)	0.0164	0.0164



### Tax Structure Map

Resolution of Council May 19, 1998  
 With Amendments of March 21, 2000, June 20, 2000  
 and March 25, 2003

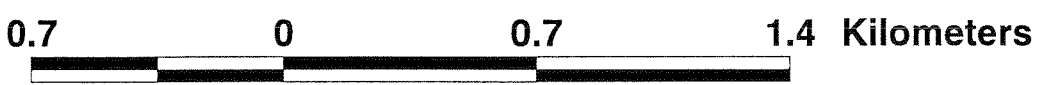
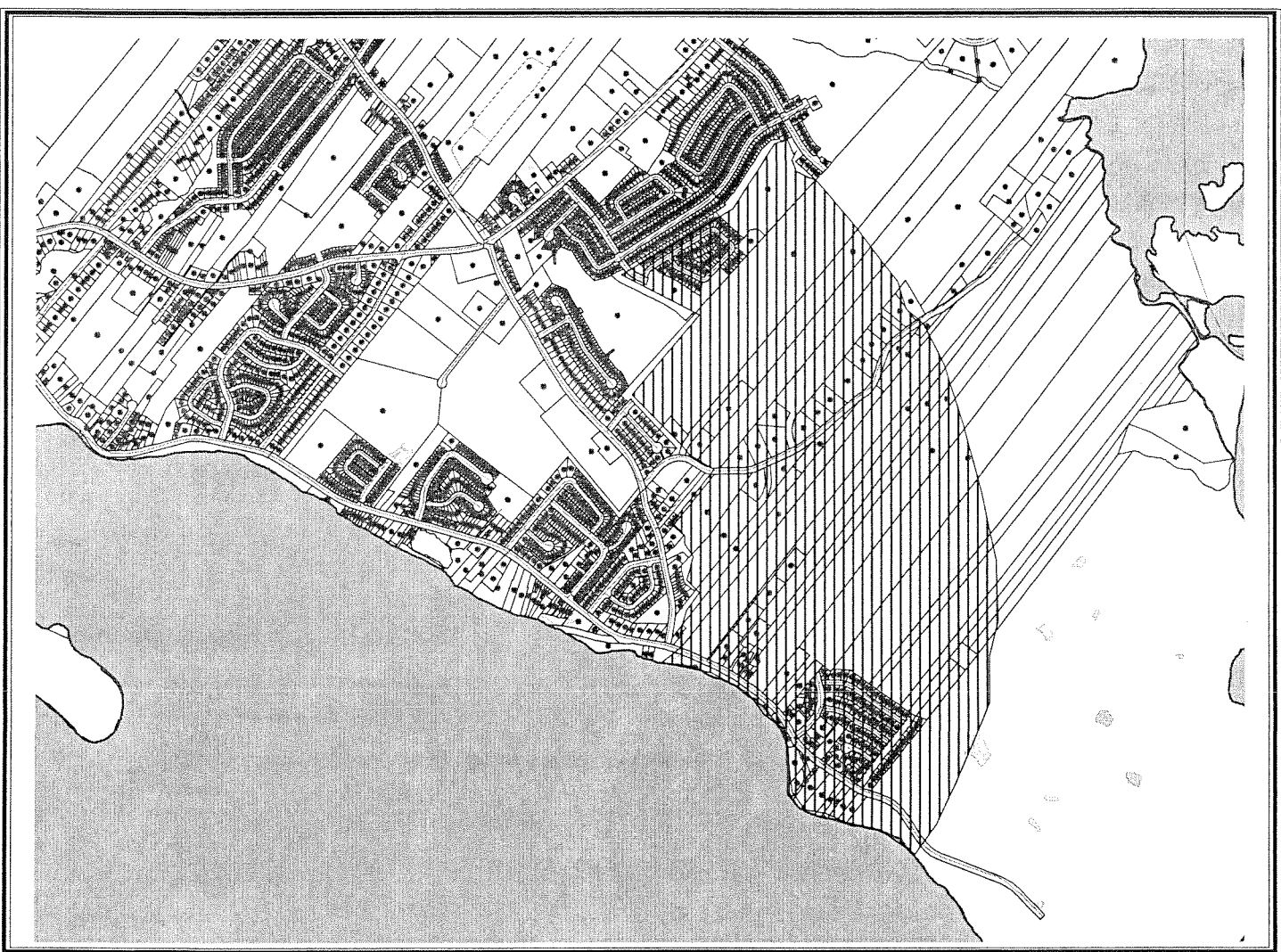
### Legend

- Suburban
- Urban
- Rural

This map was produced for the internal use of  
 Halifax Regional Municipality (HRM).  
 HRM takes no responsibility for errors or omissions.  
 For further information on Civic Address, Street Name or Community (GSA)  
 data please contact HRM Civic Addressing at 490-5347 or e-mail  
 civicadd@region.halifax.ns.ca  
 Date of map is not indicative of the date of data creation.

Printed May 2003

# Eastern Passage

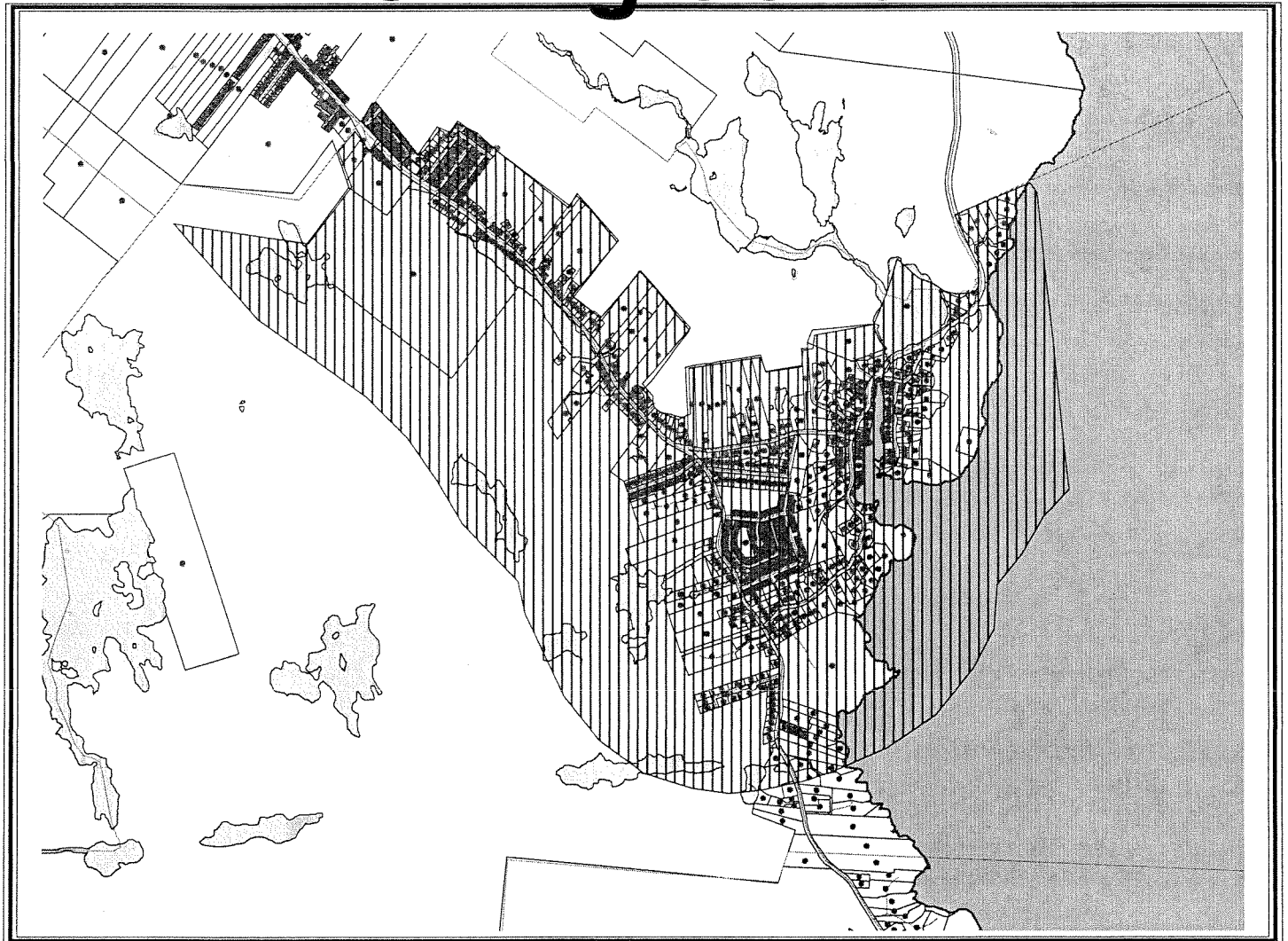


In compliance with Tax Structure it is recommended that the highlighted area, which is within 1 km of transit route 60 and currently not paying for the service, be changed from suburban to urban.






-  Transit gap e.shp
-  Street
-  GSA Boundary
-  Ritcher Information points
-  Districts



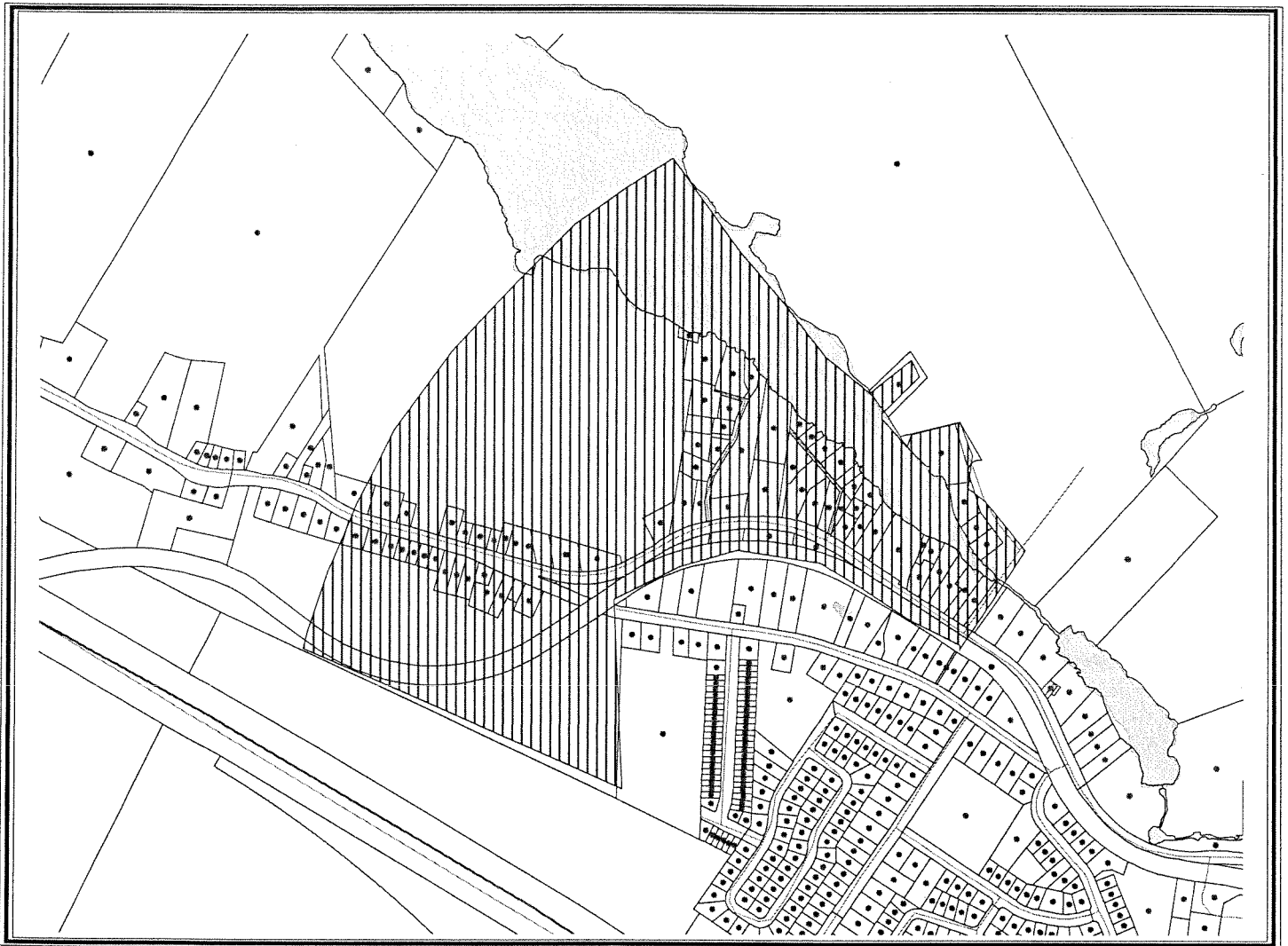
# Herring Cove



In compliance with Tax Structure it is recommended that the highlighted area, which is within 1 km of transit route 20 and currently not paying for the service, be changed from suburban and rural to urban.

-  Transit gap herring cove.shp
-  Street
-  GSA Boundary
-  Ritchee Information points
-  Districts

# Timberlea



0.5 0 0.5 1 Kilometers

In compliance with Tax Structure it is recommended that the highlighted area, which is within 1 km of transit route 21 and currently not paying for the service, be changed from suburban to urban.

-  Transit gap timberlea.shp
-  Street
-  GSA Boundary
-  Ritcher Information points
-  Districts

# Sackville

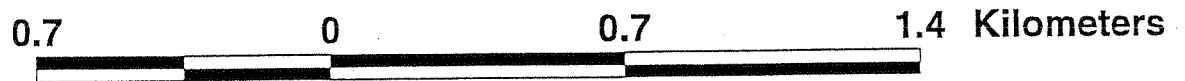
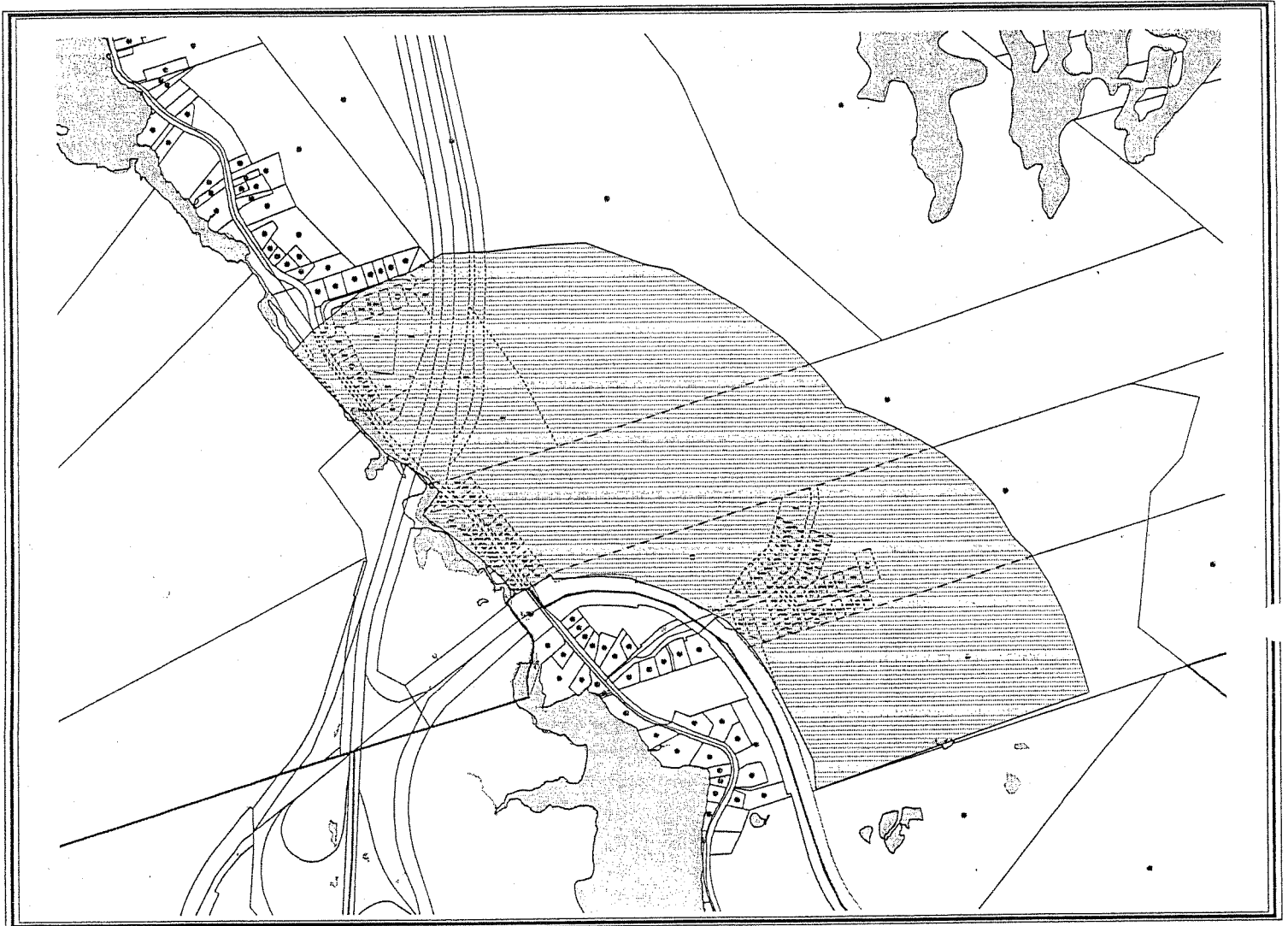


0.5                      0                      0.5                      1 Kilometers






In compliance with Tax Structure it is recommended that the highlighted area, which is within 1 km of transit route 83 and currently not paying for the service, be changed from suburban to urban.

-  Transit gap sackville.shp
-  Street
-  GSA Boundary
-  Ritcher Information points
-  Districts

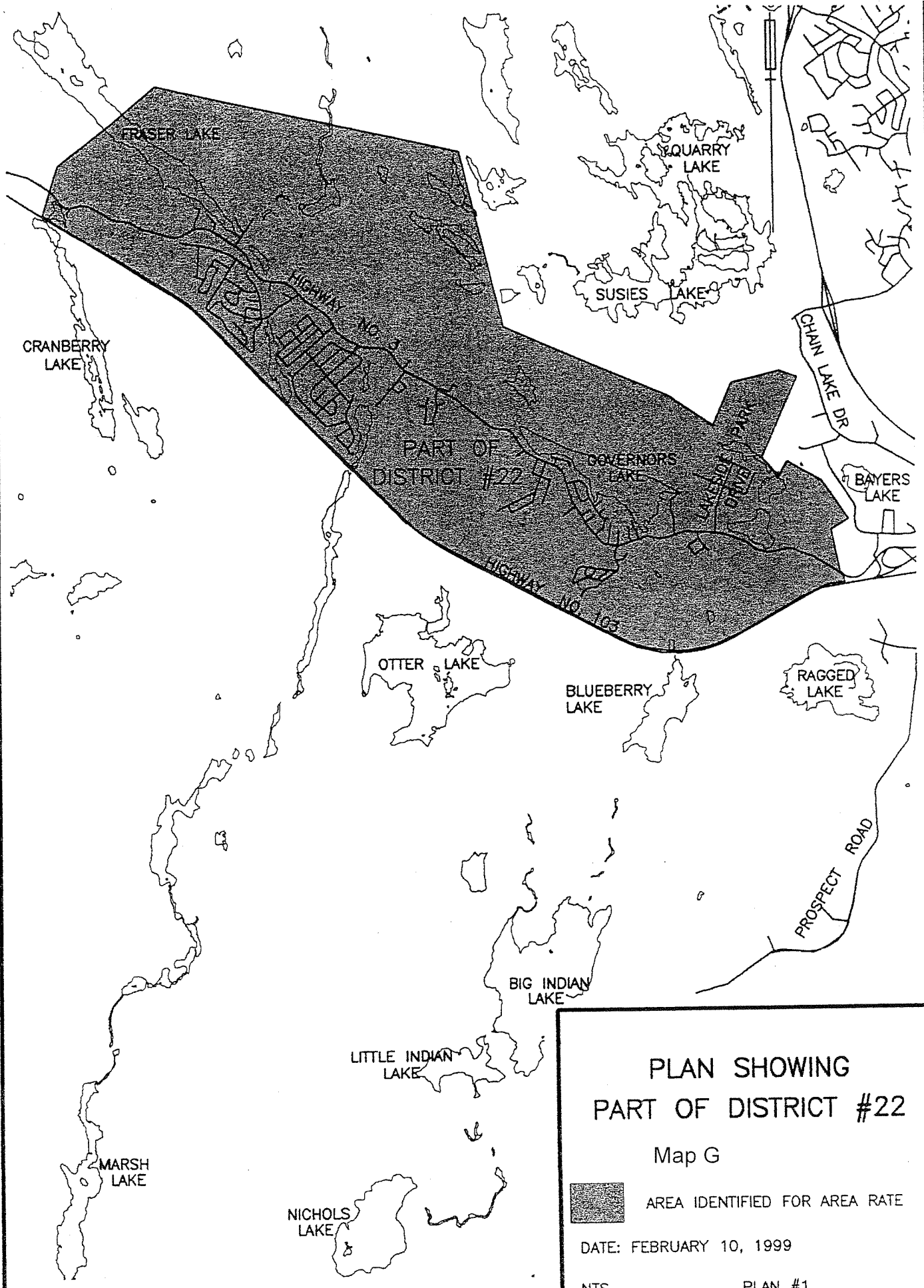
# Waverley (District 2)



In compliance with Tax Structure it is recommended that the highlighted area, which is within 1 km of transit route 55 and currently not paying for the service, be changed from suburban to urban.

-  Transit gap waverley.shp
-  GSA Boundary
-  Ritcher Information points
-  Districts
-  Street





PLAN SHOWING  
PART OF DISTRICT #22

Map G



AREA IDENTIFIED FOR AREA RATE

DATE: FEBRUARY 10, 1999

NTS

PLAN #1

**TAX STRUCTURE**  
**2003-2004 Approved Operating Budget**

**General Tax Base:**

General Administration and other expenditures  
 HRM Fire  
 Major Recreational Facilities  
 Street Lights

**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)  
 Crosswalk Guards  
 Recreation and Community Facilities

**Urban Tax Base:**

*All Suburban Tax Base costs and:*

Metro Transit  
 Sidewalks  
 Hydrants

**Area Rates:**

Community transit  
 Sidewalks  
 Sidewalk Snow Plowing  
 Crosswalk Guards  
 Supplementary Education  
 Recreation and Community Facilities

**HRM General Tax Rates**

	Levy per \$100	
	2003-2004	2003-2004
	Residential	Commercial
Rural	1.205	3.086
Suburban	1.212	3.359
Urban	1.315	3.359

# WHAT SERVICES DOES EACH AREA PAY FOR? - RESIDENTIAL TAXPAYERS

Based upon Approved Tax Structure and 2003-2004 Approved Budget  
Excludes most Area Rates and Local Improvement Charges

	Rural Areas		Suburban		Urban Core		Dartmouth		Halifax	
	C\$1,245	C\$1,252	C\$1,414	C\$1,462	C\$1,457					
<b>Final Tax Rate</b>										
<b>HRM General and Area Tax Rates</b>										
Supplementary Education - Halifax	-	-	-	-	-	0.109	-	-	-	-
Supplementary Education - Dartmouth	-	-	-	0.088	-	-	-	-	-	-
Education - Bedford and Former County	0.040	0.040	0.040	-	-	-	-	-	-	-
Sidewalk Paving	-	-	0.026	0.026	-	-	-	-	-	-
Hydrants (if within 1,200 feet of a Hydrant)	-	-	0.033	0.033	-	0.033	-	-	-	-
Transit	-	-	0.061	0.061	-	0.061	-	-	-	-
Sidewalks, Leaf and Litter Pickup, etc....	-	-	0.042	0.042	-	0.042	-	-	-	-
Recreational and Community Facilities	-	0.003	0.003	0.003	-	0.003	-	-	-	-
Crosswalk Guards	-	0.004	0.004	0.004	-	0.004	-	-	-	-
<b>Parks and Recreational:</b>										
- Recreation and Leisure Programming	0.018	0.018	0.018	0.018	-	0.018	-	-	-	-
- Parks and Natural Services	0.013	0.013	0.013	0.013	-	0.013	-	-	-	-
- Sportsfields and Playgrounds	0.015	0.015	0.015	0.015	-	0.015	-	-	-	-
- Other	0.002	0.002	0.002	0.002	-	0.002	-	-	-	-
<b>Solid Waste:</b>										
- Waste Resources	0.086	0.086	0.086	0.086	-	0.086	-	-	-	-
- Former Sackville Landfill	0.011	0.011	0.011	0.011	-	0.011	-	-	-	-
<b>Public Works and Transportation:</b>										
- Engineering Services	0.017	0.017	0.017	0.017	-	0.017	-	-	-	-
- Streetlighting	0.016	0.016	0.016	0.016	-	0.016	-	-	-	-
- Streets and Roads	0.004	0.004	0.004	0.004	-	0.004	-	-	-	-
- Snow and Ice Control	0.032	0.032	0.032	0.032	-	0.032	-	-	-	-
- Other	0.004	0.004	0.004	0.004	-	0.004	-	-	-	-
Planning and Development	0.017	0.017	0.017	0.017	-	0.017	-	-	-	-
Library	0.044	0.044	0.044	0.044	-	0.044	-	-	-	-
Regional Police	0.196	0.196	0.196	0.196	-	0.196	-	-	-	-
<b>Fire Services:</b>										
- Fire Fighting	0.127	0.127	0.127	0.127	-	0.127	-	-	-	-
- Administration, Training and Prevention	0.015	0.015	0.015	0.015	-	0.015	-	-	-	-
Tourism, Culture & Heritage	0.011	0.011	0.011	0.011	-	0.011	-	-	-	-
<b>Fiscal Services:</b>										
- Mandatory Provincial Contributions	0.296	0.296	0.296	0.296	-	0.296	-	-	-	-
- Debt Charges	0.189	0.189	0.189	0.189	-	0.189	-	-	-	-
- Deficit/(Surplus)	0.000	0.000	0.000	0.000	-	0.000	-	-	-	-
- Other Fiscal Charges	0.151	0.151	0.151	0.151	-	0.151	-	-	-	-
General Government, Administrative, Other	0.180	0.180	0.180	0.180	-	0.180	-	-	-	-
Water and Sewer Service (Based on HRWC Bill,	0.000	0.000	0.000	0.000	-	0.000	-	-	-	-
Other Revenues	-0.238	-0.238	-0.238	-0.238	-	-0.238	-	-	-	-
<b>Total Base General Tax Rate of \$1,205</b>										
<b>Total Suburban General Tax Rate of \$1,212</b>										
<b>Total Urban General Tax Rate of \$1,315</b>										

Amounts represent the amount charged to residential taxpayers. The cost of providing the actual service is often higher.



# WHAT SERVICES DOES EACH AREA PAY FOR? - COMMERCIAL TAXPAYERS

Based upon Approved Tax Structure and 2003-2004 Approved Budget  
Excludes most Area Rates and Local Improvement Charges

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
Final Tax Rate	C\$3.126	C\$3.399	C\$3.509	C\$3.693	C\$3.721
<b>HRM General and Area Tax Rates</b>					
Supplementary Education - Halifax	-	-	-	-	0.278
Supplementary Education - Dartmouth	-	-	-	0.224	-
Education - Bedford and Former County	0.040	0.040	0.040	-	-
Sidewalk Plowing	-	-	0.026	0.026	-
Hydrants (if within 1,200 feet of a Hydrant)	-	-	0.084	0.084	0.084
Transit	-	-	0.000	0.000	0.000
Sidewalks, Leaf and Litter Pickup, etc....	-	-	0.000	0.000	0.000
Recreational and Community Facilities	-	0.008	0.008	0.008	0.008
Crosswalk Guards	-	0.010	0.010	0.010	0.010
Parks and Recreational:					
- Recreation and Leisure Programming	0.046	0.046	0.046	0.046	0.046
- Parks and Natural Services	0.034	0.034	0.034	0.034	0.034
- Sportsfields and Playgrounds	0.037	0.037	0.037	0.037	0.037
- Other	0.006	0.006	0.006	0.006	0.006
Solid Waste:					
- Waste Resources	0.220	0.220	0.220	0.220	0.220
- Former Sackville Landfill	0.028	0.028	0.028	0.028	0.028
Public Works and Transportation:					
- Engineering Services	0.043	0.043	0.043	0.043	0.043
- Streetlighting	0.040	0.040	0.040	0.040	0.040
- Streets and Roads	0.011	0.011	0.011	0.011	0.011
- Snow and Ice Control	0.082	0.082	0.082	0.082	0.082
- Other	0.010	0.010	0.010	0.010	0.010
Planning and Development	0.043	0.043	0.043	0.043	0.043
Library	0.111	0.111	0.111	0.111	0.111
Regional Police	0.500	0.500	0.500	0.500	0.500
Fire Services:					
- Fire Fighting	0.323	0.323	0.323	0.323	0.323
- Administration, Training and Prevention	0.038	0.038	0.038	0.038	0.038
Tourism, Culture & Heritage	0.029	0.029	0.029	0.029	0.029
Fiscal Services:					
- Mandatory Provincial Contributions	0.754	0.754	0.754	0.754	0.754
- Debt Charges	0.483	0.483	0.483	0.483	0.483
- Deficit/(Surplus)	0.000	0.000	0.000	0.000	0.000
- Other Fiscal Charges	0.386	0.386	0.386	0.386	0.386
General Government, Administrative, Other	0.471	0.471	0.471	0.471	0.471
Water and Sewer Service (Based on HRWC Bill,	0.000	0.000	0.000	0.000	0.000
Other Revenues	-0.608	-0.608	-0.608	-0.608	-0.608

Total Urban  
General Tax  
Rate of \$3.359  
  
(With Fire Protection  
rate of 8.4 cents the  
total rate is \$3.443)

Total Suburban  
General Tax  
Rate of \$3.359

Total Base  
General Tax  
Rate of \$3.086

\* General Government, Administrative and Other includes Transfers from the Urban Tax Rate (Transit) Transfers from the Urban Tax Rate (Recreation) are included under "Recreational and Community Facilities".

Amounts represent the amount charged to commercial taxpayers. The cost of providing the actual service may differ.







## INTRODUCTION

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

The land area of the municipality is 5,577 square kilometers (2,224 square miles), which is an area slightly larger than the Province of Prince Edward Island. With approximately 200 communities within its boundaries and a population of 359,111 (2001 Census), HRM is Nova Scotia's largest and most diverse municipality. Approximately 34 per cent of the total population of the province resides within HRM.

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

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

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

### **The Local Economy**

While Halifax has a diverse economy, 86% of the workforce is employed in the service sector, and only 14% in the goods sector. Total employment in 2002 was about 184,000. The public sector is the largest

#### **HRM Facts**

Real GDP - \$9.5 Billion  
CPI Inflation - 1.8%  
Population - 380,000  
Population growth - 0.8 %  
Household growth - 1.3%  
Taxable Assessment - \$18.5 Billion  
Average Residential Assessment - \$133,400

employer with over 12,000 people working for the three levels of government (Federal, Provincial and Municipal). Personal income per capita in 2002 averaged \$27,600 compared to the national average of \$28,700. The total value of building permits in 2002 was about \$469.2 million, an increase of 48% over 2001. Almost 2.9 million passengers came through the Halifax International Airport in 2002.

According to the Conference Board of Canada, Halifax's economy will rebound this year, as real gross domestic product (GDP) is forecast to expand by 2.8%. The Board believes that 6,700 jobs will be created in 2003 thereby lowering the unemployment rate from an annual average of 7.6% last year to 7.2%. Overall, Halifax's economy expanded by 1.8% last year. The goods producing sector was the main driver behind the expansion, as output grew by 11.8%. The Board believes that manufacturing output will expand by 3% in 2003 as the U.S. economy is expected to rebound. Finally, both the utilities sector and primary sector will post strong growth, expanding by 3.5% and 2.4% respectively, according to the Board.

### **The Municipal Government**

The municipality is governed by a Council/Chief Administrative Officer form of government, which includes one Councillor for each of the 23 Districts and a Mayor elected-at-large. It is the responsibility of the Chief Administrative Officer to provide advice to Council and carry out its policies and programs, as well as oversee the operation of the Administration and its 3,000 full-time employees.

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

- 1,460 kilometers of streets maintained
- 736 kilometers of sidewalks
- 634 park properties
- 481 playgrounds, 206 ballfields, 120 sports fields, and 11 arenas
- 177 transit buses, 17 Access-A-Buses, and 3 ferries carrying 14.3 million passengers annually
- 115,000 households served with curbside organic waste collection
- 12 business and industrial parks housing 1,600 + companies
- 14 branch libraries lending 3.9 million items annually
- 3,669 building permits issued in 2001
- 2,000 + emergency and non-emergency calls handled by the 911 Centre each day
- 62 Fire Stations of which 44 are in the rural area
- 44 front line fire trucks in the urban area, and 96 emergency fire vehicles in the rural area
- 140 schools servicing more than 58,000 students

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

capital from operating or “pay as you go”.

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

- The Multi-Year Financial Strategy outlines Councils “Principles of Financial Management” as well as its reserve, debt and capital spending policies;
- Business Plans are required of all HRM Business Units including a Mission Statement, Strategic Outcomes, Client Benefits, Performance Measures and issues analysis;
- Under HRM’s Tax Structure, there are three general property tax rates (urban, Suburban and Rural) and variety of area property tax rates;
- The Reserve Budget.

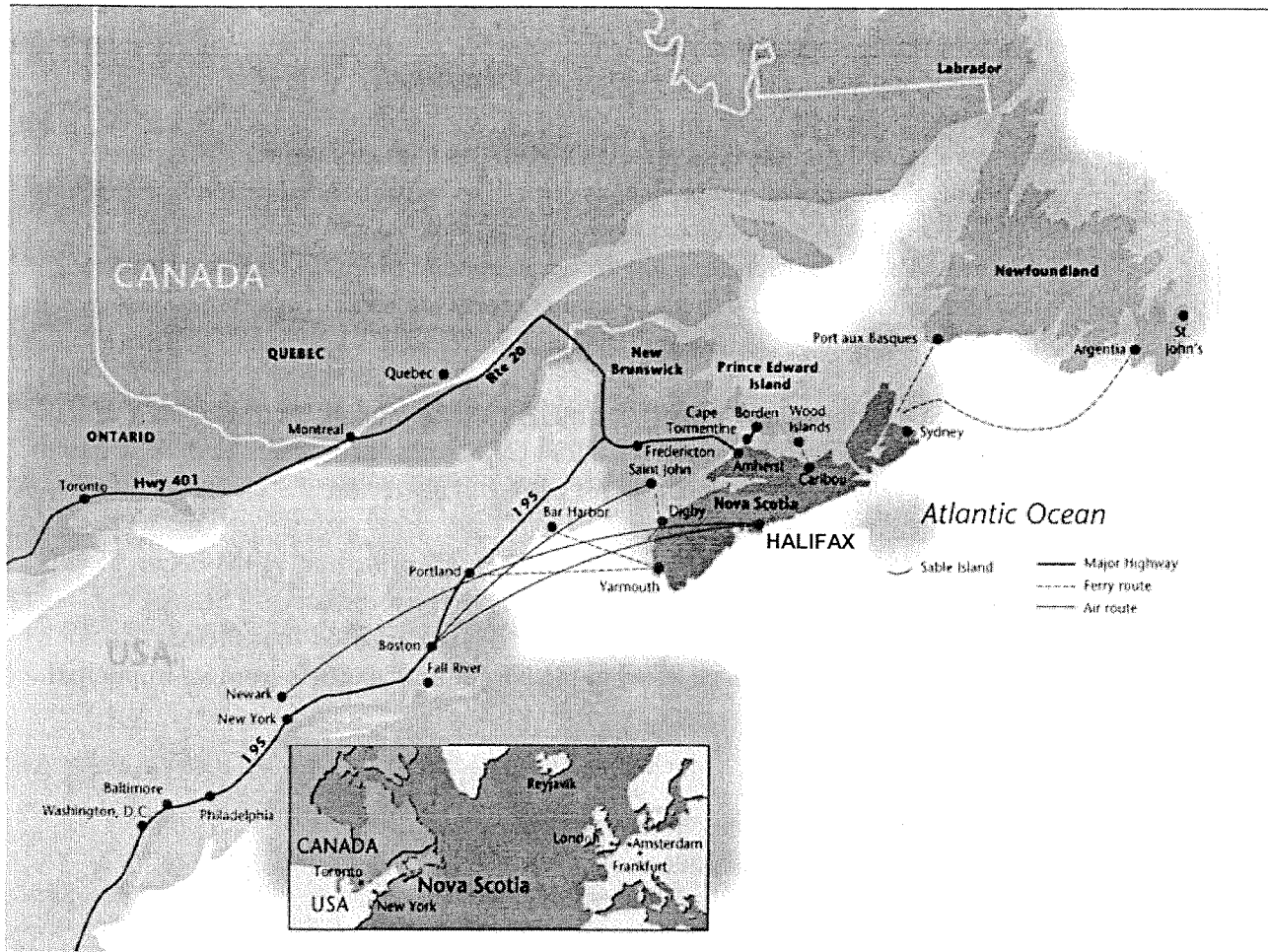
As an attempt to improve its processes, for the first time HRM has prepared a three-year Capital Plan. The first year of this Capital Plan is the 2003-2004 Capital Budget. Years two and three of the plan are planning documents and are subject to revision and alteration.

In an effort to provide a framework to debate program and service priorities, HRM began the development of a corporate scorecard and performance measurement initiative. Through the work of Council’s Program and Service Committee, Council has identified four themes, or primary outcomes, that represent the essence of what the community expects from its municipal government:

- Safe communities
- Healthy, sustainable, vibrant communities
- Excellence in governance
- Excellence in service delivery

Work is currently underway to further define Council’s expectations in these areas, which will serve to provide a focus around which HRM programs and services can be assessed.

# Locator Map







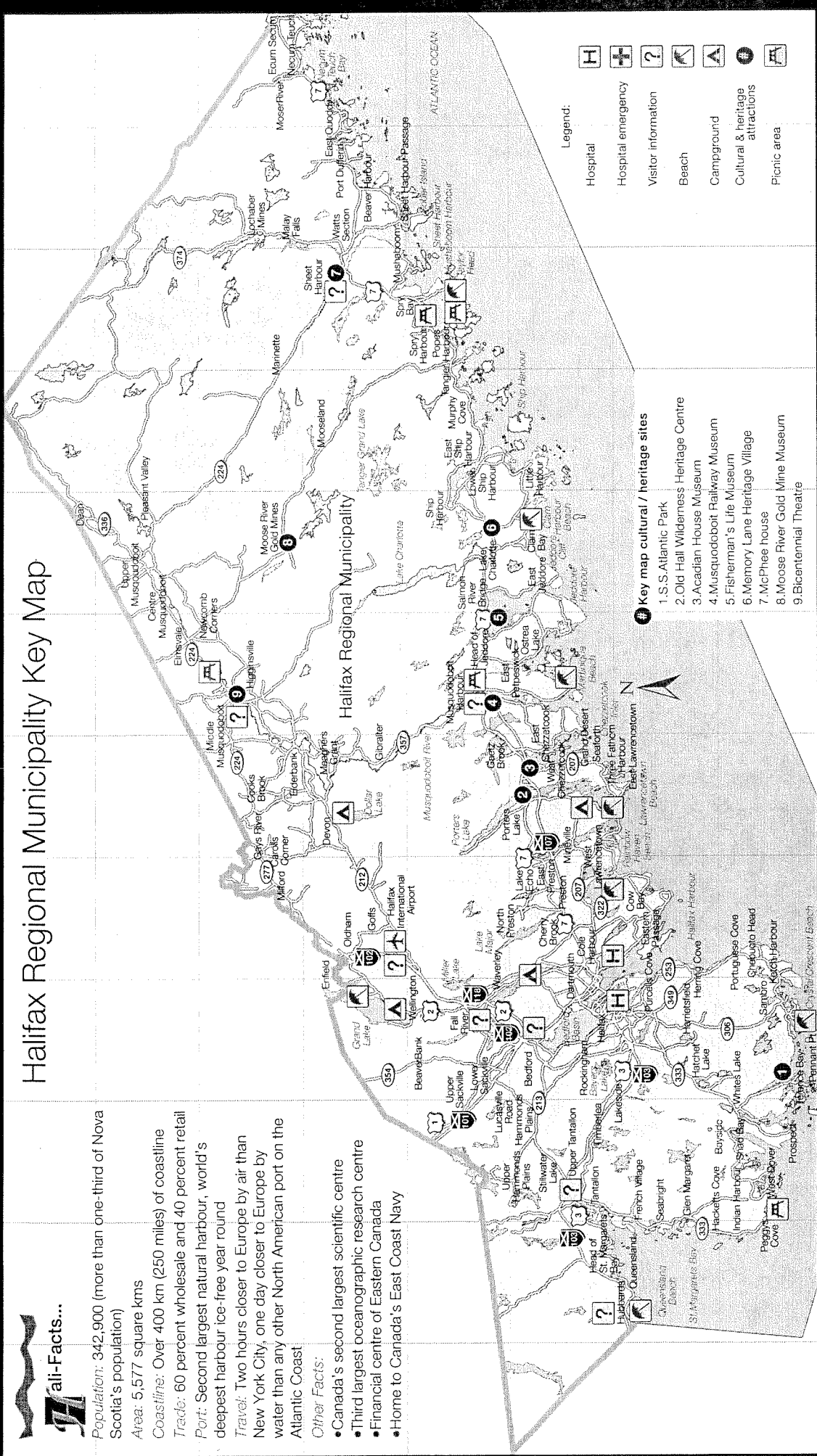
### Halifax Facts...

**Population:** 342,900 (more than one-third of Nova Scotia's population)  
**Area:** 5,577 square kms  
**Coastline:** Over 400 km (250 miles) of coastline  
**Trade:** 60 percent wholesale and 40 percent retail  
**Port:** Second largest natural harbour, world's deepest harbour ice-free year round  
**Travel:** Two hours closer to Europe by air than New York City, one day closer to Europe by water than any other North American port on the Atlantic Coast

### Other Facts:

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

## Halifax Regional Municipality Key Map









## Overview of Budgets

HRM's proposed operating and capital budgets along with the business plans from each of its business units was presented to Council on March 4, 2003. With some adjustments Council approved the general tax rates and the business plans on March 25, 2003. Area rates were completed by July 15<sup>th</sup>, 2003.

### Budget Summary

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

- The gross amount of the **Operating Budget** is \$529.2 million, an increase of \$33 million or 6.6% over the 2002-2003 Budget. This increase includes a \$12.3 million increase in business unit costs and a \$20.7 million increase in fiscal services items. Fiscal services increases include significant increases in Capital from Operating (\$6.6 million), Provincial Mandatory Costs (6.9\$ million) and Reserves (\$4.2 million).
- In the operating budget there are business unit revenues of \$105.3 million. Non-departmental revenues are equal to \$423.9 million.
- The gross amount of the **Capital Budget** is \$73.3 million. In total, HRM will have to borrow \$26.3 million to finance the capital budget. In addition, there is \$28.7 million of capital from operating available of which \$5.7 million is being transferred to the solid waste reserve. There is \$18.6 million in Reserve withdrawals. An additional \$1.5 million of capital projects are secured with local improvement charges.
- Cost sharing under the capital budget totals \$4.0 million. Included within this HRM has budgeted to receive \$2.2 million under the Canada-Nova Scotia Infrastructure Program towards the cost of the Mainland Commons Recreation Facility, Moser River Fire Station and for a new Artificial Outdoor Soccer Facilities on the Dartmouth side of the Harbour.
- **Reserve** balances are projected to increase from \$50.9 million to \$74.3 million. Reserves provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.

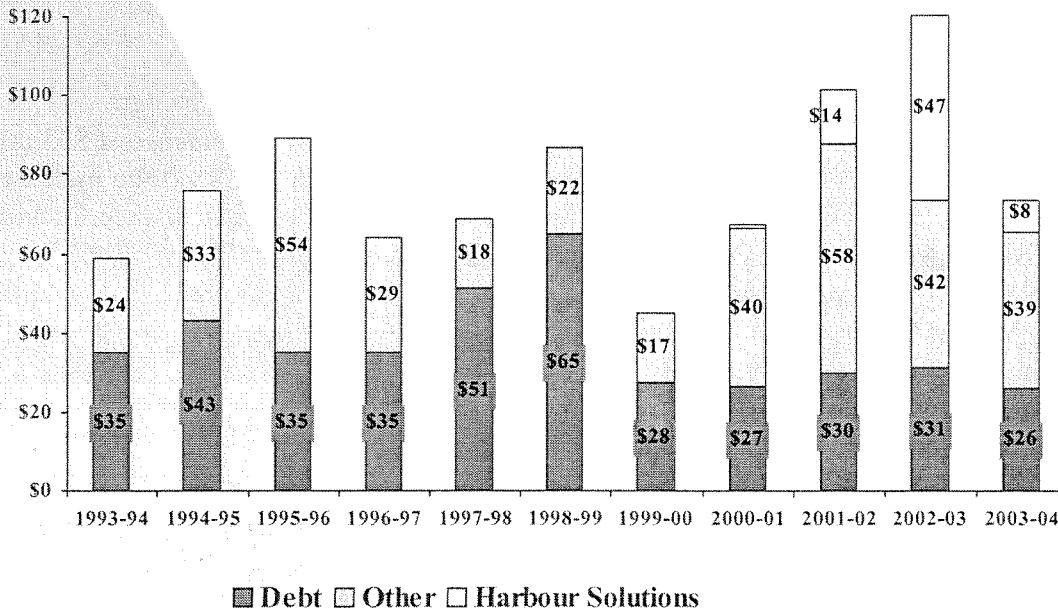
#### Key Assumptions in the Budget

Inflation	- 4.0%
Population growth	- 0.7 %
Household growth	- 1.3%
Canadian \$	- \$0.64
HRM RDP	- \$9.8B
Oil per Barrel (WTI)	- \$30.00
Diesel Fuel	- 41.7¢*
Gasoline Fuel	- 51.7¢*
Heating Fuel	- 39.2¢*
Uniform Assessment	- \$19.3B
Education Rate	- \$0.3457
Debenture Rate	- 7.00%
Short-Term Interest Rate	- 2.61%

\* Under HRM price contracts

# Debt as a Share of Capital

Debt Approved through Budgets - \$ Millions



[Jump to first page](#)



## Key Assumptions and Results

- General Property Tax revenues will increase by \$25.5 million if general property tax rates remain at the same level as 2002-2003.
- Debt charges for HRM are \$37.3 million principal and \$13.5 million interest for a total cost of \$50.9 million. This represents 9.6% of gross operating expenditures. Debt charges are found in both Fiscal Services and Operating Business Units.
- No Operating Surplus or Deficit is being forecast for 2002-2003. This assumption has been included in the 2003-2004 operating budget.
- HRM is providing additional funding for a number of reserves. New reserves to be established include the Strategic Growth Reserve (\$5 million), a Ferry Reserve (\$1 million) and a New Capital Replacement Reserve (\$1 million).
- Mandatory Education has been calculated at the estimated uniform assessment of \$19.3 billion times a Education rate of 34.57¢. This produces a contribution amount of \$66.6 million, an increase of \$6.0 million over the 2002/03 budget. For 2003-04, Supplementary Education remained at the 2002-03 amount of \$20.8 million.
- HRM has budgeted \$28.7 million for capital from operating. Partly because of its commitment to capital from operating HRM is managing to increase its capital budget while continuing to see its debt decline.
- Deed Transfer Taxes will increase by \$1.5 million or 7.7% over last year's budget.

- Insurance premiums are expected to rise by \$300,000 due to the impact of September 11<sup>th</sup> attack in the United States and conditions in the stock market.
- In 2003-2004 HRM has estimated it will pay \$4.7 million for its share of the cost of operating the provincial assessment system. HRM must also pay DNA costs, which are expected to be \$200,000.
- Inflation for HRM is expected to rise by 4%. The number of households will increase by 1.3%.
- Interest from investments and taxes is estimated at \$6.9 million, an increase of \$974,000 million or about 16.5%. This increase is largely due to a rise in short-term interest rates.
- 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 2003-2004.
- Under its pricing arrangements with vendors, HRM has budgeted for fuel prices of 51.7¢ for gasoline, 41.7¢ for diesel, and 39.2¢ for heating oil. Fuel costs are expected to increase by \$1.5 million, an increase of 31%. HRM has assumed a \$30.00 per barrel oil price (WTI).

### ***The Business Planning and Budgeting Process***

The HRM's Business Planning and Budgeting Process was developed based on the Multi-Year Financial Strategy (MYFS). Regional Council approved the MYFS as a means of dealing with the financial pressure programs and services were experiencing as the result of flat revenues and growing non-discretionary costs. The MYFS addresses the integration of corporate priorities, business planning and budgeting, the creation of reserves, and the implementation of a Debt Servicing Plan in the absence of a legal debt limit. The debt service plan restricts the issuance of new debt to 80% of the debt retired in the same year. The stated goal under the Debt Servicing Plan was to reduce debt by 13.2% from \$347.5 million in 1999-2000 to \$301.8 million by the end of 2003-04. With the approval of this budget, this goal has been exceeded. Debt at the end of 2003/2004 is estimated to be \$297.2 million.

In order to prepare long-term planning, it was necessary to develop a computer model to forecast the long term financial results and position of HRM. The Model for Integrating Service and Expenditure Rationalization (MISER) estimates future revenues and expenses by setting a series of economic and demographic assumptions, detailing over sixty cost drivers and one hundred thirty-seven service drivers, and incorporating assumptions regarding tax rates, demographics, inflation, GDP and other economic and fiscal factors. By understanding where HRM is headed in terms of future revenues and expenses, strategies can be developed earlier for responding to the demands for programs and services. In terms of the annual Business Planning and Budgeting Process, MISER provides Business Units with budget envelopes within which they develop business plans for the fiscal year.

Preliminary estimates of revenues and expenditures undertaken prior to 2003-2004 indicated there would be a shortfall for the upcoming fiscal year. While property tax revenues were forecast to rise there were significant costs on the horizon including the costs of servicing new properties, inflation, fuel and electricity increases and an increase in mandatory provincial costs.

As a result, in November, business units were provided with a budget envelope within which to manage. New initiatives were to be prioritized within the provided envelope. It was initially assumed that HRM would not take the entire assessment lift but would maintain a neutral tax burden and lower the tax rates, as it did in the three prior years.

Through the business planning process, Business units examined the priorities expressed by Council throughout the year and the priorities set out by the Executive Management Team. They also examined the needs and issues arising from their mission statements and the delivery of their services.

Priorities were ranked and resources applied, and in some cases reallocated. The implications of these plans were reviewed by

- a Corporate Review Team (made up of frontline HRM staff),
- a Peer Review Committee (of two to three directors),
- the Senior Management Team (ie HRM Directors),
- the Executive Management Team (CAO and Deputy CAO)
- the Program and Service Review Committee of Regional Council.

At each step feedback was provided and changes were made. The Budget was then tabled with Regional Council on March 4, 2003. Council debated and amended the Budget at Committee of the Whole during the week of March 17 to 21. The portion of the budget funded through the general property tax rate was approved by Council on March 25, 2003. Council approved the remainder of the Budget (specifically area-rates) by July 15, 2003.

During this time period staff continued to work on the development of the Corporate Scorecard. The scorecard was not well enough developed during this time period to be used to rank service priorities. However, in future years it is expected to become the cornerstone of the business planning and budget process. Further details on the Corporate Scorecard are provided on pages 55 to 59.

Concurrent with the approval of the budget was the setting of the property tax rates for 2003-2004. Because the setting of the tax rates fixes the revenue budgeted for the year, the “double entry” principal must be used for staff or Council to amend the proposed budget. The double entry principal requires Regional Council to remove a budgeted expenditure in order to add another. In this way, the expenditure budget remains balanced to the revenue budget.

Once approved, the Operating Budget cannot be not altered and the general rates of taxation cannot be changed. Staff and Council manage the budget throughout the year through the use of the double-entry principle: any new expenditure must have an offsetting reduction. Such changes are tracked through monthly financial projections done by HRM and reported each quarter. The only changes that can be made to the budget are the introduction of additional area rates or the re-statement or transfer of amounts within the overall budget. The latter would be done in the case of internal re-organizations or the allocation of contingency accounts to specific business units.

A mechanism that is available for amending the Capital Budget following adoption is the Capital



Reserve Pool (Crespool). Any debt authority remaining after the completion of a capital project is transferred to Crespool. With approval of Council, accumulated funds in Crespool can then be used to provide additional debt authority for capital projects which are over budget or can be carried forward into the next budget year.

### **2003-2004 Business Planning and Budgeting Calendar**

<i>Step</i>	<i>Description</i>	<i>Completed</i>
1	CAO presents priorities to Business Unit Directors	September 5, 2002
2	Budget Information sessions for staff	September 5, 2002
3	Budget Envelope meetings with Business Unit Directors	September 18,2002
4	Business Planning workshops for staff	September 18,2002
5	Executive Management Team (CAO and Deputy CAO) approves the Operating Budget envelopes for each business unit and total capital debt	November 13, 2002
6	Initial Draft Business Plans and Budgets sent to Financial Planning	November 25, 2002
7	Corporate Review by a committee of front-line staff	December 6, 2002
8	Proposed Capital Budget finalized by Long Term Capital Planning Committee	December 6, 2002
9	Presentation of 2003/04 Budget Process and Outlook to Council	December 3, 2002
10	Business Unit Directors review Corporate Review report	December 13, 2003
11	Business Unit Directors and Executive Management Team finalize the Long Term Capital Plan	December 13, 2002
12	Operating Budget envelopes updated for new assessment roll	January 6, 2003
13	Peer review of Business Plans and Budgets by Business Unit Directors	January 17, 2003
14	Adjustments as the result of Peer Review	January 24, 2003
15	Public Information Sessions held at Community Council meetings	February 6, 2003
16	Business Plans and Budgets reviewed by Executive Management Team	February 7, 2003
17	Directors present Business Plans and Budgets to Program & Service Review Committee, a committee of Council	February 17, 2003

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<i>Step</i>	<i>Description</i>	<i>Completed</i>
18	Proposed 2003/04 Operating & Capital Budget tabled with Council	March 4, 2003
19	Council debates the Budget at Committee of the Whole	March 21, 2003
20	Capital Budget and Operating Budget funded through the General Property Taxes approved by Council	March 25, 2003
21	Operating Budgets funded through Area Tax Rates approved by Council	June 10, 2003
22	Sidewalk Snow Plowing Area Rates approved by Council	June 17, 2003

### ***The Basis of Budgeting and Accounting***

Under the Multi-Year Financial Strategy (MYFS), HRM's overall financial policies are driven by the requirements of the NS Municipal Accounting Manual (issued by the Province of Nova Scotia) and supported by the strategic direction of the Public Sector Accounting Board (PSAB), a committee of the Canadian Institute of Chartered Accountants.

As part of that series of rules, HRM operates under a fund accounting system with an Operating fund, a Capital fund, and a Reserve fund. Capital projects must be included in the Capital Budget and are capitalized on the balance sheet but are not depreciated. The value of the Municipality's fixed assets is written to nil at the end of their estimated useful lives as prescribed by the Province. Debt is typically issued through the NS Municipal Finance Corporation, although HRM does possess a credit rating from Standard and Poors.

All Business Units are consolidated into the HRM financial statements and budget including those of the Halifax Regional Library, a separate board of Regional Council. The major exception to consolidation is the Halifax Regional Water Commission (HRWC), a separate corporation wholly-owned by HRM and regulated under the Nova Scotia Utility and Review Board (URB). HRM partnerships with certain Agencies, Boards and Commissions (often in the recreation area) are not wholly consolidated.

HRM adheres to Generally Accepted Accounting Principles (GAAP) as adopted for Nova Scotia municipalities and follows what is best described as a modified accrual system. Major revenue items are recorded on an accrual basis. Certain sources of revenue are recorded on a cash basis. In the Operating fund, HRM accrues outstanding purchase orders for goods and services received at fiscal year end. In the Capital fund, expenditures on capital contracts are accrued only to the extent for work which has been completed at fiscal year end. Interest on debenture debt is not accrued at fiscal year-end, but is recorded as an expenditure when paid.

The method of budgeting follows the audited financial statements very closely. There are several

minor anomalies. For instance, the Provincial Library Operating Grant is recorded in the budget as revenues for the library, and in the financial statements as non-departmental revenues. The budget generally presents business unit figures on a net basis while the financial statements separate out revenues and expenditures.

HRM files its audited financial statements with the Province of Nova Scotia through Service Nova Scotia and Municipal Relations. As required by that department, it also files its financial statements on a functional (as opposed to business unit) breakdown. For example, in the budget document, debt charges are primarily in Fiscal Services with some debt charges in the budgets for Solid Waste, Transit Services, and Public Works and Transportation (Wastewater Treatment Plants). In the financial statements filed with the Province, all debt charges appear in Fiscal Services. Area rate revenues and transfers to and from reserves show in business unit budgets, but are included in Fiscal Services in the statements filed with the Province.

## ***Significant Budgetary Issues and Trends***

### ***Strategic Priorities for 2003-2004***

As part of its ongoing prioritization efforts, HRM has identified a series of “Strategic Priorities” which it is moving forward on. Sometimes called “Corporate Projects”, these initiatives often span more than a single year. They are generally tied very closely into the Business Planning objectives and the operating and capital budgets.

- **By-Law Rationalization** - An ongoing review of all HRM by-laws to ensure their relevancy and appropriateness and to improve their enforcement.
- **Computer Aided Dispatch and Records Management System** - a Single Integrated Computer Assisted Dispatch System for 911, Police and Fire Services, a replacement Records Management System for Police and an upgraded RMS for Fire and Emergency Services providing access at the station level. The integrated system will create more efficient and effective systems and services supporting closest to location dispatching, data sharing, integrated case management and more streamline incident reporting.
- **Capital District Task Force** - The Capital District initiative recognizes the strategic economic and cultural benefits the area provides to the Region and the Province. There is a need to coordinate the many agencies and levels of government operating in and affecting this area, and to renew wearing out infrastructure. The Capital District is the means by which we come together to identify common goals and enable stronger, better, more impactful outcomes.
- **Civic Address Project** - The Civic Address Data Base is a foundation data set for HRM and includes the street network system, property boundaries, civic address, general service areas and the building foot print layer. Whether used to dispatch emergency services, provide routes for transit and road maintenance services or identify a property for taxation or ownership purposes, it is essential that the data be complete, current,

synchronized and reliable.

- **Community Response** - A small team of individuals to help communities deal with specific issues that make them feel unsafe in their neighbourhoods. The team helps communities assess the situation, generate solutions, and develop partnerships to implement the best solution. The team liaises with HRM business units as needed to develop and implement the solution.
- **Corporate Scorecard** - The tool being used by HRM to synthesize and clarify the set of outcomes expected by Council and the community from HRM. The approach is being led by the Executive Management Team, with Council's Program and Service Review Committee. It provides the context for corporate priorities, the allocation of resources and long term capital plan.
- **Harbour Solutions** - Implementation of the project aimed at improving the quality of water in Halifax Harbour, including financial, communication and contract management.
- **Integrated Dispatch and Telecommunication Centre** - a phased project that is intended to fully integrate the emergency and non-emergency call taking and dispatch services in HRM while building capacity to accommodate partner agencies.
- **Integrated City Concept** - a concept where citizens can easily access and receive government services irrespective of the organizational structure and accountabilities inherent in various business units. It embodies a philosophy that we are all part of the solution. It uses technology to focus on client needs, allowing the organization to share critical information accurately and quickly, organization wide. Entering data and information once, automatically sending it to where it needs to go to ensure service action, and then allowing access to the information to whomever requires it, will save time, duplication at the same, improving service.
- **Land Information System** - the implementation of an enterprise wide corporate solution that will support sound and integrated business processes and practices. The development of this solution will involve all business units, including our partner Halifax Regional Water Commission with an initial focus on Customer Service, Infrastructure and Permitting. This solution will result in more effective and efficient service delivery to the citizens of HRM.
- **Police Study** - Implementation of the recommendations contained in the review of HRM police services (HRP and RCMP). Work will be undertaken with the Police Commission and the two police forces to enhance service throughout the municipality. One of the major recommendations arising from the study, an integrated dispatch service, is a significant project on its own.
- **Regional Planning** - the initiative by which we will translate HRM citizens' aspirations for the region into a concrete, implementable plan. The Plan will deliver policy and where

applicable, mapping, for the following: Balanced Growth, Transportation, Economic Development, Environment, Harbour Plan and Capital District. A Community Stakeholder Committee will guide this process. One of their first tasks is to develop Principles which will translate citizen values into statements to guide our decision making and enable choice between competing interests. The Principles will be the first step by which we integrate outcomes within the identified delivery areas.

- **SAP/HR ( Human Resources System )** - The technical tool chosen to run HRM's payroll and benefits as well as future HRM Human Resources business needs such as recruitment, succession planning, training, and improved HR reporting, to name a few. The SAP HR module should increase the value of employee-related data by making it more accessible to end users thereby facilitating the system's use as a tool for improved corporate and individual performance and planning. This project will integrate the people resources of HRM into the same system (SAP) as our other corporate resources resulting in more accurate, timely, and efficient information.
- **Trunked Mobile Radio/Paging** - a response to the need for a single integrated radio system capable of providing for the needs of all radio system users within HRM and for a consolidated paging system for the volunteer fire service. The project is to be implemented over a three year period. Phase one, Rural Fire TMR/Paging is complete. Phase two, Core Fire is scheduled for 2003-2004. Phase three involves the upgrade of equipment for HRP and remaining HRM radio users.
- **Strategic Transit Study** - embark on a five year program to enhance transit service in response to recommendations of the Strategic Transit Study. The main focus of the Program is to ensure the timely replacement of Metro Transit's aging infrastructure and increased service as required to meet the Transit Service Standards from the Study.

### **Service Initiatives for 2003-2004**

In addition to the Strategic Initiatives, there are a variety of service enhancements which are included in the 2003-2004 Business Plans and Budgets. These have generally been funded through finding funds in existing budget envelopes. There are a number of initiatives in this years business plans that are aimed at doing things better:

- Corporate support for the implementation of the Strategic Transit Study which will include further purchase of buses, enhanced bus service, U-Pass, etc
- Implementing the initial phases of the Blueprint for a Bicycle Friendly HRM plan
- Development of a new salt management plan
- Implementation of the Special Spaces and Places program
- Implement on-line and touch tone registration for HRM recreation programs
- Begin to implement the Recreation Youth Strategy
- Regional Planning initiative will continue with a Community Consultation approach
- Begin construction of both Urban and Rural Fire stations
- Halifax and Dartmouth turf funding plan
- Identify and reduce HRM Greenhouse Gas Emissions

- Implement the final phases of the HRM pesticide use reduction initiatives
- Increase Halifax Regional library collections by 6%.
- Offer Monday service from 10:00 am to 9:00 pm at Keshen Goodman Library
- Integrated document containing Rural, Suburban and Urban Fire service standards to be approved by Council
- Trunk Mobile Radio to be implemented in all HRM Fire Service to enhance level of communication and public safety
- Install capability for customers to begin to access on-line requests and permit applications
- All HRM and Provincial Health and Emergency Services will have the ability to operate from the same civic address data base
- The Halifax Regional Police and RCMP will begin to examine the recommendations of the 2002 Police Study to provide service efficiencies and deployment of resources.
- Through the Community Response initiative HRM citizens and businesses will become engaged with HRM service providers, and other agencies as required, to foster a safer, more livable neighbourhood.
- Begin the Integrated City initiative: Integrated City is a concept where citizens can easily access and receive government services irrespective of the organizational structure and accountabilities inherent in various business units.
- Continue to support Capital District Task Force initiatives
- Devote 8 police officers to the Gottingen Street area

### ***The Capital Budget and Long Term Capital Plan***

Most funding for the Capital Budget is provided for through reserves, debt financing, and “pay-as-you-go” (Capital from Operating). Since all of these funding sources require payments from the Operating Budget, the processes for Operating and Capital Budgets are closely linked. The Debt Servicing Plan, MISER and cash flow projections from Reserve Business Cases are all used to determine the total funding capacity available for the Capital Budget. Contributions to Reserves, principal and interest payments, and Capital from Operating are included in the Operating Budget.

In an effort to anticipate future capital requirements and match it to the funding available as provided for under the Debt Servicing Plan, a Long Term Capital Planning Committee was formed in 2001. This committee of staff included representatives from all business units which typically have capital requirements. The original terms of reference were:

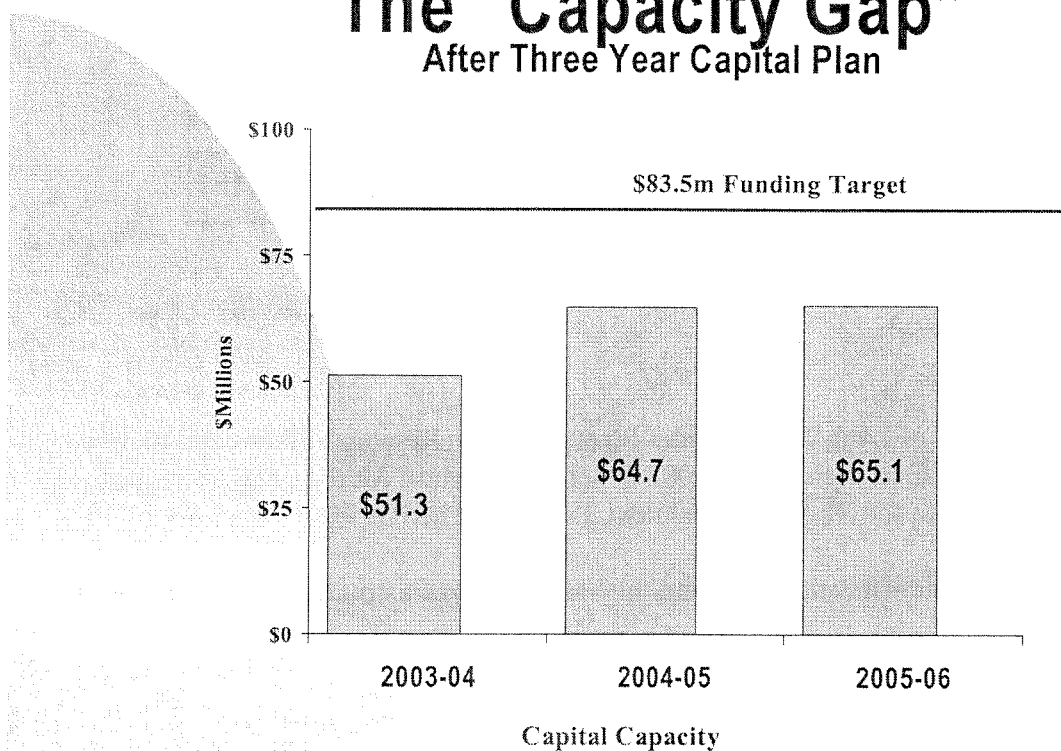
1. To identify HRM’s Long Term Capital Requirements over a minimum of the next 10 years including capital assets which need to be replaced, major capital spikes, and capital needs and wants.
2. To identify available capital funding sources and alternatives, what the “capacity gap” is, and how to narrow the capacity gap.
3. To develop a strategy and a process for prioritizing and approving capital projects.

Staff have developed a far more comprehensive understanding of HRM’s “Base” (or

maintenance) requirements and its “Capability” (or service enhancement) requirements. Its base requirements are critical factors in its success. Older aging infrastructure is causing higher operating costs and presents difficulties in adequately delivering services. At the same time, HRM is a rapidly growing area and is trying to deliver not only new services but services to new areas of the municipality. Staff calculated the cost of funding HRM’s base requirements and a very modest amount of capability funding. The resulting “capacity gap” identified was almost \$50 million.

The 2003-2004 budget approved by Council eliminates about \$18 million of this gap through a number of means including keeping tax rates flat in order to take advantage of the full tax lift provided by the annual reassessment. The value of the full tax lift of \$5.1 million was used to increase capital from operating, hence funding base deficiencies in the capital budget.

## The “Capacity Gap” After Three Year Capital Plan



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For the first time, Council not only approved the Capital Budget for the coming year (2003-2004), but also approved *in principal* the detailed capital plans for the following two years (2004-2005 and 2005-2006). Next year, Council will finalize the capital budget for 2004-05, and approve in principal the capital plans for 2005-2006 and 2006-2007. These capital plans anticipate a further reduction in the capacity gap while continuing to comply with the Debt Servicing Plan. In addition, HRM is now budgeting for the operating costs of new capability projects.

## Increased Capital from Operating Due to Maintaining General Tax Rates

	Amount
Public Works, Transportation	\$3,000
Buildings	600
Fleet	600
Parks, Recreation	550
Police Services	300
Other	50
<b>Total</b>	<b>\$5,100</b>

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Another important aspect of Long Term Capital Planning is the Regional Planning initiative launched by Regional Council in February 2002 to set the direction for the management of growth and development in the Region for the next 25 years. The Regional Plan will:

- identify areas for new development and the best use of infrastructure such as roads, water and sewer;
- recommend road improvements;
- recommend transit service enhancement;
- recommend bicycle and pedestrian paths;
- identify initiatives to manage transportation pressures;
- guide programs and municipal investment to enhance the safety, character, attractiveness and livability of communities, and
- develop policies to protect and manage lakes and waterways, green space, cultural landscapes and coastal areas.

The 2003-2004 Capital Budget includes \$600,000 to undertake a comprehensive Regional Plan. The Capital Plan also includes contingencies of \$3 million in 2004-2005 and \$7 million in 2005-2006 to implement recommendations from the Regional Plan to address transportation infrastructure needs.



There are other initiatives which impact the Long Term Capital Planning process. The Strategic Transit Study provides for a five year capital plan for the replacement and expansion of the Transit fleet and fixed assets. More details on this program are provided on page 76. The Capital District initiative includes a three year capital plan to upgrade streets, sidewalks and other infrastructure to revitalize the downtown areas. More details on this program are provided on page 66.

### HRM Tax Structure

In 1997-1998, the Halifax Regional Municipality created a tax structure. This structure included a Base or General Tax Rate that is paid by Rural taxpayers; a Suburban General Tax Rate; and an Urban General Tax Rate. The Base Rate included most of the basic services available across HRM, including policing, compost, recycling and solid waste collection, recreation programming, planning, libraries, sports fields and playgrounds. Also included were administrative and fiscal costs. Municipal Water service is paid for through the water bill, not the property tax system. Sewer service is paid by a charge on the water bill. It is only levied on sewer users.

**Tax Structure Model established in 1997-1998**

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

Not included in the Base Tax Rate were a number of key services. These include fire suppression, streetlights, operating and capital costs for recreation facilities, school crosswalk guards, transit and sidewalks. These services are all "add-ons" for the rural areas of HRM. Rural property owners did not pay for these services unless they have access to them in their local area. In these instances, the costs are paid through a local area rate. This system prevented Rural taxpayers from paying for services they do not receive while allowing these areas the flexibility to acquire or manage services locally.

A sub-committee of Regional Council, known as the Tax Structure Committee, had reviewed the specific services included/excluded from the General Rate, as well as what were believed to be inequalities in accessible basic service throughout HRM. The Committee's guiding principles are to ensure that:

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

Service levels across HRM vary from community to community. Often the variation is due to local circumstances and choice, or can be traced back to historical reasons. Even in the urban core service area, levels are not always identical from one part of the core to another. The Committee was NOT recommending that service levels for all or any service be harmonized across HRM. It is the expectation of the Committee that over time, those areas with an unacceptable service level will be raised up to a basic service standard. This may require infusions of additional funds or the rationalization of the existing services.

The Committee concluded that fire protection and street lighting were basic universal services and some areas of HRM cannot afford to provide a basic level of these services. While there is no clear need to have the same level of service across all of HRM, a basic level of service should be available for all HRM citizens, regardless of where they live, work or travel within the municipality. The Committee initially recommended that School Crossing Guards also be general-rated but, following public consultations, reversed this recommendation.

In reviewing recreation services, it became clear that it is difficult for many rural communities to maintain the upkeep of HRM facilities. Ultimately, should HRM's assets age and depreciate, the municipality could be forced to pay for costly upgrades or replacements. Therefore, it was felt that it is in HRM's best interests to ensure that its facilities are properly maintained.

The Committee also noted that Local Improvement Charges for the replacement of asphalt curb and gutter with new concrete curb and gutter cause greater difficulty than can be justified and therefore, it recommended that they be eliminated and included in the Urban General Tax Rate.

The Committee was concerned that some areas in HRM receive Metro Transit service without paying the appropriate taxes for the service. As such, the Committee recommended that all areas of HRM

with access to Metro Transit should share in the cost of the service equally.

On May 15, 2002, the Tax Structure Recommendations were approved in principle by the HRM Committee of the Whole. As such, there were a series of public information sessions held in September and October to seek input on Tax Structure Reform. On December 17, 2002, Regional Council approved the implementation of the new tax structure effective January 1<sup>st</sup>, 2003.

The approved changes should not be considered a move to a single tax rate--- HRM will continue to have Rural, Suburban and Urban tax rates. Over time, service changes will occur in rural areas as "basic service" levels are made available for fire and street lighting. These service changes will depend on criteria developed by HRM staff. There is no intention to provide the same level of service in every area of HRM. Rather, service levels will depend on the service standards set by Council. Changes in the proposed tax levels will begin in 2003-2004.

**Approved Tax Structure Model**  
 (Effective January 1<sup>st</sup>, 2003)

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

### **Provincial - Municipal Fiscal Relations**

HRM receives several sources of funds from the Province of Nova Scotia. This include an operating grant to the Halifax Regional Library which has remained at around \$3 million for the past several years. In terms of capital assistance, the current Canada- Nova Scotia Infrastructure Program provides for a maximum one-third funding from the Province, and one-third funding from the Federal Government, while the HRM contributes the remaining amount. The current program is scheduled to expire in 2007.

The HRM is required to transfer a significant portion of it's annual operating budget to fund services that come within the Province's mandate. These "mandatory" costs include:

- \$66.6 million budgeted as a mandatory contribution to the Halifax Regional School Board. This is an increase of over 15% since 1996-97, and represents 12.6% of the Municipality's total operating budget for 2003-04. The amount of the annual contribution is set by a formula established by the Province. Following the HRM Budget the Province amended the formula. HRMs contribution for 2003-2004 is now estimated at \$67.6 million.
- A contribution to the Province to fund the cost of correctional services. The contribution is set by Provincial formula, and has increased from about \$6 million in 1996-97 to \$6.8 million in 2003-04.
- A share of the costs of the Metropolitan Regional Housing Authority. The contribution is calculated as 12.5% of the prior year's operating loss. In 2003-2004 this is budgeted at \$2.2 million.
- In 2001-02, the HRM was notified that it would be required to share in the cost of operating the Provincial assessment system. Using a formula based on HRM's share of the Provincial Uniform Assessment and assessment accounts, \$4.3 million was transferred to the Province in 2002-03. For 2003-04, the contribution was budgeted at \$4.7 million.

In 2003-04, the above mandatory Provincial costs make up \$80.3 million or 15.2% of the total operating budget. This compares to \$73.4 million or 14.8% of the total operating budget in 2002-03. HRM is concerned over it's lack of control in this area since the Province sets these costs. In addition:

- A new user fee for DNA services conducted by the RCMP was introduced on April 1, 2001. The fee is \$1,667 per test and costs HRM approximately \$200,000 per year.
- HRM maintains relationships with the Province over a wide variety of issues such as transportation and maintenance of roads and the Harbour Solutions project.
- The Province is responsible for legislation governing HRM and other municipalities in a variety of areas including municipal finance and governance, and environmental issues including solid waste.

## Assessments and Taxation

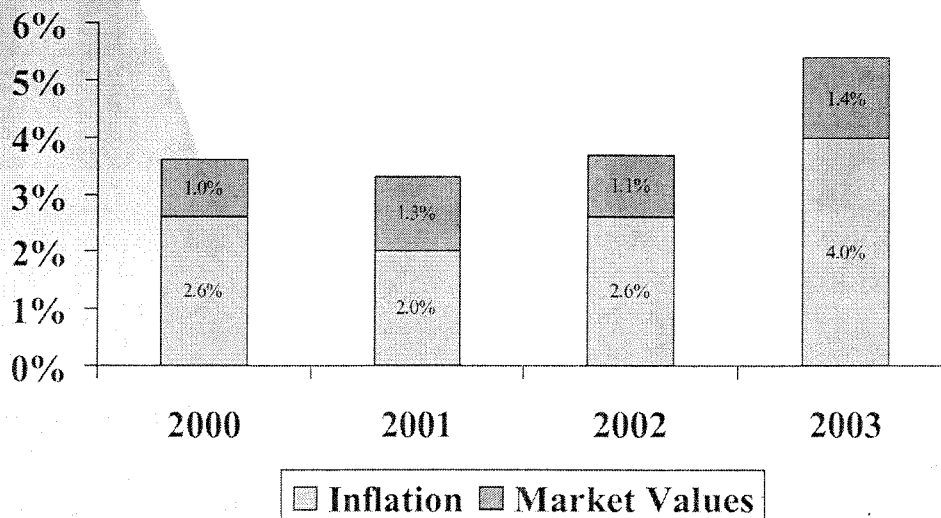
- The Province of Nova Scotia, through Service Nova Scotia and Municipal Relations, provides an updated property assessment roll to all municipalities within the Province in December of each year.
- In the 2003 assessment base, **Residential and Resource assessment** increased from just under \$14 billion to over \$15.1 billion. The total increase was \$1.2 billion or 8.4%. The average residential home in HRM increased in value from \$133,400 to \$140,700 or 5.4%. The remaining 3% of this increase was due to new properties.

### Key Revenue Assumptions in the Budget

Residential Assessment - up \$1.2 B or 8.4%  
 Commercial Assessment - up \$320 M or 7.0 %  
 General Tax Rates - to remain flat  
 General Property Tax Revenues - up \$25.5 M  
 Deed Transfer Taxes - up \$1.5 M or 7.7%

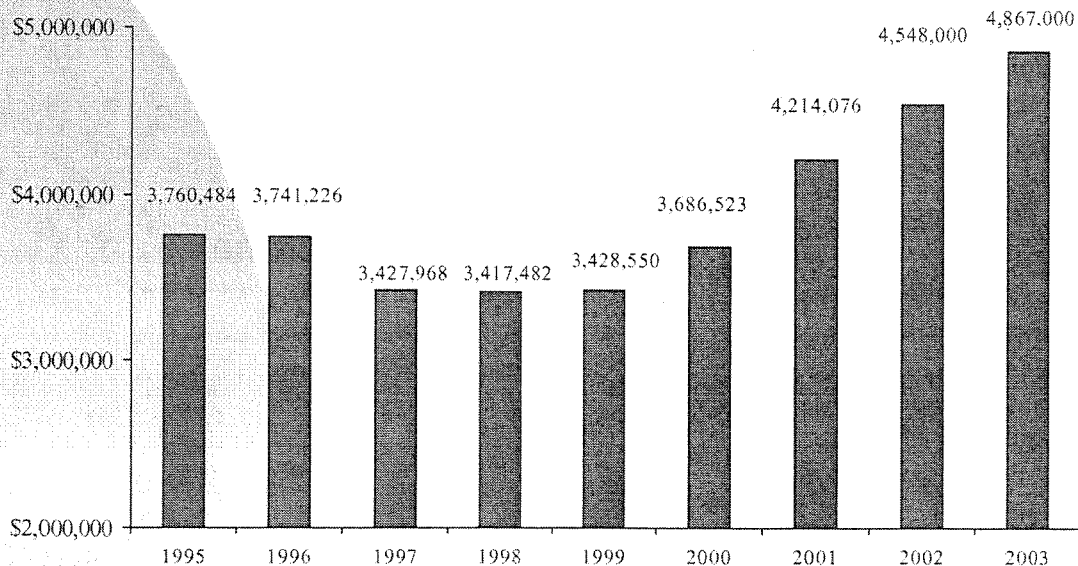
## Assessment Impacts

### Change in Value of Average Home



- As part of its taxation strategy, HRM has kept the average tax burden (after inflation) neutral in each of the last three years. As mentioned, 3% of the increase in assessment comes from new homes. The remaining 5.4% is due to re-assessments. Inflation is estimated at 4.0% of that 5.4% increase. This year, for the first time in three years, it is proposed that HRM keep the general tax rate flat thereby taking the full tax lift rather than lower rates for the 1.4% difference.
- **Commercial, Business Occupancy and Machinery and Equipment assessment** increased from just under \$4.6 billion to nearly \$4.9 billion. The total increase was \$320 million or 7%. This compares to an increase of 7.9% in 2002 and 14.3% in 2001. Since commercial property is taxed higher than residential, this has a significant impact on tax revenue. Maintaining healthy growth in commercial assessment is key to the economic and fiscal stability of HRM.

## Commercial Assessment 1995 - 2003



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- Regional Council has approved that general tax rates for 2003-2004 will remain the same as in 2002/2003 (after adjusting for changes in the tax structure). General property tax revenues will increase by \$25.5 million.

## Summary of Average Residential Assessment

Area	2002	2003	2003/2002
District 1	75,978	78,715	3.6%
District 2	122,671	131,884	7.5%
District 2 - Suburban	130,028	139,181	7.0%
District 2 - Rural	101,308	110,694	9.3%
District 3	97,265	101,486	4.3%
District 3 - Urban	70,795	72,445	2.3%
District 3 - Rural	98,127	102,431	4.4%
District 4	95,178	98,784	3.8%
District 5	103,682	108,646	4.8%
District 6	116,964	124,241	6.2%
District 7	100,659	105,713	5.0%
District 8	119,966	124,823	4.0%
District 9	136,581	140,798	3.1%
District 10	139,572	147,164	5.4%
District 11	135,232	142,953	5.7%
District 12	248,344	264,851	6.6%
District 13	296,675	320,581	8.1%
District 14	171,303	181,633	6.0%
District 15	143,096	149,424	4.4%
District 16	210,107	220,744	5.1%
District 17	154,652	164,928	6.6%
District 18	97,466	101,977	4.6%
District 18 - Urban	93,616	97,882	4.6%
District 18 - Suburban	108,272	109,813	1.4%
District 18 - Rural	98,923	105,364	6.5%
District 19	100,626	104,305	3.7%
District 19 - Urban	100,093	103,512	3.4%
District 19 - Suburban	104,746	109,422	4.5%
District 19 - Rural	99,938	105,234	5.3%
District 20	101,284	104,982	3.7%
District 21	158,758	168,737	6.3%
District 22	119,408	125,826	5.4%
District 22 - Urban	99,367	103,690	4.4%
District 22 - Suburban	147,629	158,088	7.1%
District 22 - Rural	127,539	134,343	5.3%
District 23	117,411	121,866	3.8%
<b>Total</b>	<b>133,435</b>	<b>140,652</b>	<b>5.4%</b>
Urban	141,211	148,966	5.5%
Suburban	124,327	131,928	6.1%
Rural	104,242	109,105	4.7%
<b>Total</b>	<b>133,435</b>	<b>140,652</b>	<b>5.4%</b>

Note: properties include mixed uses and various types and sizes of dwellings

**General Property Tax Revenues (\$000)**

	Amount	Change	Percent
Residential Property Taxes	192,772	12,300*	6.8%
Commercial Property Taxes	111,330	8,287	8.0%
Business Occupancy Taxes	44,108	4,768	12.1%
Machinery & Equipment Taxes	246	-136	-35.6%
Resource Property Taxes	1,752	274	18.5%
<b>Total</b>	<b>\$350,208</b>	<b>\$25,493</b>	<b>7.9%</b>

\* Re-stated to include 2002/2003 area tax revenues for fire and streetlights

- Allowance for Assessment Appeals has been budgeted at \$1.5 million. Property tax revenues are included net of these appeals. The Provincial phase-out of Machinery and Equipment Assessment has caused a 36% decline in revenues for this area. This is the last year for this category of assessment.
- HRM Council approved maintaining the general rates of taxation at 2002-2003 levels (after adjusting for changes in the tax structure). This will provide an additional \$5.1 million in revenue over the previous years strategy of not taking the portion of re-assessment increases which exceeds inflation. Funds are being used to increase Capital from Operating ("Pay As You Go"). The following are the proposed general rates of taxation for Residential and Resource Assessment:

**Residential General Tax Rates  
(per \$100 of Assessment)\***

	Current Tax Rates	Proposed Tax Rates	Change per \$100	Percent Change
Urban	1.316	1.315	-0.001	-0.08%
Suburban	1.209	1.212	0.003	0.0025
Rural	1.005	1.205	0.2	+19.90%

\* Note: In 2002-2003 area rates for fire and street lighting were in addition to the general residential tax rates. In 2003-2004 they are included in the general tax rates. The change in tax rates is solely due to the Tax Structure changes.

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

**Commercial General Tax Rates  
(per \$100 of Assessment)\***

	Current Tax Rates	Proposed Tax Rates	Change per \$100	Percent Change
Urban	3.358	3.359	0.001	+0.03%
Suburban	3.358	3.359	0.001	+0.03%
Rural	2.789	3.086	0.297	+10.65%

\* Note: The change in tax rates is solely due to the Tax Structure changes.



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.

- Due to strong growth in the housing market, Deed Transfer Taxes totalled almost \$21.9 Million in 2002/03. It is anticipated that for 2003/04, Deed Transfer Taxes will level off at \$21.0 Million which is an increase of \$1.5 Million or 7.7% over the amount budgeted for 2002/03.
- In 2002/03, there was a favourable spread of almost \$750,000 between Business Occupancy Openings and Closings. The volatility of this revenue source makes it difficult to predict for budgetary purposes. For 2003/04 budget, the spread has been conservatively estimated at \$440,000.

### **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:

<b>Debt Indicators</b>	
Total Debt	- \$297.2 million
Debt Per Capita	- \$872 per person
Debt/GDP	- 2.9%
Credit Rating	- A
Debt Charges/Revenues	- 9.6%

### **HRM Principal and Interest by Business Unit - 2003-2004**

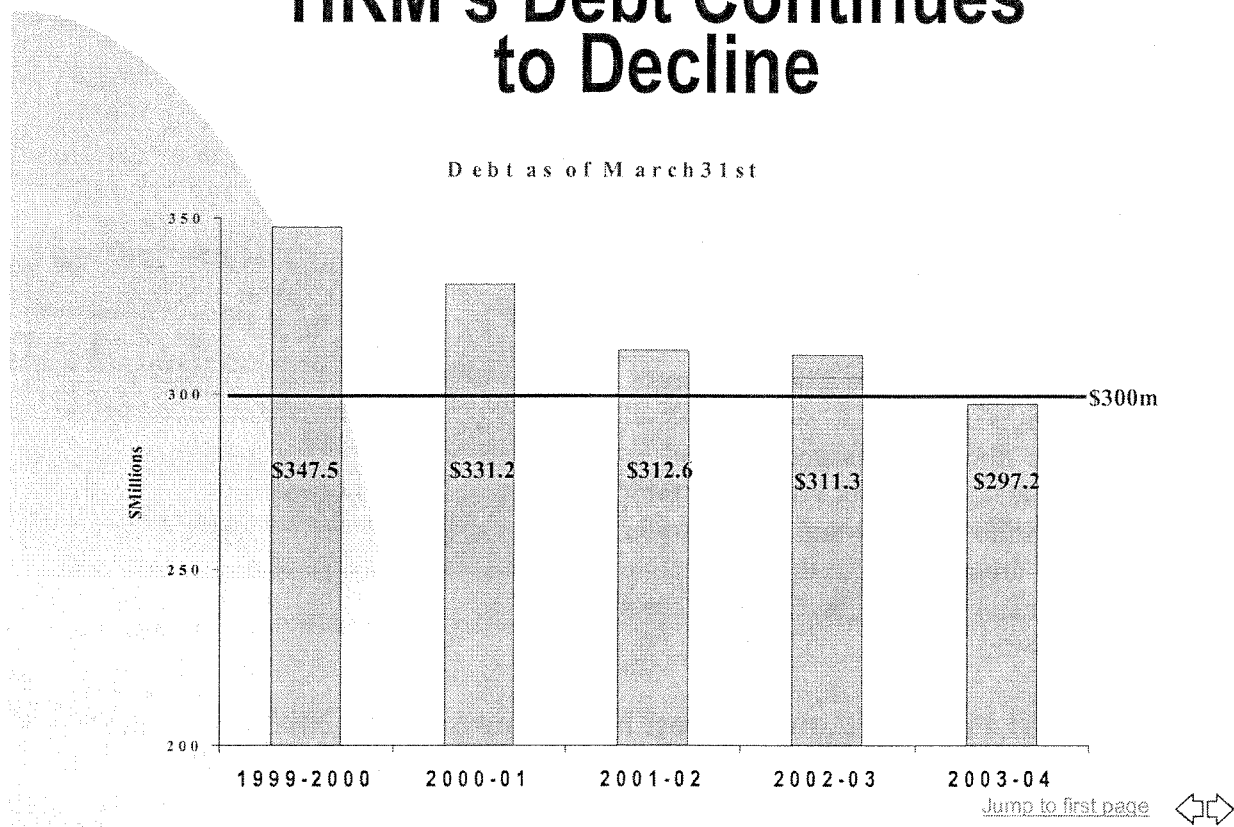
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Fiscal Services	26,038,000	9,394,600	35,432,600
Metro Transit	1,679,800	563,600	2,243,400
Wastewater	1,282,600	591,500	1,874,100
Solid Waste	7,562,600	2,893,100	10,455,700
Other	780,800	82,600	863,400
<b>Total</b>	<b>\$37,343,800</b>	<b>\$13,525,400</b>	<b>\$50,869,200</b>

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 \$311.3 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 amount is \$6.6 million over the target. This overage is the result of a 2002/2003 proposed operating lease for transit buses instead being issued as debt. In 2003/2004 HRM will decrease its debt by \$7.5 million plus the \$6.6 million overage for a total decline of \$14.1 million. HRM's debt as of March 31<sup>st</sup>, 2004 is targeted to be \$297.2 million.

## HRM's Debt Continues to Decline



- During the upcoming year HRM intends to review its debt policy. It also plans to re-state its existing debt for capital leases and for debt absorbed from rural fire departments as a result of its tax structure initiative.

# Halifax Regional Summary

## Summary by Gross Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
<b>Non-Departmental Revenues</b>							
M510 Property Tax	(\$286,731,452)	(\$307,316,696)	(\$320,792,100)	(\$323,066,520)	(\$357,489,300)	(\$36,697,200)	11.4%
M510 Tax Agreements	(8,913,354)	(7,322,710)	(8,169,600)	(7,184,656)	(7,237,600)	\$932,000	-11.4%
M520 Deed Transfer	(16,674,935)	(21,074,014)	(19,500,000)	(21,858,220)	(21,000,000)	(1,500,000)	7.7%
M530 Local Improvement Charges	(1,456,445)	(1,582,012)	(1,825,100)	(1,937,334)	(1,825,100)	0	-0.0%
M540 Grants in Lieu	(23,258,210)	(22,982,998)	(23,362,100)	(21,429,538)	(20,964,000)	2,398,100	-10.3%
M560 Unconditional Trans.	(3,668,078)	(2,939,800)	(2,936,000)	(3,189,522)	(3,412,000)	(476,000)	16.2%
M570 Conditional Transfer	(103,621)	(129,526)	0	(103,600)	(103,600)	(103,600)	-
M550 Own Source Revenue	(16,813,322)	(11,706,183)	(10,792,500)	(12,990,752)	(11,872,100)	(1,079,600)	10.0%
<b>Total</b>	<b>(\$357,619,417)</b>	<b>(\$375,053,940)</b>	<b>(\$387,377,400)</b>	<b>(\$391,760,143)</b>	<b>(\$423,903,700)</b>	<b>(\$36,526,300)</b>	<b>9.4%</b>
<b>Expenditures</b>							
CAO & Governance	\$7,090,104	\$6,111,107	\$6,666,438	\$6,677,643	\$7,428,472	\$762,034	11.4%
Emergency 911	3,521,869	3,688,052	3,913,900	3,936,328	4,038,700	124,800	3.2%
Environmental Management Service	49,653,910	52,126,505	53,680,370	53,850,871	51,645,299	(2,035,071)	-3.8%
Financial Services	7,540,256	7,404,476	8,380,495	8,182,903	8,818,883	438,388	5.2%
Fire & Emergency Services	31,835,102	34,402,813	37,028,700	36,523,013	38,613,470	1,584,770	4.3%
Halifax Regional Library	12,643,529	14,294,807	14,722,000	14,841,623	15,319,100	597,100	4.1%
Human Resources Services	2,834,964	2,865,008	3,079,025	2,959,822	3,328,800	249,775	8.1%
Legal Services	1,326,406	1,504,432	1,462,510	1,663,079	1,481,743	19,233	1.3%
Outside Agency Support	5,235,861	(0)	0	4,580,205	0	-	-
Planning & Development	5,772,177	6,503,047	7,269,363	7,010,338	7,375,645	106,282	1.5%
Public Works & Transportation	59,004,886	73,428,681	71,754,017	80,532,484	77,771,200	6,017,183	8.4%
Recreational, Culture & Heritage	12,477,339	14,059,789	15,560,968	15,233,255	15,646,831	85,863	0.6%
RCMP	13,632,700	14,184,300	15,070,000	15,199,600	15,889,000	819,000	5.4%
Real Property & Asset Management	33,675,173	23,575,598	23,454,345	25,469,928	24,807,177	1,352,832	5.8%
Regional Police Services	35,559,642	37,238,689	38,254,000	39,129,482	39,556,700	1,302,700	3.4%
Shared Services	10,843,236	12,084,497	12,912,135	12,580,386	13,793,802	881,667	6.8%
<b>Business Unit Totals</b>	<b>\$292,647,157</b>	<b>\$303,471,801</b>	<b>\$313,208,266</b>	<b>\$328,370,958</b>	<b>\$325,514,822</b>	<b>\$12,306,556</b>	<b>3.9%</b>
Fiscal Services	183,057,834	194,574,914	183,044,318	188,175,985	203,707,902	20,663,584	11.3%
<b>Total</b>	<b>\$475,704,990</b>	<b>\$498,046,716</b>	<b>\$496,252,584</b>	<b>\$516,546,944</b>	<b>\$529,222,724</b>	<b>\$32,970,140</b>	<b>6.6%</b>

# Halifax Regional Summary

## Summary by Revenues

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
CAO & Governance	(\$625,676)	(\$696,185)	(\$747,191)	(\$860,012)	(\$817,306)	(\$70,115)	9.4%
Emergency 911	0	(47,444)	(6,000)	(91,580)	(7,500)	(1,500)	25.0%
Environmental Management Service	(22,243,841)	(21,784,932)	(22,461,000)	(23,208,553)	(23,376,958)	(915,958)	4.1%
Financial Services	(4,128,883)	(3,801,022)	(3,544,000)	(4,219,153)	(4,210,000)	(666,000)	18.8%
Fire & Emergency Services	(5,969,127)	(6,765,989)	(7,407,200)	(7,545,981)	(229,400)	7,177,800	-96.9%
Halifax Regional Library	(3,697,976)	(3,742,717)	(3,594,000)	(3,785,639)	(3,520,900)	73,100	-2.0%
Human Resources Services	(22,864)	(68,540)	(53,000)	(30,432)	0	53,000	-100.0%
Legal Services	(24,041)	(18,526)	(24,000)	(65,229)	(24,000)	0	-0.0%
Outside Agency Support	(5,235,861)	0	0	(4,580,205)	0	0	-
Planning & Development	(3,110,819)	(3,135,813)	(3,125,000)	(3,672,551)	(3,167,500)	(42,500)	1.4%
Public Works & Transportation	(30,925,218)	(32,968,627)	(34,236,407)	(34,737,746)	(36,260,056)	(2,023,649)	5.9%
Recreational, Culture & Heritage	(4,925,040)	(5,226,632)	(6,512,376)	(6,581,266)	(6,223,517)	288,859	-4.4%
RCMP	(336,722)	0	0	0	0	0	-
Real Property & Asset Management	(3,491,288)	(3,561,114)	(2,881,110)	(3,461,031)	(3,091,887)	(210,777)	7.3%
Regional Police Services	(2,482,135)	(2,087,294)	(1,557,000)	(2,562,699)	(1,559,300)	(2,300)	0.1%
Shared Services	(462,951)	(506,496)	(434,000)	(724,722)	(441,800)	(7,800)	1.8%
<b>Business Unit Totals</b>	<b>(\$87,682,441)</b>	<b>(\$84,411,332)</b>	<b>(\$86,582,284)</b>	<b>(\$96,126,799)</b>	<b>(\$82,930,124)</b>	<b>\$3,652,160</b>	<b>-4.2%</b>
Fiscal Services	(32,444,726)	(40,290,795)	(22,292,900)	(29,092,450)	(22,388,900)	(96,000)	0.4%
<b>Total</b>	<b>(\$120,127,167)</b>	<b>(\$124,702,127)</b>	<b>(\$108,875,184)</b>	<b>(\$125,219,249)</b>	<b>(\$105,319,024)</b>	<b>\$3,556,160</b>	<b>-3.3%</b>
<b>Excess of Exp. over Rev.</b>	<b>(\$2,041,594)</b>	<b>(\$1,709,352)</b>	<b>(\$0)</b>	<b>(\$432,448)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>-</b>

## Summary by Net Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
CAO & Governance	\$6,464,428	\$5,414,921	\$5,919,247	\$5,817,631	\$6,611,166	\$691,919	11.7%
Emergency 911	3,521,869	3,640,608	3,907,900	3,844,748	4,031,200	123,300	3.2%
Environmental Management Service	27,410,069	30,341,573	31,219,370	30,642,318	28,268,341	(2,951,029)	-9.5%
Financial Services	3,411,374	3,603,454	4,836,495	3,963,750	4,608,883	(227,612)	-4.7%
Fire & Emergency Services	25,865,975	27,636,825	29,621,500	28,977,032	38,384,070	8,762,570	29.6%
Halifax Regional Library	8,945,553	10,552,090	11,128,000	11,055,985	11,798,200	670,200	6.0%
Human Resources Services	2,812,100	2,796,468	3,026,025	2,929,390	3,328,800	302,775	10.0%
Legal Services	1,302,365	1,485,906	1,438,510	1,597,850	1,457,743	19,233	1.3%
Outside Agency Support	0	0	0	0	0	0	-
Planning & Development	2,661,358	3,367,234	4,144,363	3,337,787	4,208,145	63,782	1.5%
Public Works & Transportation	28,079,668	40,460,054	37,517,610	45,794,738	41,511,144	3,993,534	10.6%
Recreational, Culture & Heritage	7,552,300	8,833,157	9,048,592	8,651,988	9,423,314	374,722	4.1%
RCMP	13,295,978	14,184,300	15,070,000	15,199,600	15,889,000	819,000	5.4%
Real Property & Asset Management	30,183,885	20,014,484	20,573,235	22,008,897	21,715,290	1,142,055	5.6%
Regional Police Services	33,077,507	35,151,395	36,697,000	36,566,783	37,997,400	1,300,400	3.5%
Shared Services	10,380,285	11,578,001	12,478,135	11,855,664	13,352,002	873,867	7.0%
<b>Business Unit Totals</b>	<b>\$204,964,715</b>	<b>\$219,060,469</b>	<b>\$226,625,982</b>	<b>\$220,388,495</b>	<b>\$242,584,698</b>	<b>\$15,958,716</b>	<b>7.0%</b>
Fiscal Services	150,613,108	154,284,119	160,751,418	159,083,535	181,319,002	20,567,584	12.8%
<b>Total</b>	<b>\$355,577,824</b>	<b>\$373,344,588</b>	<b>\$387,377,400</b>	<b>\$379,472,030</b>	<b>\$423,903,700</b>	<b>\$36,526,300</b>	<b>9.4%</b>

# Halifax Regional Summary

## Summary by General Ledger Object

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
<b>Expenditures</b>							
Salaries	\$101,965,483	\$111,562,262	\$104,673,078	\$119,320,584	\$121,573,049	\$16,899,971	16.1%
Wages	24,619,468	21,916,826	34,911,295	19,931,794	24,823,290	(10,088,005)	-28.9%
Overtime - Salaries and Wages	7,165,751	7,207,427	5,290,455	8,797,927	5,776,910	486,455	9.2%
Benefits and Other (Salaries)	16,486,723	17,335,540	15,798,278	18,673,626	17,777,584	1,979,306	12.5%
Benefits and Other (Wages)	6,352,575	6,321,654	9,059,667	6,384,078	9,727,636	667,969	7.4%
Retirement Allowance & Severance	5,964,687	4,973,044	2,809,142	6,190,426	1,913,522	(895,620)	-31.9%
Clothing Allowance, Stipends, Othe	578,053	724,043	910,618	894,057	338,900	(571,718)	-62.8%
Office Expenses, less Computers	5,411,238	4,819,854	4,979,392	5,482,266	5,499,685	520,293	10.4%
Computers Expenses	4,536,372	4,695,956	4,917,235	4,549,131	5,209,449	292,214	5.9%
Consulting Fees	830,577	882,963	613,950	589,371	628,910	14,960	2.4%
Other Professional Fees	17,844,840	18,461,113	18,431,302	18,197,897	18,272,128	(159,174)	-0.9%
Contract Fees	32,628,218	36,540,854	38,824,845	41,539,172	39,577,558	752,713	1.9%
Equipment and Supplies	2,930,175	2,828,454	2,941,882	2,902,501	2,975,882	34,000	1.2%
Materials	4,660,277	4,627,900	4,830,780	5,132,574	4,637,664	(193,116)	-4.0%
Building Repair, Maintenance	10,198,272	9,884,305	9,547,818	7,917,978	10,263,563	715,745	7.5%
Heating Fuel	1,574,309	1,168,711	1,273,775	549,736	1,442,900	169,125	13.3%
Equipment Repair, Maintenance	7,644,233	7,414,422	7,280,409	6,952,677	8,101,546	821,137	11.3%
Vehicle Expenses	6,971,160	8,204,936	7,885,865	9,031,507	7,476,365	(409,500)	-5.2%
Diesel Fuel	3,820,302	3,223,974	2,538,100	3,873,274	3,540,215	1,002,115	39.5%
Gasoline Fuel	974,642	836,350	903,200	972,869	1,194,200	291,000	32.2%
Membership Dues	214,946	220,688	253,750	225,949	258,250	4,500	1.8%
Conferences and Travel	1,354,599	1,132,525	1,099,824	1,229,283	1,241,808	141,984	12.9%
Training and Education	969,830	1,212,382	1,363,905	1,207,028	1,489,052	125,147	9.2%
Site Preparation	1,461	2,343	0	0	0	0	-
Advertising and Promotion	2,326,832	2,834,188	2,446,919	2,475,050	2,556,422	109,503	4.5%
Books, Publications and Data	1,667,970	2,079,955	2,121,756	1,976,474	2,256,086	134,330	6.3%
Other Goods and Services	8,622,931	4,409,121	10,187,625	11,056,190	11,978,832	1,791,207	17.6%
Transfers Outside Agencies	118,077,686	124,431,726	103,332,385	107,008,303	110,850,509	7,518,124	7.3%
Insurance Costs	2,207,101	1,315,622	2,989,700	2,197,038	3,289,000	299,300	10.0%
Grants and Tax Concessions	3,402,192	3,357,088	3,575,165	3,269,214	3,627,274	52,109	1.5%
Transfer to/from Reserves	5,907,522	15,103,551	14,887,843	19,777,385	20,996,154	6,108,311	41.0%
Principal and Interest Charges	52,535,382	49,676,930	49,887,849	49,630,702	47,821,291	(2,066,558)	-4.1%
Other Loan and Interest Charges	4,033,547	3,836,935	4,055,500	4,199,646	3,497,830	(557,670)	-13.8%
Other Fiscal Charges	11,181,079	14,840,041	22,384,486	24,780,386	29,418,422	7,033,936	31.4%
Interdepartmental - Fleet	(38,061)	46,165	0	(36,002)	0	0	-
Interdepartmental - Buildings	0	0	(166)	31,494	38	204	-122.9%
Interdepartmental - Other	82,623	(83,130)	(755,043)	(364,644)	(809,200)	(54,157)	7.2%
<b>Total</b>	<b>\$475,704,990</b>	<b>\$498,046,716</b>	<b>\$496,252,584</b>	<b>\$516,546,944</b>	<b>\$529,222,724</b>	<b>\$32,970,140</b>	<b>6.6%</b>

# Halifax Regional Summary

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
<b>Revenues</b>							
<b>Taxes, Transfers and Interest:</b>							
Property Tax	(\$286,730,670)	(\$307,314,481)	(\$320,792,100)	(\$323,066,319)	(\$357,489,300)	(\$36,697,200)	11.4%
Tax Agreements	(8,913,354)	(7,322,710)	(9,874,637)	(7,184,656)	(7,237,600)	2,637,037	-26.7%
Deed Transfer Taxes	(16,674,935)	(21,074,014)	(19,500,000)	(21,858,220)	(21,000,000)	(1,500,000)	7.7%
Other Taxes	(1,456,445)	(1,582,012)	(1,825,100)	(1,937,334)	(1,825,100)	0	-0.0%
Grants-in-Lieu	(23,258,210)	(22,982,998)	(23,362,100)	(21,429,538)	(20,964,000)	2,398,100	-10.3%
Transfers from Governments	(16,971,699)	(21,769,326)	(2,936,000)	(3,293,122)	(3,515,600)	(579,600)	19.7%
Other	(2,500,000)	(3,591,604)	(2,750,000)	(3,395,319)	(3,040,000)	(290,000)	10.5%
Parking Meters	(1,677,618)	(1,823,741)	(1,800,000)	(1,871,612)	(1,900,000)	(100,000)	5.6%
Interest Revenues	(10,952,771)	(6,707,875)	(5,896,000)	(7,439,181)	(6,870,100)	(974,100)	16.5%
<b>Departmental:</b>							
Area Tax Rates and Transfers	(27,345,154)	(30,735,886)	(32,019,785)	(32,329,907)	(25,028,185)	6,991,600	-21.8%
Conditional Grants & Other Grants	(7,177,764)	(6,556,141)	(6,845,200)	(6,431,100)	(6,449,900)	395,300	-5.8%
Building Permits	(2,708,974)	(2,548,413)	(2,670,000)	(2,950,789)	(2,716,500)	(46,500)	1.7%
False Alarm Ordinance	(748,363)	(650,044)	(497,500)	(628,601)	(513,600)	(16,100)	3.2%
Other Licenses, Permits and Fines	(4,769,703)	(4,555,175)	(4,043,400)	(4,748,524)	(4,844,800)	(801,400)	19.8%
Parking and Facility Rentals	(2,815,097)	(2,536,752)	(4,329,300)	(3,936,163)	(4,382,000)	(52,700)	1.2%
Transit Fare Revenue	(17,379,390)	(17,789,273)	(18,043,300)	(18,642,305)	(18,931,500)	(888,200)	4.9%
Charter Revenue	(279,598)	(277,571)	(275,000)	(267,068)	(310,000)	(35,000)	12.7%
Tipping Fees	(254,350)	(385,261)	(431,100)	(447,825)	(431,100)	0	-0.0%
Tax Certificates	(557,305)	(579,833)	(624,400)	(559,081)	(580,000)	44,400	-7.1%
Other Fees	(116,165)	(180,423)	(106,000)	(83,360)	(111,400)	(5,400)	5.1%
Recreation and Leisure Revenues	(2,344,530)	(2,518,755)	(609,200)	(2,650,804)	(633,200)	(24,000)	3.9%
Access A Bus Fare Revenue	(100,068)	(110,662)	(129,300)	(96,838)	(119,000)	10,300	-8.0%
Community Transit Fare Revenue	(84,929)	(65,968)	(99,600)	(77,080)	(99,600)	0	-0.0%
Ferry Fare Revenue	(1,905,027)	(1,742,161)	(1,750,000)	(1,638,450)	(1,776,100)	(26,100)	1.5%
Other Sales Revenue	(14,075,903)	(13,476,405)	(13,550,200)	(14,162,643)	(13,802,758)	(252,558)	1.9%
Proceeds on Sale of Assets	(92)	(133)	0	(594)	0	0	-
Advertising Revenue	(73,401)	0	(50,000)	0	(20,000)	30,000	-60.0%
Environmental Protection/Waste Wa	(12,977,160)	(14,324,477)	(15,868,452)	(15,812,816)	(17,478,211)	(1,609,759)	10.1%
Other Revenues	(12,897,909)	(6,553,973)	(5,574,910)	(20,040,143)	(7,153,170)	(1,578,260)	28.3%
<b>Total</b>	<b>(\$477,746,584)</b>	<b>(\$499,756,067)</b>	<b>(\$496,252,584)</b>	<b>(\$516,979,391)</b>	<b>(\$529,222,724)</b>	<b>(\$32,970,140)</b>	<b>6.6%</b>
<b>Net Cost</b>	<b>(\$2,041,594)</b>	<b>(\$1,709,352)</b>	<b>(\$0)</b>	<b>(\$432,448)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>-</b>

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

Def. No.		2001-2002 Budget	2002-2003 Budget	2002-2003 Actuals	2003-04 Budget	Change over Budget
<b>1</b>	<b>Property Taxes:</b>					
1	Residential Property Taxes	(164,119,000)	(172,700,000)	(173,071,936)	(192,772,000)	(20,072,000)
1	Commercial Property Taxes	(94,659,000)	(103,043,000)	(103,067,816)	(111,330,000)	(8,287,000)
2	Business Occupancy Taxes	(36,967,000)	(39,340,000)	(40,364,154)	(43,668,000)	(4,328,000)
3	Machinery & Equipment Taxes	(954,000)	(382,000)	(569,748)	(246,000)	136,000
4	Resource Property Taxes	(1,424,000)	(1,478,000)	(1,514,847)	(1,752,000)	(274,000)
5	Recreational Non Profit	(8,000)	(8,000)	(8,843)	(8,500)	(500)
6	Resource Forest Taxes	(39,000)	(39,000)	(40,031)	(42,400)	(3,400)
7	Commercial Forest Taxes	(101,000)	(101,000)	(101,386)	(107,100)	(6,100)
1	Business Occupancy Openings	0	0	(1,648,655)	(1,200,000)	(1,200,000)
1	Business Occupancy Closing	0	0	900,793	760,000	760,000
8	Fire Protection	(7,000,000)	(7,102,000)	(7,152,169)	(7,377,000)	(275,000)
1	Business Occupancy Appeals	0	0	171,372	0	0
9	Transfer - General Rate	1,192,000	1,323,900	1,323,900	87,900	(1,236,000)
10	Transfer - Urban Rate	1,730,800	2,077,000	2,077,000	165,800	(1,911,200)
	<b>Total</b>	<b>(302,348,200)</b>	<b>(320,792,100)</b>	<b>(323,066,520)</b>	<b>(357,489,300)</b>	<b>(36,697,200)</b>
<b>11</b>	<b>Tax Agreements:</b>					
	Tax Agreement - NSLC	(903,000)	(903,000)	(1,044,698)	(1,044,700)	(141,700)
	Tax Agreement - NSPI	(2,457,000)	(2,509,300)	(2,509,763)	(2,509,300)	0
	Tax Agreement - MT&T	(4,570,000)	(4,286,600)	(4,015,789)	(4,293,600)	(7,000)
	Tax Agreement - Other	(547,000)	(470,700)	(478,482)	(470,000)	700
	Halifax International Airport Tax Offset	0	0	864,076	1,080,000	1,080,000
	<b>Total</b>	<b>(8,477,000)</b>	<b>(8,169,600)</b>	<b>(7,184,656)</b>	<b>(7,237,600)</b>	<b>932,000</b>
<b>12</b>	<b>Deed Transfer Tax:</b>					
	Deed Transfer Taxes	(16,406,800)	(19,500,000)	(21,858,220)	(21,000,000)	(1,500,000)
	<b>Total</b>	<b>(16,406,800)</b>	<b>(19,500,000)</b>	<b>(21,858,220)</b>	<b>(21,000,000)</b>	<b>(1,500,000)</b>
	<b>Area Rate Revenue:</b>					
14	Capital Charges	(1,036,600)	(1,036,600)	(1,122,157)	(1,036,600)	0
13	Area Rate LIC Residential	(409,400)	(651,400)	(758,225)	(651,400)	0
13	Area Rate LIC Commercial	(84,000)	(137,100)	(56,953)	(137,100)	0
	<b>Total</b>	<b>(1,530,000)</b>	<b>(1,825,100)</b>	<b>(1,937,335)</b>	<b>(1,825,100)</b>	<b>0</b>
<b>15</b>	<b>Grants in Lieu:</b>					
	Grant in Lieu - Federal	(15,060,000)	(14,813,400)	(14,934,426)	(14,483,200)	330,200
	Grant in Lieu - Provincial	(4,228,700)	(4,371,500)	(3,871,333)	(3,870,000)	501,500
	Grant in Lieu - Canada Post	(485,000)	(479,700)	(471,711)	(470,000)	9,700
	Grant in Lieu - CNR & DAR	(1,499,000)	(1,499,000)	0	0	1,499,000
	Grant in Lieu - Halifax Ports Corporation	(1,195,000)	(1,181,600)	(1,216,021)	(1,216,000)	(34,400)
	Grant in Lieu - CBC	(405,000)	(386,500)	(386,592)	(386,500)	0
	Grant in Lieu - Via Rail	(189,000)	(172,300)	(101,926)	(100,000)	72,300
	Grant in Lieu - WCB	(158,000)	(154,900)	(152,295)	(152,300)	2,600
	Grant in Lieu - Other	(301,000)	(303,200)	(295,234)	(286,000)	17,200
	<b>Total</b>	<b>(23,520,700)</b>	<b>(23,362,100)</b>	<b>(21,429,538)</b>	<b>(20,964,000)</b>	<b>2,398,100</b>

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

Def. No.	2001-2002 Budget	2002-2003 Budget	2002-2003 Actuals	2003-04 Budget	Change over Budget	
<b>Transfers from other Governments:</b>						
16	Unconditional Grants NS (Other)	(3,405,000)	(2,894,000)	(3,142,514)	(3,370,000)	(476,000)
16	Public Housing Amortization	(104,000)		(103,600)	(103,600)	(103,600)
17	Farm Acreage Taxes	(42,000)	(42,000)	(47,007)	(42,000)	0
16	Operating Other	0	0	0	0	0
16	Reserve Funding	0	0	0	0	0
	<b>Total</b>	<b>(3,551,000)</b>	<b>(2,936,000)</b>	<b>(3,293,121)</b>	<b>(3,515,600)</b>	<b>(579,600)</b>
<b>18 Interest Revenue:</b>						
	Interest Revenue - Taxes	(3,500,000)	(2,000,000)	(1,750,663)	(2,200,000)	(200,000)
	Interest Revenue - Investments	(6,830,400)	(3,396,000)	(737,295)	(1,404,000)	1,992,000
	Interest Revenue - Capital Charges	(264,000)	(200,000)	(301,807)	(200,000)	0
	Interest Revenue - Capital Projects	0	0	0	0	0
	Interest Revenue - Other	(90,000)	(300,000)	(380,766)	(300,100)	(100)
	Investment Income	0	0	(4,268,700)	(2,766,000)	(2,766,000)
	<b>Total</b>	<b>(10,684,400)</b>	<b>(5,896,000)</b>	<b>(7,439,231)</b>	<b>(6,870,100)</b>	<b>(974,100)</b>
<b>19 Fee Revenue:</b>						
	Parking Meters	(2,056,270)	(1,800,000)	(1,871,612)	(1,900,000)	(100,000)
	Parking Rentals	(3,000)	(3,000)		(3,000)	0
	Administration Fees	0	0	26,579	0	0
	Proceeds on Sales of Assets	0	0	(594)	0	0
	<b>Total</b>	<b>(2,059,270)</b>	<b>(1,803,000)</b>	<b>(1,845,627)</b>	<b>(1,903,000)</b>	<b>(100,000)</b>
<b>Other Revenue:</b>						
20	Halifax Regional Water Commission Divide	(2,500,000)	(2,750,000)	(2,750,000)	(3,040,000)	(290,000)
	Recoveries from External Parties	0	0	(4,026)	0	0
	NSF Cheque Fee	(13,000)	(13,000)	(13,729)	(13,000)	0
	Discounts	0	0	0	0	0
	Miscellaneous Revenue	(330,500)	(330,500)	(897,131)	(46,000)	284,500
	Other Interdepartmental Revenue	(311,100)	0	(41,009)	0	0
	<b>Total</b>	<b>(3,154,600)</b>	<b>(3,093,500)</b>	<b>(3,705,895)</b>	<b>(3,099,000)</b>	<b>(5,500)</b>
	<b>Total Non-Departmental Revenues</b>	<b>(371,731,970)</b>	<b>(387,377,400)</b>	<b>(391,760,143)</b>	<b>(423,903,700)</b>	<b>(36,526,300)</b>



## Halifax Regional Municipality

### Summary of Non-Departmental Revenues: Definitions

Def. No.	Non-Departmental Revenue	Definition
1	<b>Property Taxes</b>	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia (Service Nova Scotia and Municipal Relations). Expressed as a rate per \$100 of assessed value. Residential and Commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
2	<b>Business Occupancy Taxes</b>	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
3	<b>Machinery &amp; Equipment Taxes</b>	The assessed value of machinery and equipment used for the purpose of carrying on a business can be levied a tax. This tax is gradually being phased out, and will be eliminated after 2003-2004.
4	<b>Resource Property Taxes</b>	Taxes levied against farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
5	<b>Recreational Non-Profit</b>	The owner of land used solely for non-profit recreational purposes shall pay taxes based on a rate of \$5.00 per acre increased 5% per year from 1977.
6	<b>Resource Forest Taxes</b>	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.25 per acre (less than 50,000 acres).
7	<b>Commercial Forest Taxes</b>	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.40 per acre (50,000 acres or more).
8	<b>Fire Protection</b>	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
9	<b>Transfer - General Rate</b>	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.
10	<b>Transfer - Urban Rate</b>	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.

<b>Def. No.</b>	<b>Non-Departmental Revenue</b>	<b>Definition</b>
11	<b>Tax Agreements</b>	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
12	<b>Deed Transfer Tax</b>	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. Council may set the rate with a by-law, provided it does not exceed 1.5% of the value of the property.
13	<b>Area Rate Revenue</b>	Similar to Property Taxes, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only.
14	<b>Capital Charges, LIC</b>	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
15	<b>Grants in Lieu</b>	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
16	<b>Transfers from other Gov'ts</b>	Funding received from the Federal or Provincial Governments which may or may not be designated for a specific service or purpose (conditional vs unconditional).
17	<b>Farm Acreage Taxes</b>	The Province of Nova Scotia shall in each year pay to the municipality in which farm property exempt from taxation is situated a grant equal to \$2.10 per acre in respect of the land. This rate will be increased by the Consumer Price Index each year after March 31, 2001.
18	<b>Interest Revenue</b>	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
19	<b>Fee Revenue</b>	User fees such as parking meter revenue, rentals, etc.
20	<b>Water Commission Dividend</b>	A grant-in-lieu of property taxes paid by the Halifax Regional Water Commission to HRM equal to 10% of the Water Commission's prior year's Operating revenue.

SUMMARY OF BUDGETED EXPENDITURES & REVENUES FOR 2003-04 AREA RATED SERVICES  
HALIFAX REGIONAL MUNICIPALITY

	2003-04 Proposed Budget	Prior Year (Surplus)/ Deficit	Transfer- General	Transfer- Urban	Area Rate Revenue	Total	2003/04 Area Rate (\$/100)
<b>Fire Protection</b>							
Fire Protection (Fire Hydrants)	7,377,000		0	7,284,000	93,000	7,377,000	0.0330
<b>Supplementary Education</b>							
Halifax	12,295,000		0	0	12,295,000	12,295,000	0.109
Dartmouth	5,239,200		0	0	5,239,200	5,239,200	0.088
Bedford & County	3,312,000		0	0	3,312,000	3,312,000	0.040
<b>Sidewalk Snow Plowing</b>							
For the Urban Core and Waverley, Fall River	1,288,580	452,811	0	0	1,741,391	1,741,391	0.021
District 15	109,440	17,134	0	0	126,574	126,574	0.018
District 16	190,380		0	0	190,380	190,380	0.015
<b>Community Transit</b>							
Lake Echo/Porter's Lake 66	119,000		15,500	7,500	96,000	119,000	0.0420
Beaverbank Transit 67	112,900		700	86,200	26,000	112,900	0.0660
Hammonds Plains 68	29,500		1,900	0	27,600	29,500	0.0050
<b>Crosswalk Guards</b>							
Harrietsfield / Hatchett Lake	20,400		2,300	0	18,100	20,400	0.0050
<b>Recreation, Parks, Commissions and Other</b>							
LWF (63)	86,900	3,024	12,000	0	77,924	89,924	0.0280
Harrietsfield/Sambro (71)	30,400	4,456	2,300	0	32,556	34,856	0.0190
Hubbards (72)	22,000		4,400	0	17,600	22,000	0.0310
East Preston (74)	16,200		2,800	0	13,400	16,200	0.0500
Musquodoboit Harbour (75)	4,600		900	0	3,700	4,600	0.0050
Dutch Settlement (76)	8,500		2,400	0	6,100	8,500	0.0320
Upper Hammonds Plains (77)	11,950	5,020	1,200	0	15,770	16,970	0.2360
Highland Park (79)	4,000		100	0	3,900	4,000	0.0050
Haliburton Highbury (80)	24,800		0	0	24,800	24,800	0.0230
Hammonds Plains Common (82)	28,800		1,700	0	27,100	28,800	0.0050
Prospect (83)	83,500		7,700	0	75,800	83,500	0.0230
Grand Lake/Oakfield (84)	9,100		700	0	8,400	9,100	0.0210
District 3 Capital	156,300		13,600	0	142,700	156,300	0.0240
Beaver Bank Recreation Centre	120,500		800	91,400	28,300	120,500	0.0700
Maplewood (89)	16,750		0	0	16,750	16,750	\$50.00
Mineville Community Association	8,880		0	0	8,880	8,880	\$20.00
Kingswood Ratepayers Association	52,000		0	0	52,000	52,000	Flat Fee
Westwood Hills Residents Association	13,950		0	0	13,950	13,950	\$50.00
Silversides Residents Association	9,660		0	0	9,660	9,660	Flat Fee
Sackville Heights Redevelopment	108,644		0	0	108,644	108,644	\$60.00
							Flat Fee
							0.0100
<b>Sidewalks</b>							
Waverley 69	5,200		800	0	4,400	5,200	0.0040
Fall River 70	126,100		14,800	0	111,300	126,100	0.0430
<b>Business Improvement Districts</b>							
Dartmouth Commercial	82,088		0	0	82,088	82,088	0.2200
Dartmouth Business Occupancy	Included above						0.4400
Downtown Halifax Commercial	462,872		0	0	462,872	462,872	0.0859
Downtown Halifax Business Occupancy	Included above						0.1718
Spring Garden Road Commercial	154,346		0	0	154,346	154,346	0.0186
Spring Garden Road Business Occupancy	Included above						0.4262
Quinpool Road Commercial	55,000		0	0	55,000	55,000	0.0859
Quinpool Road Business Occupancy	Included above						0.1718
District 18 Commercial	41,600		0	0	41,600	41,600	0.0859
District 18 Business Occupancy	Included above						0.1718
<b>Local Improvement Charges</b>							
District 5 Urban Area	103,287		0	0	103,287	103,287	0.0145
District 8	16,653		0	0	16,653	16,653	0.0028
District 10	4,163		0	0	4,163	4,163	0.0005
District 18 (Mapped Area; Refer to Map F)	27,119		0	0	27,119	27,119	0.0323
District 20	163,404		0	0	163,404	163,404	0.0261
District 21 Urban Area	63,344		0	0	63,344	63,344	0.0061
District 22 (Mapped Area; Refer to Map G)	49,030		0	0	49,030	49,030	0.0164

**Halifax Regional Municipality**  
**Summary of Approved Staffing by Business Unit (Full- Time Equivalents)**

Business Unit	2001-02	2002-03	2003-04	Notes
Administrative Services	27	27	-	A
CAO & Governance	23	22	42	A
Community Projects	67	63	-	B
Emergency 911 Communications Center	63	64	68	
Environmental Management Services	-	-	99	C
Financial Services	145	145	145	
Fire and Emergency Services	446	452	452	
Halifax Regional Libraries	259.6	263.4	265	
Human Resources Services	39	39.5	43	
Information Services	40	43	-	D
Legal Services	-	-	14	A
Parks & Recreation Services	261	261	-	E
Planning & Development Services	121	122	124	
Public Works and Transportation	385.5	388.5	732	F
Real Property & Asset Management	-	-	468	G
Real Property Services	110	110	-	G
Recreation, Culture and Heritage	-	-	77	I
Regional Police Services	484.5	491.5	486.5	
Shared Services	229.3	230.3	146	D
Solid Waste Resources	11	12	-	H
Tourism, Culture and Heritage	32.25	33.25	-	I
Transit Services	378	378	-	F
<b>Total</b>	3,122	3,145	3,161	

**Corporate Realignment Notes:**

A: The Municipal Clerk's Office has moved from Administrative Services to CAO & Governance. Administrative Services becomes Legal Services.

B: Community Projects has become part of Environmental Management Services.

C: Environmental Management Services is a new business unit comprised of Solid Waste Resources, Community Projects, Harbour Solutions, Wastewater Treatment Plants, and Environmental Services.

D: Information Services is now part of Shared Services. Fleet Services has become part of Real Property and Asset Management.

E: The Parks section of Parks & Recreation is now part of Real Property & Asset Management. The Recreation section is now part of Recreation, Culture and Heritage.

F: Metro Transit Services is now part of Public Works & Transportation.

G: Real Property & Asset Management is a new business unit comprised of Real Property Services, Fleet Services (including Fire and Police vehicles), Parks Maintenance, Parks Planning, Parks Capital Projects, and the Capital District Initiative.

H: Solid Waste Resources has become part of Environmental Management Services.

I: Tourism, Culture and Heritage has been merged with Recreation to become Recreation, Culture and Heritage.





## **Corporate Scorecard**

Council's mission is to ensure HRM programs and services contribute to a high quality of life in the community. Council is committed to ensuring value for dollars spent on behalf of the taxpayer. Throughout the last few years a number of initiatives have been undertaken to identify which services and programs are most important to the community, and what the priorities of Council are. These have included Council's Business Strategies, HRM 20/20 and the development of mission and outcome statements for each of the business units.

In consideration of these initiatives, and in an effort to provide a framework to debate program and service priorities, HRM began the development of a corporate scorecard and performance measurement initiative. Through the work of Council's Program and Service Committee, Council has identified four themes, or primary outcomes, that represent the essence of what the community expects from its municipal government:

- Safe communities
- Healthy, sustainable, vibrant communities
- Excellence in governance
- Excellence in service delivery

Work is currently underway to further define Council's expectations in these areas, which will serve to provide a focus around which HRM programs and services can be assessed. The Program & Service Committee has identified more specific outcomes and measures to be included in the Corporate Scorecard. The overall quality of life measures will be included in the scorecard and will assist Council in its advocacy work. The Corporate Scorecard is meant to be a fairly high level of outcomes, that result from a package of programs and services, not necessarily individual programs.

As results on performance come in, Program & Service will, with the direct participation of all Councillors, identify what is acceptable, and in areas where performance is unacceptable, they will work with staff to assess alternatives. Given the limited resources available, shifting resources to one area to achieve better outcomes may require resources be withdrawn from another area, and Council will have to determine acceptable trade-offs.

The work of the Administration to support Council in its mission and in ensuring value for money spent is evolving on two fronts.

### **1. Strategic Focus**

This area is very much aligned with the corporate scorecard theme and outcomes. The questions to be addressed are (1) how might resources be best allocated across the themes to enhance our performance as a government, and (2) should we be doing things differently

to achieve a better result. It assumes we can do better. Each theme will have its own sub-committee of Directors from those business units which have outcomes directly impacting on the themes. These committees, over the next year will identify major initiatives currently underway in support of the theme, an analysis of known performance to date, and an action plan to improve outcomes.

To determine what changes are necessary, and how change may be introduced, EMT is establishing a Scorecard Steering Committee made up of key Directors. The Scorecard Steering Committee will meet on a regular basis with EMT to discuss how we can do better in support of the themes and then to ensure it happens. The Scorecard Steering Committee will be instrumental in proposing alternatives to Program & Service, and ultimately Council, to achieve a better balance of results.

## **2. Business Unit Level**

Each business unit has identified strategic outcomes and client benefits that support the scorecard themes. Each business unit is currently identifying performance indicators that measure achievement towards the outcomes and benefits, some of which will form the basis of the corporate scorecard. These performance measures and their results will be used by the Directors to assess whether the existing programs and services are doing enough to achieve the desired results. In essence, this will form the basis of the unit's business plan.



## Council Approved Corporate Scorecard Themes Approved Citizen and Financial Economic Outcomes

### Healthy, Sustainable, Vibrant Communities

<b>Citizen Outcome</b>	Desirable & attractive places to work, play and live	Preservation of natural assets	People and goods can move easily throughout the municipality	Protection of Public Health	Attraction of new businesses, retention and growth of existing businesses	Recognition, encouragement & protection of HRM's heritage, culture & diversity
<b>Financial &amp; Economic Outcomes</b>	Development is appropriately planned & fiscally sustainable	Preservation of natural assets is fiscally sustainable and takes into consideration social costs and benefits	Financially sustainable and affordable means of mobility	Efficient prevention & mitigation of environmental damage	Tax burden is balanced and competitive	Maintenance of heritage assets is fiscally viable and takes into account social costs and benefits

### Safe Communities

<b>Citizen Outcome</b>	Buildings, properties and infrastructure in HRM are safe, healthy & well maintained	All citizens are active and involved in maintaining community safety	Timely & appropriate emergency response	Citizens feel Safe
<b>Financial &amp; Economic Outcomes</b>	Reasonable amount spent to maintain buildings, properties, & infrastructure.  Liability costs are minimized.		Response standards are financially achievable	Investment in protective and safety services produces measurable results

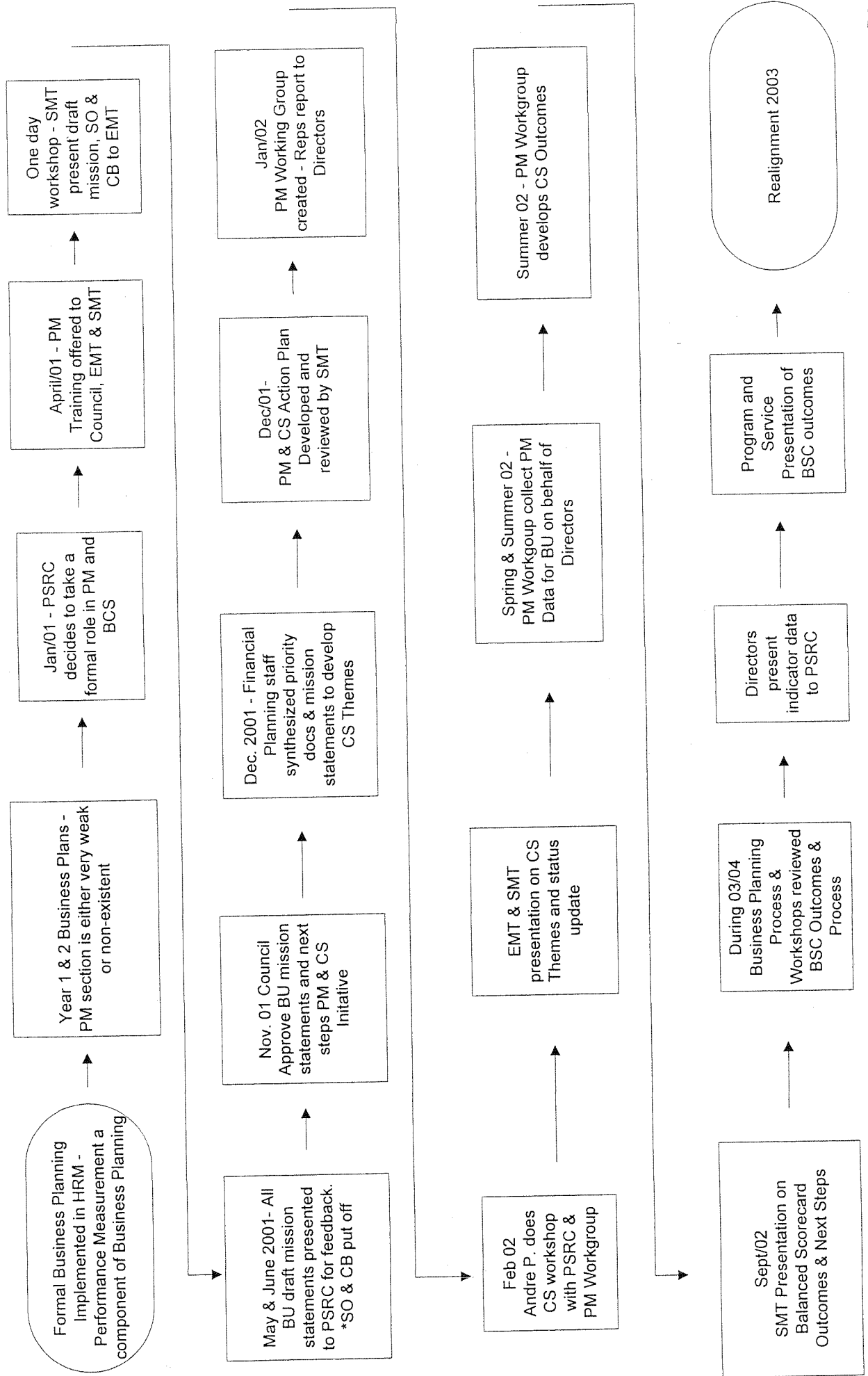
## Excellence in Service Delivery

<b>Citizen Outcome</b>	Customers satisfied with level of services received from HRM	Customers satisfied with the services received from staff and Council
<b>Financial &amp; Economic Outcomes</b>	Citizens feel the municipal services they receive are worth the taxes they pay	Adequate financial resources to encourage staff development and retention.  Adequate resources provided to staff to allow them to provide excellent service delivery.

## Excellence in Governance

<b>Citizen Outcome</b>	Citizens feel they are making a difference/participating in the future direction of HRM	Citizens are satisfied that HRM vision and priorities have been implemented	Citizens believe HRM works with other levels of government to improve government responsiveness.	Citizens are confident in the governance and management of HRM.
<b>Financial &amp; Economic Outcomes</b>	Processes to encourage citizen involvement are balanced with the cost of obtaining input and the quality of the information received.	Financially responsible implementation of the vision.	The most appropriate level of government pays for service delivery  Accountability for dollars spent  HRM is positioned to act on leverage opportunities (cost sharing)  Efficiency in shared service delivery	HRM has sound financial management practices.

# Evolution of the HRM Balanced Corporate Scorecard



## **Organizational Realignment**

One of the first steps in moving forward with the Corporate Scorecard was to realign the organization around the four main themes. As a result, HRM will be in a better position to respond to Council and the community who want HRM to be a more customer responsive organization. The new structure will allow business units to be more active in coordinating and cooperating with each other and to operate more like a partnership. The objectives of the restructuring are to create quality, integrate related disciplines and reduce the number of direct reports to the Executive Management Team (EMT). The two themes of Safe Communities and Excellence in Governance will report to CAO George McLellan, while the themes of Excellence in Service Delivery and Healthy, Sustainable Vibrant Communities will report to DCAO Dan English. Details of the changes, which took effect January 1, 2003, follow.

### **Governance**

There is a responsibility to ensure that HRM's corporate mandate and goals are aligned with Council's vision and direction. This is the responsibility of the Executive Management Team. In the previous structure, there was a CAO and two Deputy CAOs. In this new structure, one DCAO position has been formally eliminated. Thus, George McLellan, CAO, and Dan English, DCAO, and will form the Executive Management Team. Other changes in the Governance area that have already taken place are a realignment in the Councillor's Support Office and a realignment in the Mayor's Support Office. A Governance & Economic Development Section with a Director reporting to the CAO's office has also been established. Broad fiscal and human resource responsibilities, as they relate to stewardship and the public trust will also be responsible to the CAO's Office. Corporate Communications office will continue to report to the CAO office. The General Manager of Strategic Initiatives - Governance & Economic Development is Betty MacDonald.

### **Environmental Management Services**

A new business unit has been created. Environmental management and protection of our natural assets, such as our forests and ocean waterfronts, and, how we manage healthy community issues, such as wastewater, solid waste and pesticides, are critical to a healthy and sustainable community. This is a large business unit that has several sections clustered under it. Solid Waste Resources, Community Projects, Harbour Solutions, Wastewater Treatment Plants, and Environmental Services have been merged into this unit. The Director of this new business unit is Brad Anguish.

### **Public Works and Transportation**

Our streets and roads infrastructure and an effective, efficient transportation system are vital to our economic growth and for a vibrant community. The maintenance and development of new transportation infrastructure is just as important as the transportation systems it supports. Metro Transit has been merged with Public Works and Transportation to promote a better and more coordinated transportation strategy that includes buses, ferries, vehicles and other modes of transportation. The Transit Study recommendations will also be implemented over the next few years within a cohesive and focused transportation strategy. The Director of Public Works and Transportation is Rick Paynter.

### **Real Property and Asset Management**

The properties (real estate, buildings, parks, business parks) and other physical assets owned by the Municipality represent a large investment of taxpayer dollars. Like any asset that we own, its value can only be protected if it is well maintained (in a safe and healthy condition). Real Property and Asset Management, in addition to its present responsibilities, have taken over the maintenance of all HRM fleet vehicles, including police and fire vehicles, and garage facilities. Additionally, Parks Maintenance, Parks Planning, and Parks Capital Projects are now reporting to Real Property. The Capital District Initiative has also been realigned under this business unit. The Director of Real Property and Asset Management is Mike Labrecque.

### **Recreation, Culture & Heritage**

The many opportunities for enjoyment, relaxation and social interaction speak to the culture and diversity of HRM. Combined with the aesthetics of our waterfront communities, small farms and heritage structures, HRM is a desirable and attractive place to work, play and live.

Heritage & Culture, Civic Events, and Visitor Centres (from Tourism, Heritage & Culture) have been merged with Recreation. The Director of this new unit is Lew Rogers.

### **Shared Services**

The challenges we face in integrating all of our technologies and databases and moving from narrowly defined specific business unit solutions to organization-wide, integrated services will reshape the relationships between HRM and its stakeholders, most significant of whom are its citizens. This is the concept of the Integrated City and our efforts towards e-government and better and more accessible customer service channels. The Information Services business unit has been merged into Shared Services. Additionally, Information Resource Management (Records Management) and the Corporate Library have been merged into this unit. It is intended that 911 and CAD RMS will also be closely aligned to Shared Services subject to necessary security clearances. The Director is Geri Kaiser.

### **Human Resources**

Employees must have the skills, training and tools to do their jobs. They also have to perform in a workplace that is changing rapidly as we begin to integrate our technologies. Employees will have to be supported throughout these changes. HR has a strategic and corporate role to play in ensuring HRM vision and priorities are identified and supported through change management; and HR has a facilitative and enabling role in supporting business units with excellence in service delivery. HR is realigning and restructuring itself to meet these demands. The Director is Louis Coutinho.

### **Financial Services**

Public confidence in HRM's ability to manage the finances of the corporation, to plan appropriately and to protect the integrity of HRM's many assets is measured by quality control, audit functions and financial planning and management. Financial Services has recently restructured to support these varied needs. In addition to the most recent changes, a Quality Control function will also be

established to ensure that necessary process changes are appropriately identified and supported. The Director is Dale MacLennan.

### **Planning & Development**

No changes were proposed for Planning and Development. The Director is Paul Dunphy.

### **Legal Services**

Previously Administrative Services, Legal Services is now a unit on its own. (Municipal Clerk's Office reports to the Governance Section, and Information Resource Management now reports to Shared Services). The Director is Wayne Anstey.

### **Halifax Regional Police Services**

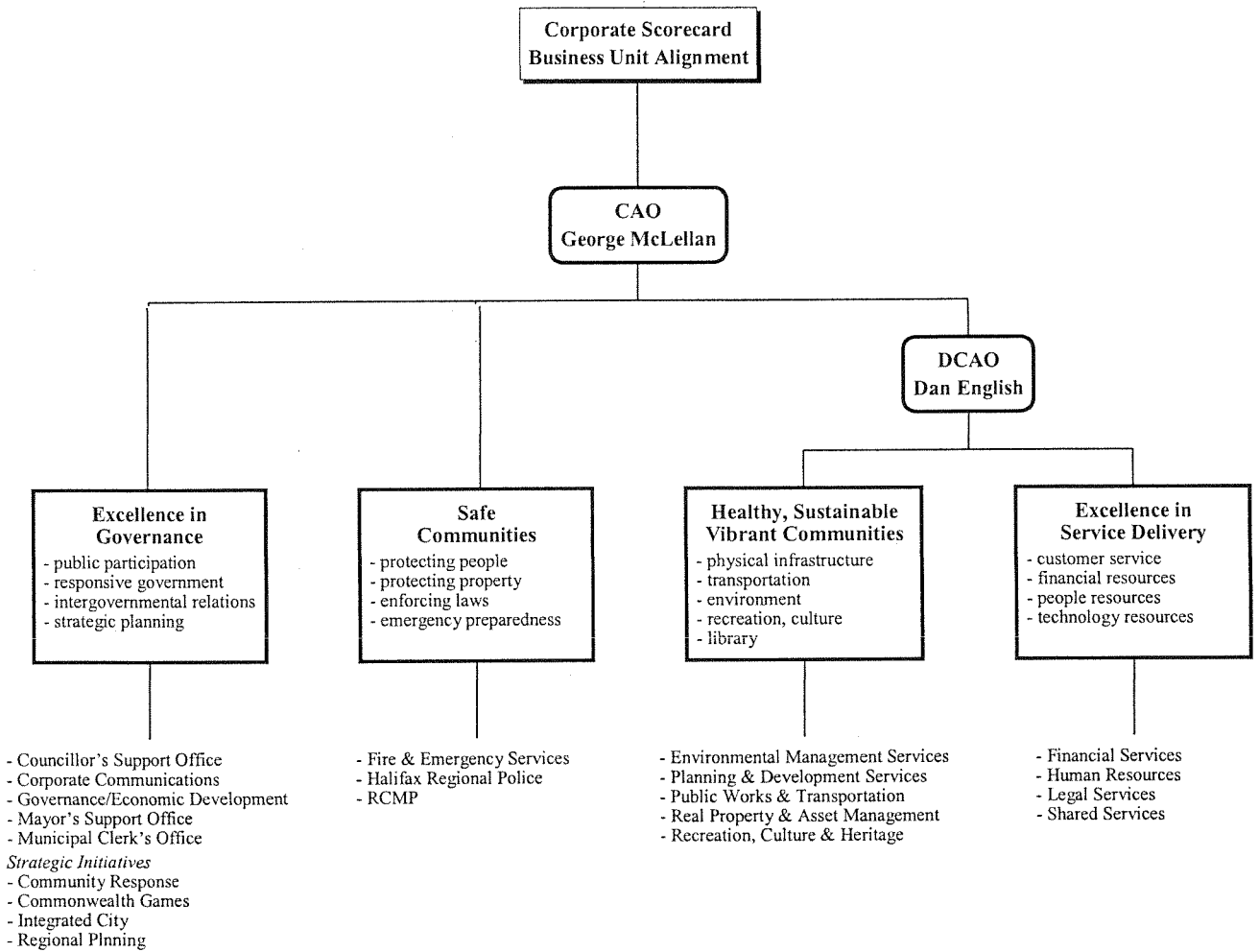
The Halifax Regional Police have recently restructured to a dual deputy system. Additionally, Police Fleet Operations have been consolidated with Real Property and Asset Management. 911 operations will also be closely aligned to Shared Services subject to necessary security clearances. The Chief is Frank Beazley.

### **Fire and Emergency Services**

No significant changes were proposed for Fire & Emergency Services. It's Fleet Operations have been consolidated with Real Property and Asset Management. 911 operations will also be closely aligned to Shared Services subject to necessary security clearances. The Director of Fire and Emergency Services is Michael Eddy.

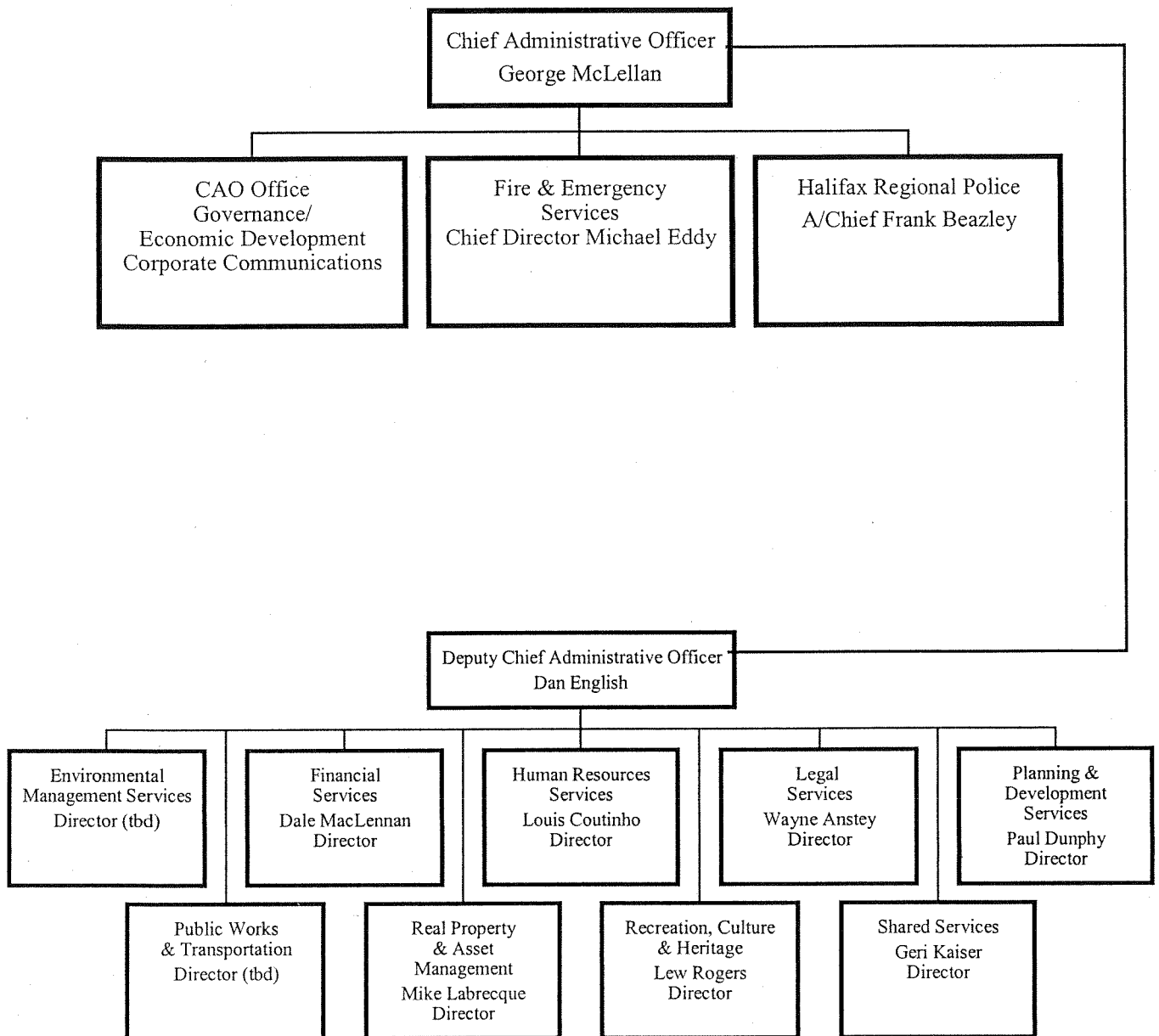
# Corporate Scorecard Business Unit Alignment January 2003

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# Organizational Realignment January 2003

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## **Project Overview**

### **Computer Aided Dispatch/Records Management System (CAD/RMS)**

#### **Description:**

The CAD/RMS Project will see the implementation of a Single Integrated Computer Assisted Dispatch System for 911, Police and Fire Services, a replacement Records Management System for Police and an upgraded RMS for Fire and Emergency Services providing access at the station level. The integrated system will create more efficient and effective systems and services supporting closest to location dispatching, data sharing, integrated case management and more streamline incident reporting.

#### **Outcomes:**

1. All emergency calls will be dispatched using a single integrated system.
2. The Computer Assisted Dispatch will utilize an integrated and reliable civic address data base.
3. Current processes will be mapped and re-engineered to create efficiencies.
4. Data silos will be eliminated adding value to systems and services.
5. Capacity will be created to accommodate other Municipal and Provincial partners.

#### **Objective 2003/2004:**

To select, configure, install and train to an Integrated Computer Assisted Dispatch and Records Management System for 911, Police and Fire Services ensuring capacity for other partners.

**Cost:** The 2003/04 proposed Capital budget is \$700,000, and the proposed Operating budget is \$404,000.

**Accountability:** CAD/RMS Steering Committee

## Project Overview

### Capital District

#### Description:

The Capital District initiative recognizes the strategic economic and cultural benefits the area provides to the Region and the Province. For example, if we include the hospitals and universities, 56% of our employment resides here. There is a need to coordinate the many agencies and levels of government operating in and affecting this area, and to renew wearing out infrastructure. The Capital District is the means by which we come together to identify common goals and enable stronger, better, more impactful outcomes. The Capital District is lead by a staff team from several business units who have a responsibility for planning, designing, constructing, promoting and maintaining the downtowns. Through strategic partnerships other agencies and levels of government participate in delivering projects, which are identified through an inter-agency business planning session on a yearly basis, guided by the Capital District Vision.

#### Outcomes:

- Intergovernmental coordination
- Improved maintenance - the streets are cleaner
- Improved streetscaping - the streets look and feel better
- Leveraging new resources
- Ability to protect and enhance this asset (i.e. over half of Provincial tourism dollars are generated here - 562 million)

#### Objectives 2003/4

1. Deliver coordinated programs such as an interagency real property opportunity plan; a process leading to development of a recommendation regarding Cogswell Interchange redevelopment; major event strategy; transportation planning; economic analysis of the arts and culture sector; responses to issues such as homelessness; and implement an urban design plan.
2. Over the longer term, position the Capital District to be recognized by stakeholders as the premier cultural, entertainment, business and governance centre on the Eastern Seaboard.

**Costs:** \$365,000 Operating, \$1,690,000 Capital for 2003/04; will seek other sources of funds at Provincial and Federal level. Capital District Business Commissions have committed to beginning a maintenance / streetscape renewal reserve in 03 /04

**Accountability:** Governance and Strategic Initiatives

## Project Overview

### Civic Address Phase III

#### Description:

The Civic Address Data Base is a foundation data set for HRM and includes the street network system, property boundaries, civic address, general service areas and the building foot print layer. Whether used to dispatch emergency services, provide routes for transit and road maintenance services or identify a property for taxation or ownership purposes, it is essential that the data be complete, current, synchronised and reliable.

Phase I of the Civic Address Project included the development of a new Civic Address Data Set based on a field verification exercise and an identification of corrections required. Phase II included the reconciliation of the new data base with existing internal and external data bases, deployment of the new data base to HRM's Enterprise Information Systems (GIS & LIS), deployment of the data base to external partners (911, EMO 911 and Provincial EHS) and development of a Corrections Activity Plan.

#### **Outcomes Phase III:**

1. Complete the deployment of the data base to other HRM Enterprise Systems (FDM, CAD, Richter).
2. Correct the Civic Address problems impacting the delivery of 911 services and other Municipal Services.
3. Develop and maintain one central repository for Civic Address Data within HRM, ensuring that all Business Units are accessing "corporate" data.
4. Centralize co-ordination ensuring agencies are accessing and utilizing HRM's Corporate Civic Address Data Base. That the data is, **collected once and shared many times.**
5. Enhance the Civic Address Data base by adding the following:
  - A. Road ownership information.
  - B. Road alias information.
  - C. Highway ramp and numbering system.
  - D. Building footprint layer.

#### **Objective 2003/2004:**

To develop and maintain a complete accurate and reliable corporate geo-referenced Civic Address Data base to be used by HRM and their partners.

**Cost:** Phase III will be funded through Capital and Operating sources as well as a contribution from the Provincial 911 fund. The 2003/04 proposed Capital budget is \$350,000, with \$80,000 in funding coming from the Capital Surplus Reserve, and 95,000 coming from Provincial 911. Operating costs are covered in existing business unit budgets.

**Accountability:** Project Manager under Shared Services.

## **Project Overview**

### **Community Response**

#### **Description:**

A small team of individuals to help communities deal with specific issues that make them feel unsafe in their neighbourhoods. The team helps communities assess the situation, generate solutions, and develop partnerships to implement the best solution. The team liaises with HRM business units as needed to develop and implement the solution.

#### **Outcomes:**

HRM citizens and businesses will become engaged with HRM service providers, and other agencies as required, to foster a safer, more livable neighbourhood.

#### **Objectives 2003/4**

1. Develop and implement a graffiti action plan.
2. Complete three Crime Prevention through Environmental Design (CPTED) audits.
3. Coordinate a neighbourhood watch symposium.
4. Champion three community clean ups.

#### **Cost:**

HRM direct costs for the Community Response Team \$227,200  
Services provided by other HRM business units as required, within their operations.  
Opportunities for sponsorships and grants from other organizations.

#### **Accountability:**

Community Response Coordinator under Governance and Strategic Initiatives

## Project Overview

### Corporate Scorecard

#### Description:

The tool being used by HRM to synthesize and clarify the set of outcomes expected by Council and the community from HRM. The approach is being led by the Executive Management Team, with Council's Program and Service Review Committee. It provides the context for corporate priorities, the allocation of resources and long term capital plan.

#### Outcomes:

1. Council has approved four themes to frame the corporate scorecard - Safe Communities; Healthy, sustainable, vibrant communities; Excellence in Service Delivery and Excellence in Governance. More specific outcomes and performance measures are being developed by the Performance Measurement Team, and after discussion and direction from the Program and Service Review Committee, will be recommended to Council. Performance will be measured and analyzed by business units.
2. The Corporate Scorecard will become the key communication tool for reporting, planning and budgeting processes. Discussion will focus on outcomes and performance and how to achieve better results.

#### Objectives 2003/4

1. To present the first Corporate Scorecard to Council and the Public.
2. To prepare a discussion document around each theme that identifies major initiatives/programs in support of the theme, an analysis of known performance to date, and an action plan to improve outcomes.
3. To develop and implement a performance measurement plan for the Corporate Scorecard.

**Costs:** Supported by individual business units

**Accountability:** Corporate Scorecard Steering Committee comprised of EMT and lead Directors.

## **Project Overview**

### **Integrated City**

#### **Description:**

Integrated City is a concept where citizens can easily access and receive government services irrespective of the organizational structure and accountabilities inherent in various business units. It embodies a philosophy that we are all part of the solution. It uses technology to focus on client needs, allowing the organization to share critical information accurately and quickly, organization wide. Entering data and information once, automatically sending it to where it needs to go to ensure service action, and then allowing access to the information to whomever requires it, will save time, duplication at the same, improving service.

#### **Outcomes:**

1. Citizens will be able to access and trigger HRM services through a number of channels, including internet access, interactive voice response, and over the counter service.
2. Information management will be integrated, entered once, accessed by any who require the information to make decisions or to deliver service.
3. Customer needs will be prioritized and corresponding business processes will be integrated on a phased in basis.
4. A new culture in HRM where everyone is responsible for their role in the solution to improving customer service.
5. A framework upon which to base decisions on investment in technology, based on value to customer service and efficiencies.

#### **Objectives 2003/4**

1. Develop a concept paper which clearly articulates the goals and objectives of the integrated city concept, as it applies to HRM.
2. Establish a governance structure to facilitate decisions around the integrated city concept
3. Develop a multi-year plan and budget, aligning strategies and prioritizing projects.

**Cost:** New operating cost in 2003/4 \$100,000 to hire and support a project manager  
Ongoing: will require the input from various business units to implement.  
Capital costs in 2003/4 \$250,000 to support the development of the plan and to begin implementation of critical projects. Electronic Data Management will be considered under this project.

**Accountability:** Project Manager under Governance and Strategic Initiatives

## Project Overview

### Integrated Dispatch Telecommunications Centre

#### **Description:**

The Integrated Dispatch and Telecommunications Centre is a phased project that is intended to fully integrate the emergency and non-emergency call taking and dispatch services in HRM while building capacity to accommodate partner agencies.

#### **Outcomes:**

1. Citizens will access emergency services (911) and non-emergency services (311) through two easy to remember numbers.
2. HRM and partner agencies will have access to a well equipped 911 emergency back-up and training facility.
3. Efficiencies will be achieved through shared infrastructure, training resources and core data sets.

#### **Objectives 2003/2004:**

1. The first phase of the construction of the Integrated Dispatch Telecommunications Centre will be completed to accommodate emergency dispatch.
2. The new integrated Computer Assisted Dispatch/Records Management Systems will go live at the new facility.

#### **COST:**

The 2003/04 proposed Capital budget is \$3,050,000, and the proposed Operating budget is \$87,000.

#### **ACCOUNTABILITY:**

Project Manager under Governance and Strategic Initiatives.

## Project Overview

### Land Information System (LIS)

#### Description:

The LIS Project will see the implementation of an enterprise wide corporate solution that will support sound and integrated business processes and practices. The development of this solution will involve all business units, including our partner HRWC with an initial focus on Customer Service, Infrastructure and Permitting. This solution will result in more effective and efficient service delivery to the citizens of HRM.

#### Outcomes:

1. Integrated processes, systems and information with consistent data.
2. Reduced duplication, effort and associated costs.
3. Data will be managed centrally and shared corporately "*collected once and used many times*".
4. Enabling the transformation of Data > Information > Knowledge > Service.
5. Improved public image and credibility.
6. Real time responses and performance indicators relating to service delivery.
7. Increased ability to identify trends and issues to improve service delivery to citizens.

#### Objectives 2003/2004:

1. Enabling e-government: client self serve options through dynamic portal providing safe, secure easy access to the Customer Service and Land Management Module's.
2. To continue to roll out the Customer Service Module to the organization.
3. To pilot Mobile Solutions allowing staff to receive and update requests "real time" from the field.
4. To implement Pavement Management and Code Enforcement Module's.
5. Development of on-line knowledge base to support learning and consistent service delivery.

**Cost:** The 2003/04 proposed Capital budget is \$727,000, and the proposed Operating budget is \$175,000.

**Accountability:** LIS Steering Committee



## **Project Overview**

### **Regional Planning**

#### **Description:**

Regional Planning is the initiative by which we'll translate HRM citizens' aspirations for the region into a concrete, implementable plan. The Plan will deliver policy and where applicable, mapping, for the following: Balanced Growth, Transportation, Economic Development, Environment, Harbour Plan and Capital District. A Community Stakeholder Committee will guide this process. One of their first tasks is to develop Principles which will translate citizen values into statements to guide our decision making and enable choice between competing interests. The Principles will be the first step by which we integrate outcomes within the identified delivery areas.

#### **Outcomes:**

- Growth in HRM will be managed to ensure sustainable, healthy and vibrant communities.
- An infrastructure investment plan based on an understanding of long term capital budget options and implications for infrastructure, sensitive to where and how we grow
- Choice for our citizens about where to live, how to travel
- Understanding of our economic opportunities and risks and policy/programs which foster success
- Intergovernmental / Inter-agency coordination; new governance structures where applicable
- HRM leadership in the management of our key asset areas: i.e. Harbour, Capital District, Business Parks
- Ability to enhance our quality of life; to protect those things our citizens reinforce to us that they value: i.e. open spaces, clean water, clear air, a vibrant Capital District

#### **Objectives 2003/4**

1. To support the Community Stakeholder Committee in the development of principles for growth; a community consultation plan; and in their discussions around solutions to three primary issues - traffic and transportation; level of environmental protection and level of expected services by geography.

**Costs:** \$516,000 Operating, \$600,000 Capital; will seek other sources of funds at Provincial and Federal level

**Accountability:** Governance and Strategic Initiatives

## Project Overview

### SAP HR (Human Resources Module)

**Description:**

The technical tool chosen to run HRM's payroll and benefits as well as future HRM Human Resources business needs such as recruitment, succession planning, training, and improved HR reporting, to name a few. The SAP HR module should increase the value of employee-related data by making it more accessible to end users thereby facilitating the system's use as a tool for improved corporate and individual performance and planning. This project will integrate the people resources of HRM into the same system (SAP) as our other corporate resources resulting in more accurate, timely, and efficient information.

**Outcomes:**

1. Human Resource information will be entered once, integrated and shared many times by those who require the information to make decisions or provide service.
2. Phase I will deliver a payroll/benefits system to replace HRM's older software (which is expiring) while making improvements to current business processes. SAP HR will integrate with HRM's existing financials on SAP providing more detailed and accessible reporting.
3. Phase II will deliver management tools to access employee and other HR data.
4. Phase III (04/05) will deliver Employee Self Service. This will provide efficiencies in HRM's business processes as well as deliver a value-added service to employees through easier access to their HR information.

**Objectives 2003/4:**

1. Develop a plan and scope Phase II of SAP HR in detail.
2. Implement SAP HR Phase II functionality
3. Begin scoping of Phase III for 04/05

**Costs:** Cost of project team members whose home positions require backfill, cost of technical consulting advice for configuration of the software, training costs for the project team. The 2003/04 proposed Capital budget is \$592,000, and the proposed Operating budget is \$671,000.

**Accountability:** SAP HR Steering Committee, (includes Project Co-Sponsors), Project Manager, and Project Champion (CAO)

## **Project Overview**

### **Trunked Mobile Radio/Paging (TMR)**

#### **Description:**

This project came about as a response to the need for a single integrated radio system capable of providing for the needs of all radio system users within HRM and for a consolidated paging system for the volunteer fire service. The project is to be implemented over a three year period. Phase one, Rural Fire TMR/Paging is currently being implemented. Phase two, Core Fire is scheduled for 2003-2004. Phase three involves the upgrade of equipment for HRP and remaining HRM radio users.

#### **Outcomes:**

The outcome of the project will provide all HRM radio users with the ability to communicate with each other as well as with their own dispatch centers from anywhere within HRM. The system will also provide direct communications with specific provincial users.

#### **Objectives 2003/4**

1. Replace outdated radio equipment for Core Fire Service.
2. Create new radio fleetmap (channels) to allow for inter agency communications.

#### **Cost:**

Capital cost for phase two \$1,442,000  
Operating cost for phase two component \$609,000

## Project Overview

### Strategic Transit Study

#### Description:

Embark on a five year program to enhance transit service in response to recommendations of the Strategic Transit Study. The main focus of the Program is to ensure the timely replacement of Metro Transit's aging infrastructure and increased service as required to meet the Transit Service Standards from the Study.

#### Outcomes:

1. Timely replacement of aging transit infrastructure
2. More equitable provision of transit service
3. A greater ability to respond to the growing public interest in expanding public transit's role in meeting HRM's transportation needs.

#### Objectives 2003/04

Proceed with the capital projects and transit service enhancements outlined in the 2003/04 Public Works & Transportation Business Plan and the Operating & Capital Budgets. Specific service enhancements include:

1. Introduce a Crosstown bus route that connects the Burnside and Bayers Lake Parks.
2. Expand transit service to the Hospital & University area. The Saint Mary's University U-Pass will increase passenger demand to and from this area.
3. Provide additional off-peak service to Cole Harbour, Timberlea, and Sackville. The Study's recommendation for peak service can not be addressed until buses to be ordered in 2003/04 are delivered in early 2004/05.
4. Increase Access-A-Bus service in November 2003. The planned additional service will require the delivery of an additional Access-A-Bus vehicle shown in the 2003/04 Capital Budget.

**Cost:** In 2003/04, HRM's operating costs net of revenue for this project are \$429,000 and \$7,835,000 in the Capital Budget for infrastructure improvements. The Saint Mary's University U-Pass provides an opportunity to increase the off-peak service to Halifax peninsula South area.

**Accountability:** Project Manager under Regional Planning





## **REGIONAL COUNCIL MISSION STATEMENT**

### **Who?**

People of Halifax Regional Municipality

### **Why?**

Ensure HRM programs and services contribute to a high quality of life

### **What?**

Represent and serve the people of HRM and provide leadership and advocacy

*Council is elected to represent and serve the people of the Halifax Regional Municipality; it provides leadership and advocacy to ensure that HRM programs and services contribute to a high quality of life in the community.*

## **EXECUTIVE MANAGEMENT TEAM MISSION STATEMENT**

### **Who?**

HRM Corporation (Council and Staff)

### **Why?**

To implement the policies and priorities of Halifax Regional Council

### **What?**

- I) Provide information and guidance to Council
- ii) Provide vision, leadership and management to staff of the corporation.

*EMT will provide information and guidance to Council as well as vision and leadership to staff to ensure the implementation of Council's policies and priorities.*



## **MUNICIPAL CLERK MISSION STATEMENT**

### **WHO?**

Regional Council, Community Councils, Boards, Committees and Commissions,  
the public and staff.

### **WHY?**

To ensure compliance with legislative requirements and openness of the decision making  
process.

### **WHAT?**

Provide legislative and electoral services and to facilitate public access to the legislative  
process.

*To provide legislative and electoral services to Regional Council, Community  
Councils, boards, committees and commissions, the public and staff, and facilitate  
public access to the legislative process, in order to ensure compliance with  
legislative requirements and openness of the decision-making process.*

### **Description of Program/Service**

The Governance business unit includes:

- Halifax Regional Council;
- Mayor's Support Office;
- Councillors' Support Office;
- Municipal Clerk's Office;
- Chief Administrative Office
  - Corporate Communications
  - Governance and Strategic Initiatives
  - Integrated City Initiative
  - Regional Planning
  - Capital District
  - Community Response
  - Economic Development (Greater Halifax Partnership and Halifax Regional Development Agency)
- Deputy Chief Administrative Office

The Halifax Regional Council has adopted a mission statement, but has not yet identified specific key strategic outcomes and client benefits. In essence, the development of the corporate scorecard will serve this purpose.

The Executive Management Team (Chief Administrative Officer and the Deputy Chief Administrative Officer - EMT) and the Municipal Clerk's Office have had their mission statements, strategic outcomes and client benefits approved by Council. These are being reviewed in light of the corporate scorecard themes and in light of the re-alignment. The Mayor's Office supports the Mayor, and the Councillors' Office supports the Councillors in the undertaking of their duties. They provide administrative services such as the arrangement of meetings, correspondence, research, event management, etc.

Fundamentally, the Governance area is responsible for good government. It must ensure Council has the appropriate tools, information and processes to make good decisions in the delivery of the municipal mandate. It must ensure the public has the opportunity to become informed of Council decisions and processes, and to let their views be known by Council. It must ensure that the priorities and decisions of Council are reflected in the delivery of services and programs. And it must ensure the delivery of programs and services is provided with efficiency, competency and respect.

The Governance Area also oversees a number of major initiatives.

**Mayor's Office:**

Atlantic Mayor's Congress, Atlantic Economic Development Initiative

**Councillors' Office:**

HRM Corporate Scorecard, HRM Audit Committee, support to Councillors for district meetings with residents and special interest groups.

**The Municipal Clerk's Office:**

The Municipal Clerk's Office provides legislative, electoral and record keeping services to Regional Council, Community Councils, boards, committees and commissions, the public and staff. In response to excellence in service delivery and excellence in governance, the Municipal Clerk's Office must be positioned to align around those themes, in particular, in HRM's Corporate Scorecard. Activities involving other business units associated with the October 16th, 2004 regular municipal and school board elections will commence early in 2004. Plans for the event will be detailed in the 2004/05 Business Plan.

**Executive Management Team (EMT):**

Regional Planning: establishment of a Community Stakeholder Steering Committee, identification of principles for growth, a traffic and transportation plan, a plan for balanced growth, and a plan for protection of our environmental assets. Specific initiatives include a Harbour Plan, an Economic Development Plan, and the development of a Transportation Authority.

**Capital District:**

A new focus on enhancing our capital district through coordinated service delivery and strategic planning. The feasibility of a Capital Commission will also be explored.

**Integrated City:**

Development of an integrated service delivery model, including an action plan and implementation plan. The concept uses technology focused on citizen needs, allowing the organization to share critical information accurately and quickly. Elements of this strategy will include initiatives already underway, such as

**Integrated Dispatch Centre:**

Consolidation of dispatch services into one physical centre. Phase I includes emergency dispatch - fire, Halifax Regional Police and RCMP. Phase II will include non-emergency dispatch.

**Land Information System (LIS) and Civic Addressing:**

Improving our access to accurate information to ensure more efficient service delivery

**Trunk Mobile Radio (TMR):**

Establishment of one communication network, initially for our emergency services (HRM, RCMP, fire, 911, EMO), and then secondly for our public works division.

**Computer Aided Dispatch and Records Management System (CAD/RMS):**

Establishment of a system to integrate information for our police and fire services, so that critical data is available when needed.

**SAP/HR:**

The integration of human resource information with the financial system to allow better analysis of how our people are being or could be utilized.

**Community Response:**

Engagement of the HRM citizens and businesses with HRM service providers, and other government agencies as required, to foster a safer, more livable neighbourhood.

**Police Study:**

Implementation of the recommendations contained in the review of HRM police services (HRP and RCMP). Work will be undertaken with the Police Commission and the two police forces to enhance service throughout the municipality. One of the major recommendations arising from the study, an integrated dispatch service, is a significant project on its own.

**Transit Strategy:**

Implementation of a strategic transit plan aimed at increasing ridership and improving service.

**By-law Harmonization:**

An ongoing review of all HRM by-laws to ensure their relevancy and appropriateness and to improve their enforcement.

**Customer Service Initiative:**

Establishment of customer service standards throughout the organization.

**Performance Measurement Initiative:**

Identification of performance measures for both the Corporate Scorecard and the business units.

**Harbour Solutions:**

Implementation of the project aimed at improving the quality of water in Halifax Harbour through the construction and operation of three sewage treatment plants, associated systems and access roads.

**Economic Development:**

Support to the Greater Halifax Partnership and the Halifax Regional Development Agency.

<b>Business Unit Mission: EMT and Municipal Clerk's Office</b>	
<b>STRATEGIC OUTCOMES</b>	<b>INDICATORS</b>
HRM program results are achieved	Council satisfied with performance
Council & Management decision-making is supported by appropriate information and advice	Council satisfaction with Council reports, presentations by staff
Flexibility, competence and morale of HRM's staff is maintained/enhanced	employee survey - level of satisfaction
A shared sense of an organization, that is lead by a clear purpose	employee survey
Public involvement in the decision making process	# of volunteers recruited to serve on boards/committees # of requests to address and/or submissions to Council and Community Councils # of speakers under public participation at Community Councils
Public confidence in the election process	# of contraventions to the Act proven # of complaints regarding conduct and accessibility during elections % of results received within one hour of close of poll estimated % of eligible residents on voters list
Council decision making facilitated	# of substantial revisions to minutes % of clients rating service Good and Excellent

CLIENT BENEFITS	INDICATORS
Council is provided with timely, relevant, accurate information and guidance to support the decision-making process	Council satisfaction with the quality of Council reports
Clearly defined and agreed to goals and priorities	published and available through a number of media
Staff empowerment	employee survey
Resources required to manage programs/services allocated to reflect Council priorities	approval of the budget and business plans
Tools, systems, and facilities	approval of the budget and business plans
On time delivery of Business plans and budget document that is compliant with statutory requirements and includes clear and concise identification of programs and spending limits.	Budget approved before April 1; Council satisfaction with information contained in the budget documents
Public access to the decision making process	% of meetings where adequate notice was given and public access facilitated % of requests for minutes, reports, etc., delivered as expected % of time when minutes are available on the website the day following approval # of volunteers recruited to serve on boards/committees
Accurate and timely Council agendas, minutes and actionable documents	% of agenda, minutes and actionable documents produced and distributed by deadline % of by-laws available within "x" days of adoption % of meetings where minutes accepted without substantial amendment % of clients rating service Good and Excellent

CLIENT BENEFITS	INDICATORS
Fully elected Council	# of candidacy challenges Council sworn into office

**FTE's**

- Mayor and Councillors - 24
- Mayor's Office - 5
- Councillors' Office - 7
- Municipal Clerk's Office - 12
- CAO's Office - 5
- Governance and Strategic Initiatives - 10
- DCAO's Office - 3

**Summary of Achievements of Last Year's Business Plan: Executive Management Team**

GOALS	STATUS
<p><b>1. FISCAL HEALTH AND SUSTAINABILITY</b></p> <p><u>Outcomes</u></p> <ul style="list-style-type: none"> <li>- Enhanced service value for residents</li> <li>- HRM can respond to future challenges and opportunities</li> </ul> <p><u>Obectives</u></p> <ul style="list-style-type: none"> <li>- 2002/03 Budget with level tax rate and high service value</li> <li>- Introduction of corporate score card concept with indicators defined and plan for measurement</li> <li>- Long-Term Capital Plan</li> </ul>	<p>completed</p> <p>Report to Council in March on outcomes</p> <p>Report to Program &amp; Service in February</p>

<p><b>2. COMPREHENSIVE GROWTH STRATEGY (REGIONAL PLAN)</b></p> <p><u>Outcomes</u></p> <ul style="list-style-type: none"> <li>- Orderly, responsible growth and development; responsive to existing values of HRM communities and our future</li> </ul> <p><u>Objectives</u></p> <ul style="list-style-type: none"> <li>- To design and facilitate a process for resolving "pressing" traffic issues which will be implemented by Public Works and Transportation.</li> <li>- To review the recommendations of the interim Traffic Management Strategy from the perspective of Regional Planning and determine what can proceed in the short term.</li> <li>- Direct consultation and formative discussion on the Regional Plan.</li> </ul>	<p>Council approved new approach December '02</p> <p>Interim report presented to Committee of the Whole in July '02</p> <p>Public input obtained from survey, Position papers, case studies, meetings, etc.</p>
<p><b>3(a). BUILD COUNCIL AND STAFF RELATIONS</b></p> <p><u>Outcomes</u></p> <ul style="list-style-type: none"> <li>- More responsive staff processes</li> <li>- Increased Council confidence levels in staff</li> <li>- More effective communication with Council</li> <li>- Increased Council meeting effectiveness</li> </ul> <p><u>Objectives</u></p> <ul style="list-style-type: none"> <li>- Improvement in staff reports to Council</li> <li>- Improved staff responses to requests from Council</li> <li>- Review of communication tools with recommendations for improvement</li> <li>- Improved productivity from Council Agenda and Committees</li> </ul>	<p>Process for requests improved Process implemented, ongoing completed</p> <p>Council Workshop November 2002</p>



<b>GOALS</b>	<b>STATUS</b>
<p><b>3(b). IMPROVE CUSTOMER SERVICE</b></p> <p><u>Outcomes</u></p> <ul style="list-style-type: none"> <li>- Increased resident satisfaction</li> <li>- More effective and efficient programs and services</li> <li>- Programs and services aligned with Council's priorities</li> <li>- Customer-focused organizational culture</li> </ul> <p><u>Objectives</u></p> <ul style="list-style-type: none"> <li>- Police Study completed with action plan</li> <li>- Plan to address service improvements in the area of Bylaw Enforcement</li> <li>- Business Plans endorsed by Program and Service Review Committee</li> <li>- Trunk Mobile Radio (TMR) 911 plan approved with implementation underway</li> <li>- Land Information Services (LIS) plan approved with implementation underway</li> <li>- Customer service strategy developed</li> </ul>	<p>Implementation underway</p> <p>Underway</p> <p>Completed</p> <p>Implementation underway</p> <p>Implementation underway</p> <p>On schedule</p>
<p><b>4. INTERGOVERNMENTAL RELATIONS</b></p> <p><u>Outcomes</u></p> <ul style="list-style-type: none"> <li>- Improved intergovernmental relations with partnerships that work</li> <li>- Proposal for new governance framework introduced</li> </ul> <p><u>Objectives</u></p> <ul style="list-style-type: none"> <li>Decision on whether SAP partnership is feasible</li> <li>- Response to Bond Rating process</li> <li>- Proposal to UNSM/Province on new governance framework required for HRM</li> <li>- Exchange of views complete</li> </ul>	<p>Initial completed, ongoing discussions</p> <p>Completed</p> <p>Delayed to end of 2002, pending Big City Mayors</p>

<i><b>GOALS</b></i>	<i><b>STATUS</b></i>
<p><b>5. CONSOLIDATED DATA MANAGEMENT PLAN</b></p> <p style="text-align: center;"><u><i>Outcomes</i></u></p> <ul style="list-style-type: none"> <li>- Effective inter-discipline information resource</li> <li>- Cost avoidance through duplication of effort</li> <li>- Improved Customer Service (more complete customer information with a quicker response time)</li> </ul> <p style="text-align: center;"><u><i>Objectives</i></u></p> <ul style="list-style-type: none"> <li>- Completion of Civic Address data base (January 2002)</li> <li>- CAD/RMS vendor selected</li> <li>- TMR plan approved with implementation underway</li> <li>- LIS plan approved with implementation underway</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Underway</p> <p>Underway</p>

**Summary of Last Year's Achievements Against Last Year's Business Plan Clerk's Office**

In addition to the following on-going initiatives, the Municipal Clerk's Office continuously supports governance through the provision of municipal and corporate services as mandated by statute.

<b>Key Initiative</b>	<b>Status</b>
Continue contributing to the election reserve for the conduct of special elections and to secure funding for the next regular election in October, 2004	The first contribution to the reserve (\$123,500) was budgeted in 2001/02. The second contribution (\$126,700) was budgeted in the 2002/03 budget. The third contribution (\$200,000) is identified in 2003/04 budget.
Maintenance of membership (Members of Council and volunteers on bds/ctees of Regional Council and six Community Councils)	Ongoing maintenance of records (74 boards and committees - internal and external memberships), and facilitate the recruitment and approval process for those reporting/advising Regional Council and Community Councils. Recruitment was conducted, applications received, volunteers in place to serve Regional Council and the six Community Councils' boards and committees.
Training and Professional Development	Membership in Professional Organizations Staff will continue to take advantage of opportunities to update their skills and to utilize new technologies in the provision of services.

Key Initiative	Status
Fiscal responsibility	Effective budget monitoring continues with the goal of achieving a balanced budget.

## Issue # 1

### Corporate Scorecard

Over the last few years, a number of initiatives had been undertaken to develop priorities for HRM: Council Business Strategies, HRM Vision 20/20; EMT Corporate Priorities, and individual business unit mission statements, strategic outcomes and client benefits, as described in their business plans. It became confusing when talking about priorities. The development of a Corporate Scorecard was used to synthesize and clarify a set of outcomes the organization could work toward and against which performance could be measured and assessed. The scorecard incorporated the priorities identified above, linking them and integrating them together.

Council has approved four themes to frame the Corporate Scorecard which captures, in essence, the critical areas of performance for the corporation.

- Safe Communities
- Healthy, sustainable, vibrant communities
- Excellence in governance
- Excellence in service delivery

In reflection of Council's mission statement, overall quality of life measures will also be included in the scorecard.

Council approved these themes in the fall of 2002, and work has continued through Council's Program and Service Review to further define specific outcomes and performance measures at a high level. In addition, business units continue to work at measuring their own performance.

The Corporate Scorecard approach, led by the CAO and the DCAO, will provide a new context under which the organization will operate, changing the way it looks at business planning, budgeting, long term capital planning, reporting of results, and the way Council and staff engage the community. The realignment of the organization in the fall of 2002 supports this change, as does the redirection of the Regional Planning initiative and the introduction of the Integrated City concept.

## **Link to Corporate Priority, Long Term Capital and/or Program Mission**

This initiative will form the context for corporate priorities, the allocation of resources, and long term capital plan

### **Goal 2003/2006**

To entrench the Corporate Scorecard and performance measurement as the framework under which we operate.

### **Objective 2003/2004**

- To present the first Corporate Scorecard to Council and the public
- To prepare a discussion document around each Corporate Scorecard theme that identifies the major initiatives/programs in support of the theme, an analyses of known performance to date, and an action plan to improve outcomes.
- To develop and implement a performance measurement plan for the Corporate Scorecard.

### **Analysis of Proposed Changes**

#### *Service levels*

Will enhance Council's ability to measure HRM's performance as a whole and to make more informed decisions around the allocation of resources

#### *Processes*

Will change the way in which Council and management discusses issues and priorities

#### *Internal Service providers*

Human Resources - lead change management around the implementation of the scorecard; Shared Services - may require marketing support. Financial Services - Business Planning Coordinator to coordinate and integrate the Corporate Scorecard into business planning. All business units should be aware that focus on outcomes and programs may lead to a different way of costing programs and services.

#### *FTE's*

No change

#### *Financial*

Some funding for public input on the Corporate Scorecard and citizen ratings of services has been funded in the envelope but more may be required. Should this occur, other budgeted items may be reduced.

## Issue # 2

### Excellence in Governance

The Governance unit will lead the development of the action plan for the Corporate Scorecard theme around excellence in governance. Examples of the outcomes Council may consider include:

- citizens feel they are making a difference and participating in the future direction of HRM.
- Citizens are satisfied that HRM vision and priorities have been implemented.
- Citizens believe HRM works with other levels of government to improve government responsiveness.
- Citizens are confident in the governance and management of HRM.

As well Council may consider a number of financial outcomes in support of good governance:

- processes to encourage citizen involvement are balanced with the cost of obtaining input and the quality of the information received.
- financially responsible implementation of the HRM vision
- the most appropriate level of government pays for service delivery
- accountability for dollars spent - HRM has sound financial management practices
- HRM is positioned to act on leverage opportunities (cost sharing)

#### 2.1 Goal 2002/2004 Build Good Governance Models

Council has begun a review of its Council agendas and meeting structures with a view to enhancing its effectiveness and efficiency. The opportunity for the public to participate in Council decision making has already been underscored as a key value for this Council. Yet, Council is concerned that the public may not be participating as it would if more and different opportunities were provided them.

#### Objectives 2003/2004

- Completion of Council review of agendas, meeting structures and committees with actions identified to increase Council effectiveness and public participation
- Completion of a review of the adequacy of the resources to the Mayor's and Councillors' office to ensure elected officials are supported in the delivery of their core duties.
- Develop and implement, with the Council Status Sheet Committee, changes to enhance the effectiveness of council meeting, COW and Community Councils.

## **2.2 Goal 2002/2004 Build Council and Staff relations**

More responsive staff processes  
Increased Council confidence levels in staff  
More effective communication with Council  
Increased Council meeting effectiveness

### **Objectives 2003/2004**

- Improve council reports so that Council is satisfied it has sufficient information the first time it deals with an item
- Improve information links between Council and Administrative.
- Develop local government leadership (See Human Resources Business Plan)

## **2.3. Goal 2002/2004 Intergovernmental Relations**

- To improve intergovernmental relations with partnerships that work towards a seamless delivery of service to the public.
- To establish a new governance framework that provides financial stability and capability to meet the needs of the community.
- To improve the sharing of information amongst the levels of government, facilitating proactive planning.

### **Objectives 2003/2004**

- Develop a strategy and action plan, led by EMT, to foster intergovernmental relations and joint strategic initiatives, focusing on a few key areas around regional planning; capital district, comprehensive data sharing, transportation, and technology.
- Develop a strategy and action plan to obtain financial support and/or new financial mechanisms from other levels of government in the improvement of infrastructure and service delivery. Initiatives to be explored include a Transportation Authority model and a Capital Commission, as well as others to be determined.

## **Analysis of proposed changes**

### *Service Levels*

Regular services provided in the Governance area will not generally be impacted, although upon review some services may be changed to better meet the needs of the good governance model.

### *Processes*

Performance measurement and analysis will be strengthened.

### *Internal Service Providers*

All business units will support the CAO and DCAO in the development and implementation of this initiative. As the action plan is developed, Financial Services and the CAO/DCAO's offices will work together to meet the financial outcomes of the Excellence in Governance theme. Depending on the action plan developed for governance, more advertising and greater distribution of information may be required.

### *FTE*

No anticipated incremental requirements for 2003/4.

### *Financial*

Enhanced effort to engage the public has not been provided for in the envelope. In particular, the Mayor's Office and Councillors Support Office could utilize additional funds to better respond to the public. Opportunities to utilize E-government technology and other channels for public participation will be considered under the Integrated City concept, but funds have not been set aside.

## **Issue # 3**

### **Strategic Focus and Initiatives**

The Corporate Scorecard and performance measurement initiative will foster significant discussion.

Two of the main questions to be addressed are

- (1) how might resources be best allocated across the themes to enhance our performance as a government, and
- (2) should we be doing things differently to achieve a better result.

Each theme will have its own sub-committee of Directors/staff from those business units which have outcomes directly impacting on the themes. These committees, will identify major initiatives currently underway in support of these themes, analyze performance to date and assess ways to improve outcomes. Collectively the themes will be analyzed by the Corporate Scorecard Steering Committee made up of the Executive Management Team and Directors. Recommendations to achieve a better balance of results will be made to Council.

In support of the Corporate Scorecard, two initiatives are being undertaken that will lay the groundwork for moving forward: the Regional plan and the Integrated City. The regional plan is beginning phase II which focuses discussions around principles for growth, transportation solutions, environment and balanced growth. As work progresses, other elements of a regional plan are also being addressed, such as the need for an economic development plan and a harbour

plan. As these issues arise, they will be addressed.

Integrated City is a new concept that will require definition, an analysis of customer and business unit demands, and an assessment of our capability gaps. A project manager will be hired to lead the project through the organization and to develop and implement a work plan. The Project Manager will work closely with the senior management team to ensure goals and objectives are clear and the approach is not only reasonable, but will lead to real success.

### **3.1 Goal 2002/2005 Regional Planning**

To develop a regional plan for HRM that supports the development of a vibrant economy; builds sustainable, healthy, safe communities; increases efficiency in use of municipal infrastructure and the delivery of services; supports sustainable management and enjoyment of valued environmental assets; provides predictability and transparency in terms of future service provisions; ensures existing Municipal Planning Strategies are maintained, yet guided by a common, high level vision, with a set of principles and goals, that impact on other neighbourhoods are addressed; and builds civic pride and stature.

#### **Objectives 2003/2004**

- To support the Community Stakeholder Committee in the development of principles for growth, a community consultation plan, and in their discussions around solutions to three primary issues - traffic and transportation; level of environmental protection and level of expected services by geography.

### **3.2 Goal 2003/2004 Capital District**

The Goal of the Capital District project is to establish and maintain a healthy, vibrant core for HRM residents and visitors which supports the strength of the entire region by leading an integrated approach to service delivery.

#### **Objectives 2003/2004**

- Deliver coordinated programs such as an interagency real property opportunity plan; a process leading to development of a recommendation regarding Cogswell Interchange redevelopment; major event strategy, transportation planning; economic analysis of the arts and culture sector, responses to issues such as homelessness, and implement an urban design plan.
- Over a longer term, position the Capital District to be recognized by stakeholders as the premier cultural, entertainment, business and governance centre on the Eastern Seaboard.



### **3.3 Goal 2003/2006 Integrated City**

To identify opportunities and implement changes that will integrate the delivery of our services so that customer service is improved and efficiency is gained.

#### **Objectives 2003/2004**

- Develop a concept paper clearly articulating the goals and objectives of the integrated city concept, as it applies directly to HRM.
- Establish a governance structure to facilitate decisions around the integrated city concept.
- Develop a multi-year plan and budget, aligning strategies and prioritizing projects.

### **3.4. Goal 2002/2005 Community Response**

To engage HRM citizens and businesses with HRM service providers, and other government agencies as required, to reduce fear which accompanies crime, and to foster a safer, more livable neighbourhood.

#### **Objectives 2003/2004**

- Develop and implement a graffiti action plan.
- Complete three CPTED (Crime Prevention through Environmental Design) audits.
- Coordinate a neighbourhood watch symposium
- Champion three community clean ups.

### **Analysis of Proposed Changes**

#### *Service Levels*

As support to these projects require input from various business units, a reallocation of resources from other areas may result in changes, as identified in the specific business unit.

#### *Processes*

Major projects that are aimed at improving our service delivery or that require investment in our infrastructure must be reviewed in the context of the regional plan and the integrated city plan as appropriate.

#### *Internal Service Providers*

Regional planning will require support from Finance, Real Property, Shared Services - all of which are included in their envelopes. Integrated City will require significant support from Shared Services. Both projects affect most business units to some extent.

*FTE* 1 FTE for the Manager Integrated City, and possibly 1 FTE in Shared Services in support of

the project. 2 term FTE's in Regional planning - a coordinator and admin support. There may also be a need for a term position in support of the environmental work.

#### *Financial*

Additional money (\$122,000) has been provided in operating to supplement each of the Regional Planning budget and Capital District. There is \$600,000 in the capital budget added to the regional planning budget. Also, additional funds to support the Integrated City project (\$250,000 in the Capital Budget and \$100,000 in the Operating Budget). Funds have also been added to support the Community Response Initiative (\$196,000).

#### **Issue # 4**

### **Management of Strategic or Major Initiatives**

There are a number of significant, strategic initiatives underway or required to address the Corporate Scorecard and enhance services. These initiatives may be significant in terms of their impact on quality of life, service improvement, cost savings, or their magnitude. They usually will involve a number of business units, and may take more than one year to develop and implement. A disciplined approach is required to manage these projects so that their objectives, deliverables, and resource requirements are clearly documented and results monitored. Innovative methods of managing resources and implementing change may be required.

#### **Goal 2002/2005**

All major initiatives have a business plan that has been discussed and accepted by the Directors, EMT and Council, and is undertaken in the context of the Corporate Scorecard. The business plan will identify objectives, key deliverables and time lines, risk factors, costs (operating and capital) and resource allocations, as well as funding sources.

#### **Objective 2003/2004**

- Current initiatives will be documented under a common business plan format and progress monitored on a regular basis.
- Any new initiative to be considered will go through a rigorous review process in the context of the Corporate Scorecard.
- Funding mechanisms will be reviewed to identify better ways of managing and equitably supporting these initiatives
- Established accountability and governance structures for major initiatives.

## **Analysis of proposed changes**

### *Service Levels*

No identified impact at this time, although impact on service levels will be an issue to be addressed in the business plans. EMT will manage the support of major projects and any impacts on service delivery will be discussed with Council.

### *Processes*

Those developing and managing strategic initiatives may be required to undertake more extensive documentation and analysis in support of their initiatives.

### *Internal Service Providers*

Financial Services will be asked to advise on management and financing of these projects.

### *FTE:*

None anticipated

### *Financial*

None anticipated

# CAO & Governance

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
E110 CAO Office	\$471,114	\$746,196	\$652,242	\$463,627	\$614,565	(\$37,677)	-5.8%
C001 Deputy CAO English	387,664	288,557	291,660	265,485	274,562	(17,098)	-5.9%
E300 Mayor's Support	522,546	564,287	608,485	579,677	625,246	16,761	2.8%
E200 Councillor's Support	1,667,771	1,718,206	1,684,000	1,757,838	1,805,814	121,814	7.2%
A121 Municipal Clerk	603,046	622,773	757,450	747,025	766,300	8,850	1.2%
E124 Economic Dev. & Strategic Initiati	0	0	0	2,255	94,400	94,400	-
A125 Elections	639,764	123,500	126,770	126,768	200,000	73,230	57.8%
C002 Regional Planning	0	2,683	372,700	313,356	492,200	119,500	32.1%
C051 Year 2000 - Y2K Proj	(24,477)	452	0	299	0	0	-
C052 Smart Community Program	399,950	0	0	0	0	0	-
C510 Business Dist. Comm.	568,611	664,405	726,191	726,191	795,906	69,715	9.6%
C779 Capital District	0	69,569	234,749	225,436	357,279	122,530	52.2%
C786 Capital District - Not for Profit	0	0	0	27,301	0	0	-
C802 Integrated Communications Com	700,000	(393)	0	6,290	0	0	-
E120 Economic Mkt. & Prom	1,845	0	0	0	0	0	-
E121 Greater Hlfx Partner	700,000	900,000	900,000	900,000	900,000	0	0.0%
E122 Hlfx Reg. Dev. Part.	200,000	275,000	275,000	343,750	275,000	0	0.0%
E123 Community Response Initiative	0	0	37,191	192,345	227,200	190,009	510.9%
R001 Deputy CAO	252,271	135,870	0	0	0	0	-
<b>Total</b>	<b>\$7,090,104</b>	<b>\$6,111,107</b>	<b>\$6,666,438</b>	<b>\$6,677,643</b>	<b>\$7,428,472</b>	<b>762,034</b>	<b>11.4%</b>

## Summary by Revenues

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
E110 CAO Office	(\$850)	(\$1,144)	\$0	(\$2,791)	\$0	\$0	-
C001 Deputy CAO English	0	0	0	(522)	0	0	-
E300 Mayor's Support	(4,293)	(1,750)	0	(1,945)	0	0	-
E200 Councillor's Support	(27,107)	(26,567)	(21,000)	(25,882)	(21,400)	(400)	1.9%
A121 Municipal Clerk	(9,710)	(215)	0	25	0	0	-
A125 Elections	(2,891)	0	0	0	0	0	-
C002 Regional Planning	0	(2,205)	0	(989)	0	0	-
C510 Business Dist. Comm.	(580,741)	(664,405)	(726,191)	(726,191)	(795,906)	(69,715)	9.6%
C779 Capital District	0	0	0	(45,316)	0	0	-
C786 Capital District - Not for Profit	0	0	0	(27,301)	0	0	-
E123 Community Response Initiative	0	0	0	(29,100)	0	0	-
R001 Deputy CAO	(83)	100	0	0	0	0	-
<b>Total</b>	<b>(\$625,676)</b>	<b>(\$696,185)</b>	<b>(\$747,191)</b>	<b>(\$860,012)</b>	<b>(\$817,306)</b>	<b>(70,115)</b>	<b>9.4%</b>

# CAO & Governance

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
E110 CAO Office	\$470,264	\$745,052	\$652,242	\$460,837	\$614,565	(\$37,677)	-5.8%
C001 Deputy CAO English	387,664	288,557	291,660	264,962	274,562	(17,098)	-5.9%
E300 Mayor's Support	518,252	562,537	608,485	577,732	625,246	16,761	2.8%
E200 Councillor's Support	1,640,664	1,691,640	1,663,000	1,731,957	1,784,414	121,414	7.3%
A121 Municipal Clerk	593,335	622,559	757,450	747,050	766,300	8,850	1.2%
E124 Economic Dev. & Strategic Initiati	0	0	0	2,255	94,400	94,400	-
A125 Elections	636,873	123,500	126,770	126,768	200,000	73,230	57.8%
C002 Regional Planning	0	478	372,700	312,366	492,200	119,500	32.1%
C051 Year 2000 - Y2K Proj	(24,477)	452	0	299	0	0	-
C052 Smart Community Program	399,950	0	0	0	0	0	-
C510 Business Dist. Comm.	(12,131)	0	0	0	0	0	-
C779 Capital District	0	69,569	234,749	180,120	357,279	122,530	52.2%
C802 Integrated Communications Com	700,000	(393)	0	6,290	0	0	-
E120 Economic Mkt. & Prom	1,845	0	0	0	0	0	-
E121 Greater Hlfx Partner	700,000	900,000	900,000	900,000	900,000	0	0.0%
E122 Hlfx Reg. Dev. Part.	200,000	275,000	275,000	343,750	275,000	0	0.0%
E123 Community Response Initiative	0	0	37,191	163,245	227,200	190,009	510.9%
R001 Deputy CAO	252,188	135,970	0	0	0	0	-
<b>Total</b>	<b>\$6,464,428</b>	<b>\$5,414,921</b>	<b>\$5,919,247</b>	<b>\$5,817,631</b>	<b>\$6,611,166</b>	<b>691,919</b>	<b>11.7%</b>

# CAO & Governance

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
<b>Expenditures</b>							
Salaries	\$2,754,620	\$2,613,592	\$2,806,623	\$2,834,509	\$3,127,204	\$320,581	11.4%
Wages	234,437	0	6,000	14,930	7,500	1,500	25.0%
Overtime - Salaries and Wages	18,694	12,748	24,537	28,130	29,500	4,963	20.2%
Benefits and Other (Salaries)	312,787	317,915	401,415	363,925	444,751	43,336	10.8%
Benefits and Other (Wages)	41,752	53,636	40,118	41,993	40,119	1	0.0%
Retirement Allowance & Severance	5,640	88,354	14,692	13,402	16,141	1,449	9.9%
Clothing Allowance, Stipends, Other	(2,708)	0	0	0	0	0	-
Office Expenses, less Computers	459,287	239,620	298,570	293,329	338,550	39,980	13.4%
Computers Expenses	690,885	(8,213)	10,650	6,719	12,250	1,600	15.0%
Consulting Fees	41,952	104,222	75,000	29,491	75,750	750	1.0%
Other Professional Fees	9,004	0	0	0	0	0	-
Contract Fees	37,838	48,923	49,000	64,734	55,000	6,000	12.2%
Equipment and Supplies	955	26	0	11,353	20,000	20,000	-
Materials	3,793	239	0	0	0	0	-
Electricity	(60)	0	0	0	0	0	-
Equipment Repair, Maintenance	10,284	6,225	1,700	54,365	4,000	2,300	135.3%
Vehicle Expenses	3,153	71	0	8,688	13,000	13,000	-
Gasoline Fuel	1,880	13	0	2,711	4,200	4,200	-
Membership Dues	103,032	103,227	106,400	104,096	110,600	4,200	3.9%
Conferences and Travel	92,687	97,390	128,500	90,879	142,450	13,950	10.9%
Training and Education	19,359	17,579	19,400	11,047	32,200	12,800	66.0%
Advertising and Promotion	1,047,707	1,279,039	1,288,500	1,398,631	1,349,500	61,000	4.7%
Books, Publications and Data	6,061	1,212	53,000	32,492	71,000	18,000	34.0%
Other Goods and Services	256,809	347,332	489,372	416,985	538,851	49,479	10.1%
Transfers Outside Agencies	568,611	654,267	704,405	704,405	772,029	67,624	9.6%
Transfer to/from Reserves	368,945	123,500	126,770	126,768	200,000	73,230	57.8%
Other Fiscal Charges	0	10,401	21,786	22,482	23,877	2,091	9.6%
Interdepartmental - Fleet	2,702	(213)	0	0	0	0	-
Interdepartmental - Other	0	0	0	1,580	0	0	-
<b>Total</b>	<b>\$7,090,104</b>	<b>\$6,111,107</b>	<b>\$6,666,438</b>	<b>\$6,677,643</b>	<b>\$7,428,472</b>	<b>762,034</b>	<b>11.4%</b>
<b>Revenues</b>							
Area Tax Rates and Transfers	(580,741)	(664,405)	(726,191)	(726,191)	(795,906)	(69,715)	9.6%
Other Fees	(22,822)	(23,760)	(21,000)	(25,282)	(21,400)	(400)	1.9%
Other Revenues	(22,113)	(8,020)	0	(108,539)	0	0	-
<b>Total</b>	<b>(\$625,676)</b>	<b>(\$696,185)</b>	<b>(\$747,191)</b>	<b>(\$860,012)</b>	<b>(\$817,306)</b>	<b>(70,115)</b>	<b>9.4%</b>
<b>Net Cost</b>	<b>\$6,464,428</b>	<b>\$5,414,921</b>	<b>\$5,919,247</b>	<b>\$5,817,631</b>	<b>\$6,611,166</b>	<b>\$691,919</b>	<b>11.7%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>General Government</b>				
CSE00386 Pollution Control-Halifax Harbour	77,590,000	8,051,000	117,722,000	89,774,000
CCV00176 to 00198 District Capital Funds	2,162,997	920,000	920,000	920,000
CDE00105 Regional Planning Programme	150,000	600,000		
Transportation Infrastructure	0	0	3,000,000	7,000,000
CDG00490 Cap. Distr. - Urban Design Study	0	500,000	500,000	500,000
CDG00271 Cap. Distr. - Downtown Streetscapes	1,063,649	350,000	400,000	400,000
CIV00533 Integrated City		250,000	1,212,000	1,800,000
CRG00491 Cap. Distr. - Brick Sidewalk Replacement	0	200,000	220,000	220,000
CDG00498 Cap. Distr. - Cogswell Design & Administration	0	150,000	0	0
CDG00520 Cap. Distr. - Real Property Opportunities		100,000	100,000	0
CDG00494 Cap. Distr. - Halifax Waterfront WDCL Partnership	0	100,000	90,000	100,000
CPG00496 Cap. Distr. - Dartmouth Ferry Terminal Park Upgrade	0	100,000	50,000	50,000
CPG00492 Cap. Distr. - Public Gardens Management Plan	0	80,000	210,000	210,000
CDG00332 Capital District-Wayfinding Study & Impl	50,000	70,000	90,000	70,000
CDG00499 Cap. Distr. - Implement HRM Policy Re:Burying Wi	0	30,000	0	0
CDG00493 Cap. Distr. - Implement Greenway Study	0	10,000	50,000	50,000
CPG00488 Cap. Distr. - Woodside/Ferry Terminal Trail	0	0	50,000	50,000
CPG00495 Cap. Distr. - Design Work Halifax Waterfront	0	0	20,000	80,000
CPG00497 Cap. Distr. - Dartmouth Common	0	0	0	50,000
<b>Total</b>	<b>81,016,646</b>	<b>11,511,000</b>	<b>124,634,000</b>	<b>101,274,000</b>

## **911 COMMUNICATION CENTRE MISSION STATEMENT**

### **Who?**

HRM Citizens, Businesses and Visitors

### **Why?**

Safeguard life and property

### **What?**

Provide emergency service response

*To provide emergency service response for HRM Citizens, Businesses and Visitors, in an efficient and professional manner, in order to safeguard life and property*



## **Internal/External Issue Analysis**

### **Issue #1**

#### **Staffing**

Develop appropriate staffing levels to meet expected increasing service standards and reduce current high overtime now experienced at the dispatch centre.

#### **Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme of “Safe Communities” to enhance public safety.
- Corporate Scorecard theme of “Excellence in Service Delivery” to enhance customer satisfaction with level of services received.
- Council’s Business Strategy for ensuring it’s citizens feel and are safe.
- EMT’s Corporate Priority to provide effective and efficient communications.

#### **Goals 2003/2006**

- In the long term it is hoped that a career path can be developed in conjunction with the corporate call centre which would enable staff to have numerous options within their career spectrum. The vision is for the new employee to come in at the entry level as a call taker, working up as experience and seniority allow and branching off to emergency call taking and dispatching fields if the desire and ability allowed.
- If that field became too onerous due to the stress involved in these positions there would be alternatives to retiring that are not present today.

#### **Objectives 2003/2004**

- Maintain the current grade of service while fulfilling increased service demands.
- Hiring of four (4) additional staff positions.
- Develop a business plan and partnership with Corporate Services to introduce a career path for new employees.

#### **Analysis of Proposed Changes**

The hiring of four additional staff would permit the 911 centre to operate with greater efficiency and less overtime costs to HRM. The current agreement with the Union (MAPP) allows for an additional shift (power shift). By adding to this level we will not exceed the percentages allowed for vacation and holiday leave, thus increasing staffing numbers without increasing the number of staff off at one time.

Additional to this, the Province of Nova Scotia, has made an agreement to contribute funding to

HRM's cost of handling 911 emergency calls which are not dispatched by HRM. This includes numerous cell phone calls as well as emergency medical calls. This funding structure, combined with anticipated reduced overtime costs for staff has the potential to be cost neutral for HRM.

*Service Levels:*

- The grade of service today meets industry standard for emergency dispatch centres.
- Extensive overtime resulting from annual leave periods to maintain standards
- Increased demand from additional volunteer fire departments which are being dispatched as the new Trunked Mobile Radio (TMR) comes on-line.

*Financial/Budget:*

New hires will cost approximately \$176,000.00. This cost will be offset by reduced overtime costs. As well, recovered costs from the Province of Nova Scotia for services related to 911 which should total between \$100,000.00-\$125,000.00 should make these hirings cost neutral.

*Processes:*

Remain the same

*Internal Service Providers:*

Human Resources will recruit and hire 4 FTE calltakers

*FTE's:*

Increase of four (4) positions.

## **Issue #2**

### **Establish More Efficient and Cost Effective 911 Call Taking & Dispatching**

911 Call taking and Police dispatching are currently operated out of two centres. One is controlled by the RCMP and located on Oxford Street. This centre currently handles 911 calls made in the suburban and rural areas currently policed by the RCMP. The RCMP are also dispatched from this centre.

The second 911 Public Safety Answering Point (PSAP) is located at 15 Convoy Run in Bedford. This centre currently handles all 911 calls received within the urban core of HRM. In addition, this centre handles dispatching duties for Halifax Regional Police as well as Halifax Regional Fire & Emergency Services (HRF&ES).

Both PSAP's transfer medical assistance calls to the Emergency Health Services (EHS) dispatch centre, which is located in Bedford. A portion of all medical calls will be routed back to the HRM PSAP on Convoy Run for dispatch to HRF&ES for medical assistance using criteria established between these two agencies. Currently, seventy percent (70%) of all fire calls are

medical assist calls.

Calls requiring a fire response that are from the suburban/rural areas must be transferred to the Convoy Run PSAP for dispatch responsibilities. This creates a time delay of between 3.5 - 8 minutes (on average) for fire response to be initiated.

By having all 911 calls routed to one PSAP and dispatch centre this time delay is negated. There is also the added benefit of dispatching HRF&ES on medical assist calls that meet the criteria already established with EHS who provide paramedic services to the citizens of Nova Scotia. This time saving can translate into saved lives and reduced property damage of HRM residents and visitors.

**Link to Corporate Goal:**

- Corporate Scorecard theme of “Safe Communities” to enhance public safety.
- Corporate Scorecard theme of “Excellence in Service Delivery” to enhance customer satisfaction with level of services received.
- Council’s Business Strategy for ensuring it’s citizens feel and are safe.
- EMT’s Corporate Priority to provide effective and efficient communications.

**Goals 2003/2006**

- To improve the efficiency and effectiveness of public safety response in HRM by having one point of contact for the citizens and visitors of HRM in a time of emergency. This will be accomplished by creating an integrated dispatch center which would handle all 911 calls within HRM.
- Additionally, this integrated center would handle all of police and fire dispatch responsibilities for HRM.

**Objectives 2003/2004**

- Continue negotiations with RCMP and NSEMO (911) with the intent to establish one integrated dispatch center.
- Continue to develop and begin implementation of the project plan integrating dispatch services under one roof.
- Examine feasibility of dispatching other agencies and fire services with mutual aid agreements with HRM.

**Analysis of Proposed Changes**

*Service Levels:*

Service levels will improve as initiatives are planned and implemented

*Financial/Budget:*

No change for current year. Some cost savings are anticipated for future years as the two current

centers are merged into one.

*Internal Service Providers:*

No change

*Processes:*

No change for this year

*FTE's:*

No impact

### **Issue #3**

#### **Facility Does Not Meet Current or Future Needs**

The current facility located at 15 Convoy Run is too small to handle the call volumes that are anticipated with the implementation of both PSAP's into one operation and the increased scope of responsibilities that will accompany this initiative.

#### **Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme of "Safe Communities" to enhance public safety.
- Corporate Scorecard theme of "Excellence in Service Delivery" to enhance customer satisfaction with level of services received.
- Council's Business Strategy for ensuring it's citizens feel and are safe.
- EMT's Corporate Priority to provide effective and efficient communications.

#### **Goals 2003/2006**

- To create a new, larger integrated dispatch centre to meet current and anticipated future needs
- Integrate the RCMP PSAP into this new centre
- Develop integration and career path for new employees in conjunction with Corporate Services

#### **Objectives 2003/2004**

- Identify space requirements for new dispatch centre
- Identify equipment requirements for new dispatch centre
- Develop plan to migrate from the current locations to the new dispatch centre
- Work with RCMP in identifying requirements for them to move to this dispatch centre.
- To move the dispatch centre to a larger location with a view to integration with HRM Dispatch Centre

### **Analysis of Proposed Changes**

New facility will open possibilities to expand services to outside communities and create revenue generating opportunities

*Service Levels:*

Tie in with Corporate call centre to develop a career path for calltakers and dispatchers

*Financial/Budget:*

Increased efficiencies and savings with one combined operation. These issues are being funded in the Capital funds budget and involve more than one business unit

*Internal Service Providers:*

Real Property and Asset Management Services, Shared Services

*Processes:*

No change

*2003/04 Budget:*

No change

### **Issue #4**

### **Radio Communications within HRM**

Radio Communications:

All radio telecommunications should come under the direction of one central authority in order to maintain an HRM wide view with a consistent policy direction for all users.

#### **Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme of "Safe Communities" to enhance public safety.
- Council's Business Strategy for ensuring it's citizens feel and are safe.
- EMT's Corporate Priority to provide effective and efficient communications.

#### **Goal 2003/2006**

To provide a uniform solution to radio and paging within HRM with clear policy for all users.

### **Objectives 2003/2004**

- Develop a business plan showing economy of having all communications equipment under the control of one department
- Further discuss policy issues with all stakeholders (fire/police/works/water commission, etc.)
- Clarify roles and responsibilities for all business units with regard to all communications systems
- Develop Service Level Agreements with stakeholders to establish levels of service.

### **Analysis of Proposed Changes**

#### *Service Levels:*

Efficiencies and economy of scale should be realized along with standard operating levels for all users.

#### *Financial/Budget:*

Cost efficiencies to be realized through integration of several systems into one. Less spent in maintenance and repairs. Central control for migration strategies, upgrades, etc.

#### *Internal Service Providers:*

Fire, Police, Public works and Transportation and Water Commission

#### *Processes:*

One common focus to control radio system usage within HRM to a high standard.

#### *FTE's:*

No change at this time

## **Issue #5**

### **Implementation of New CAD/RMS Project**

Implementation of the new Computer Aided Dispatch (CAD) and Record Management System (RMS) to increase efficiencies in the protective services branches of HRM.

#### **Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme of "Safe Communities" to enhance public safety.
- Corporate Scorecard theme of "Excellence in Service Delivery" to enhance customer satisfaction with level of services received.
- Council's Business Strategy for ensuring it's citizens feel and are safe.

- EMT's Corporate Priority to provide effective and efficient communications.

### **Goal 2003/2006**

To ensure effective and continued dispatching of emergency service agencies within HRM

### **Objectives 2003/2004**

- Conclude successful contract negotiations with the selected proponent
- Develop implementation plan to bring new solution on-line
- Complete necessary training to enable HRM staff to take advantage of the new technology.
- Begin using the new CAD system operationally which will now include all of HRM
- Continue with plans to implement the RMS portion of the system.

### **Analysis of Proposed Changes**

#### *Service Levels:*

No change at present although once implemented HRM will be in the position to consider providing this service for fee to other communities.

#### *Financial / Budget:*

Cost efficiencies to be realized through integration of several systems into one. Less spent in cross training of staff on different systems. These issues are being funded in the Capital funds budget and involve more than one business unit

#### *Internal Service Providers:*

Shared Services, Fire and Police

#### *Processes:*

Able to enter calls for anywhere within HRM.

#### *FTE's:*

One supervisory position seconded as selection team member. Will also coordinate training and implementation of new system with the 911 system.

#### *2003/04 Budget:*

No change

## **Issue #6**

### **Monitoring Alarms for all HRM Properties**

The 911 Dispatch Center has the capability to monitor alarms for all HRM owned properties thus eliminating outsourcing to alarm monitoring companies. This can increase effectiveness for dispatch services if required.

#### **Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme of “Safe Communities” to enhance public safety.
- Corporate Scorecard theme of “Excellence in Service Delivery” to enhance customer satisfaction with level of services received.
- EMT’s Corporate Priority to provide effective and efficient communications.

#### **Goals 2003/2006**

To manage the installation and monitoring of all alarms within HRM controlled properties and offices.

#### **Objectives 2003/04**

- Install alarms within the buildings and offices occupied by HRM Fire.
- In consultation with Real Property Asset Management (RPAM) install alarms within the buildings and offices occupied by HRM that require this service.

#### **Analysis of Proposed Changes**

##### *Service Levels:*

Improved security of HRM owned or leased properties through decreased response times.

##### *Financial / Budget:*

Project savings over the cost of an outsourcing this function to an outside agency to monitor alarm status of HRM properties.

##### *Internal Service Providers:*

Real Property and Asset Management Services

##### *Processes:*

Alarms ring into dispatch centre resulting in immediate response by eliminating outside alarm monitoring company.

*FTE's:* No change



# Emergency 911 Communications

## Summary by Gross Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
A450 911 Commun. Centre	\$3,521,869	\$3,688,052	\$3,913,900	\$3,936,328	\$4,038,700	\$124,800	3.2%
<b>Total</b>	<b>\$3,521,869</b>	<b>\$3,688,052</b>	<b>\$3,913,900</b>	<b>\$3,936,328</b>	<b>\$4,038,700</b>	<b>124,800</b>	<b>3.2%</b>

## Summary by Revenues

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
A450 911 Commun. Centre	\$0	(\$47,444)	(\$6,000)	(\$91,580)	(\$7,500)	(\$1,500)	25.0%
<b>Total</b>	<b>\$0</b>	<b>(\$47,444)</b>	<b>(\$6,000)</b>	<b>(\$91,580)</b>	<b>(\$7,500)</b>	<b>(1,500)</b>	<b>25.0%</b>

## Summary by Net Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
A450 911 Commun. Centre	\$3,521,869	\$3,640,608	\$3,907,900	\$3,844,748	\$4,031,200	\$123,300	3.2%
<b>Total</b>	<b>\$3,521,869</b>	<b>\$3,640,608</b>	<b>\$3,907,900</b>	<b>\$3,844,748</b>	<b>\$4,031,200</b>	<b>123,300</b>	<b>3.2%</b>

# Emergency 911 Communications

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget %	
<b>Expenditures</b>							
Salaries	\$2,440,608	\$2,604,389	\$2,775,200	\$2,784,813	\$2,859,800	\$84,600	3.0%
Overtime - Salaries and Wages	122,349	90,905	92,200	160,331	100,000	7,800	8.5%
Benefits and Other (Salaries)	391,141	406,208	442,000	433,248	465,900	23,900	5.4%
Benefits and Other (Wages)	14,065	48,570	55,600	52,817	54,200	(1,400)	-2.5%
Retirement Allowance & Severance	0	4,388	15,200	14,491	15,900	700	4.6%
Clothing Allowance, Stipends, Other	5,948	6,994	1,900	8,975	1,900	0	0.0%
Office Expenses, less Computers	78,142	101,991	131,640	102,913	134,000	2,360	1.8%
Computers Expenses	3,615	1,823	0	2,416	0	0	-
Equipment and Supplies	556	730	1,000	0	1,000	0	0.0%
Building Repair, Maintenance	9,336	0	0	0	0	0	-
Equipment Repair, Maintenance	413,844	295,054	293,500	267,968	295,500	2,000	0.7%
Membership Dues	0	0	0	364	0	0	-
Conferences and Travel	499	1,904	2,000	429	2,000	0	0.0%
Training and Education	4,583	76,204	55,000	68,660	59,500	4,500	8.2%
Other Goods and Services	889	3,384	13,660	2,394	14,000	340	2.5%
Other Fiscal Charges	1,294	508	0	1,510	0	0	-
Interdepartmental - Other	35,000	45,000	35,000	35,000	35,000	0	0.0%
<b>Total</b>	<b>\$3,521,869</b>	<b>\$3,688,052</b>	<b>\$3,913,900</b>	<b>\$3,936,328</b>	<b>\$4,038,700</b>	<b>124,800</b>	<b>3.2%</b>
<b>Revenues</b>							
Other Revenues	0	(47,444)	(6,000)	(91,580)	(7,500)	(1,500)	25.0%
<b>Total</b>	<b>\$0</b>	<b>(\$47,444)</b>	<b>(\$6,000)</b>	<b>(\$91,580)</b>	<b>(\$7,500)</b>	<b>(1,500)</b>	<b>25.0%</b>
<b>Net Cost</b>	<b>\$3,521,869</b>	<b>\$3,640,608</b>	<b>\$3,907,900</b>	<b>\$3,844,748</b>	<b>\$4,031,200</b>	<b>\$123,300</b>	<b>3.2%</b>

## **ENVIRONMENTAL MANAGEMENT SERVICES: DRAFT MISSION STATEMENT**

### **Who?**

HRM residents, youth, businesses, industry and institutions

### **Why?**

To make a healthier, cleaner, safer community

### **What?**

Planning, regulating, operating environmental protection systems and supporting stewardship and municipal legislation

*To make HRM a healthier, cleaner, safer community for all citizens by planning, regulating and operating stormwater, wastewater, pollution control and solid waste resource systems, implementing the Halifax Harbour Solutions Project, and supporting sustainable development, environmental stewardship and municipal legislation through education and enforcement.*

**Description of Program/Service:**

Environmental Management Services is a new business unit, designed to bring a new coordinated focus on those programs that support the environmental aspects of the Corporate Scorecard Theme of Healthy, Sustainable, Vibrant Communities. The EMS Business Plan for 2003-04 is organized under the following program headings:

- A. Common Issues, Goals and Objectives
- B. Community Projects
- C. Environmental Services
- D. Halifax Harbour Solutions
- E. Solid Waste Resources
- F. Strategic and Sustainable Resource Management
- G. Wastewater Treatment

The Business Plans for each program within EMS were under development well in advance of the creation of the new business unit, but it is apparent that there are opportunities for strengthening existing partnerships between the EMS Programs, and establishing new partnerships to respond to the Mission of the new business unit. This summary of EMS Issues and Goals provides some common goals for the new unit, and a brief listing of the issues that each Program has identified independently.

STRATEGIC OUTCOMES	INDICATORS
Citizens comply with Municipal By-Laws.	<ul style="list-style-type: none"> <li>•Percentage of cases closed as Owner Compliance;</li> <li>•Reduced number of repeat offenders in 2003-04 as compared to 2002-03.</li> </ul>
HRM Business Units and Regional Council have an understanding of responsibility centres for by-laws.	<ul style="list-style-type: none"> <li>•Percentage of by-law service requests that require redirection.</li> </ul>
Animal owners comply with Municipal Animal By-Laws.	<ul style="list-style-type: none"> <li>•Increased number of licenses sold in 2003-04 as compared to number of licenses sold in 2002-03;</li> <li>•Reduced number of repeat offenders in 2003-04 as compared to 2002-03.</li> </ul>
Taxi/limousine owners and drivers comply with Municipal Taxi and Limousine By-Laws.	<ul style="list-style-type: none"> <li>•Reduced number of repeat offenders in 2003-04 as compared to 2002-03.</li> </ul>
Youth are diverted from "at risk" behavior.	<ul style="list-style-type: none"> <li>•Number of participants in the Youth LIVE program who return to school or find employment upon completion of the program.</li> </ul>

STRATEGIC OUTCOMES	INDICATORS
Cleaner Environment	<ul style="list-style-type: none"> <li>•Percentage of ICI properties sampled, inspected or monitored;</li> <li>•Percentage of ICI locations monitored within compliance;</li> <li>•Number of properties provided with new sewer;</li> <li>•Implementation of recommendations of the Water Resource Policy;</li> <li>•implementation of Pumping Station and Force Main Studies.</li> </ul>
Minimize the discharge of untreated sewage into the Halifax Harbour.	<ul style="list-style-type: none"> <li>•Private partner to design-built three wastewater treatment plants, outfalls, diffusers and associated collection systems;</li> <li>• The treatment plants for the Harbour Solutions Project (HSP) will be operated by the Company (HREP).</li> </ul>
HSP Proceeding by means of public private partnership, with risks transferred to the private partner.	<ul style="list-style-type: none"> <li>•Guaranteed maximum price for the capital construction and maximum unit costs for operation of the plant, including sludge disposal.</li> </ul>
Strong participation from public.	<ul style="list-style-type: none"> <li>•Symposium on finding solution;</li> <li>•Halifax Harbour Solutions Advisory Committee;</li> <li>•Proposal Selection Committee;</li> <li>•Community Liaison Committee;</li> <li>•Public Involvement and Information Program (PIIP).</li> </ul>
Cost of project is sustainable and affordable.	<ul style="list-style-type: none"> <li>•Financial model to predict revenue and expenditures;</li> <li>•Exhaust all funding possibilities.</li> </ul>
Achieve the water quality objectives set for the Harbour as defined by the Halifax Harbour Task Force and adopted by Council.	<ul style="list-style-type: none"> <li>•Measured water quality for defined harbour areas which conforms to the objectives set for bacterial and chemical parameters.</li> </ul>
Maximize solid waste reduction, recycling and composting; minimize landfill use.	<ul style="list-style-type: none"> <li>•Diversion Percentage (Provincial per capita Formula);</li> <li>•Annual Tonnage by Stream recycled, composted or landfilled;</li> <li>•Change in Annual Tonnage vs. Population Growth.</li> </ul>
Strong participation, stewardship and support for the HRM solid waste resource system by residents and businesses (ICI sector).	<ul style="list-style-type: none"> <li>•Surveys of perceived service quality;</li> <li>•Diversion percentage achieved by residents, businesses (HRM tonnage formula).</li> </ul>

STRATEGIC OUTCOMES	INDICATORS
The solid waste management system is cost effective and economically sustainable.	<ul style="list-style-type: none"> <li>•Annual Net Budget Increase;</li> <li>•Annual Budget to Actual;</li> <li>•System Cost/Capita;</li> <li>•Cost/Tonne compared to Similar Municipalities (HRM Total).</li> </ul>
Solid waste processing facilities, public private partnerships, contracts and environmental permits are managed effectively.	<ul style="list-style-type: none"> <li>•Change in annual residue tonnage at Compost and Recycling Plants;</li> <li>•Number of facility complaints;</li> <li>•Number of HRM operating permit issues/orders.</li> </ul>
Reliable, convenient collection of organics, recyclables and refuse.	<ul style="list-style-type: none"> <li>•Solid Waste inquiries by type;</li> <li>•Regular collection monitoring reports.</li> </ul>
Comprehensive education to simplify source separation and foster a sense of environmental stewardship.	<ul style="list-style-type: none"> <li>•Area waste set out rates by stream;</li> <li>•Numbers of attendees at presentations, visits;</li> <li>•Feedback from surveys and focus groups.</li> </ul>
Reasonable costs to residents and businesses (ICI sector) for recycling, composting and waste disposal.	<ul style="list-style-type: none"> <li>•Tipping fee increase vs. CPI;</li> <li>•Annual net budget Increase;</li> <li>•Facility processing cost increase;</li> <li>•Business survey results;</li> <li>•Benchmark to other municipalities (provided by NSDEL);</li> <li>•Change in collection cost per household.</li> </ul>
Sufficient capacity for processing all waste streams, convenient waste management for business.	<ul style="list-style-type: none"> <li>•Business survey results;</li> <li>•Tonnage shipped outside HRM through municipal agreements;</li> <li>•Actual tonnage vs. processing capacity.</li> </ul>
Healthy, sustainable community and natural environment (excellent place to live, work and play).	<ul style="list-style-type: none"> <li>•Public concerns about pesticides are reduced;</li> <li>•Serious threats to parks, forests, natural areas are managed effectively;</li> <li>•Improved public satisfaction levels (measurable).</li> </ul>
Enhanced awareness (public, community, business, industry, etc.) on the importance of our environmental assets and a healthy sustainable community.	<ul style="list-style-type: none"> <li>•Number of residents practising sustainable maintenance;</li> <li>•Enhanced (measurable) awareness of environmental sustainability;</li> <li>•Enhanced partnerships with major stakeholders in Environmental Sustainability.</li> </ul>
Individual, as well as collective community health and well being and sustainable environment.	<ul style="list-style-type: none"> <li>•Feedback through Health District Surveys relating to natural environment;</li> <li>•Public satisfaction levels (measurable).</li> </ul>

STRATEGIC OUTCOMES	INDICATORS
Protection of public health and environment	<ul style="list-style-type: none"> <li>•Number and volume of untreated discharges to surface water;</li> <li>•Number of regulatory agency permit violations;</li> <li>•Number of reported fish kills from treatment facility discharges.</li> </ul>
CLIENT BENEFITS	INDICATORS
Municipal By-Laws are enforced.	<ul style="list-style-type: none"> <li>•Percentage of complaints where initial inspection is conducted within three business days;</li> <li>•Percentage of cases resolved within the established time standards;</li> <li>•Reduction in average lapsed time from receipt of complaint to completion of remedy in 2003-04 as compared to 2002-03.</li> </ul>
By-law complaints are processed effectively and efficiently.	<ul style="list-style-type: none"> <li>•Percentage of by-law service requests that require redirection.</li> </ul>
Municipal Animal By-Law violations are enforced.	<ul style="list-style-type: none"> <li>•Percentage of complaints addressed through the established process.</li> </ul>
Licensing process enhances citizens safety when using a taxi or limousine.	<ul style="list-style-type: none"> <li>•Percentage of drivers whose license applications are approved;</li> <li>•Percentage of vehicles for which license applications are approved.</li> </ul>
Youth LIVE customers receive an effective service for a competitive fee.	<ul style="list-style-type: none"> <li>•Customers surveyed express satisfaction with service provided.</li> </ul>
Alternative service delivery initiatives (paper recycling, beverage container diversion, organic green cart program, etc.) reduce costs to the Municipality.	<ul style="list-style-type: none"> <li>•External funding leveraged through the Youth LIVE initiative, for the delivery of HRM services.</li> </ul>
“At risk” youth are exposed to new job and life skills.	<ul style="list-style-type: none"> <li>•Number and type of job skills experiences offered;</li> <li>•Number and type of life skills modules offered.</li> </ul>
More available sewer capacity.	<ul style="list-style-type: none"> <li>•Reduction of infiltration/inflow.</li> </ul>
More reliable and accessible sewer data.	<ul style="list-style-type: none"> <li>•Percentage of system entered into GIS/LIS Data Base.</li> </ul>
Reduction of impact of sewer and other emergencies.	<ul style="list-style-type: none"> <li>•Effective and efficient response to sewer emergencies.</li> </ul>

CLIENT BENEFITS	INDICATORS
Maximize environmental benefits of the Harbour Solutions Projects (HSP).	<ul style="list-style-type: none"> <li>•Harbour water quality meets the water quality classes such as bathing, contact recreation, boating, good aesthetic value, provides fish and wildlife habitats;</li> <li>•Reduce number of combined sewer overflows and outfalls.</li> </ul>
Guarantee maximum price and therefore predictable cash flow.	<ul style="list-style-type: none"> <li>•The pollution control rate can be forecasted with better accuracy.</li> </ul>
Use of “Want it in my Neighborhood’s Back Yard” (WINBY) strategy.	<ul style="list-style-type: none"> <li>•Support community needs by providing community integration funding for projects such as parks and infrastructure.</li> </ul>
Advanced Sludge management strategy.	<ul style="list-style-type: none"> <li>•Beneficial use of sludge by converting the sludge to fertilizer meeting the Canadian Food Inspection Agency (CFIA) standard under the Federal Fertilizer Act.</li> </ul>
Reduce impact to Bedford Basin.	<ul style="list-style-type: none"> <li>•Removes the major outfall from Duffus Street which is the most substantial impact on water quality in the Narrows and, ultimately, Bedford Basin.</li> </ul>
Both costs and goals of the HSP are properly balanced.	<ul style="list-style-type: none"> <li>•The project is affordable and meets Harbour water quality objective.</li> </ul>
Reliable, convenient collection of organics, recyclables and refuse.	<ul style="list-style-type: none"> <li>•Regular collection monitoring reports;</li> <li>•Solid waste inquiries by type.</li> </ul>
Comprehensive education to simplify source separation and foster a sense of environmental stewardship.	<ul style="list-style-type: none"> <li>•Area waste set out rates by stream;</li> <li>•Numbers of attendees at presentations, visits;</li> <li>•Feedback from surveys and focus groups.</li> </ul>
Reasonable costs to residents and businesses (ICI sector) for recycling, composting and waste disposal.	<ul style="list-style-type: none"> <li>•Tipping fee increase vs. CPI;</li> <li>•Annual net budget increase;</li> <li>•Business survey results;</li> <li>•Benchmark to other municipalities.</li> </ul>
Sufficient capacity for processing all waste streams, convenient waste management for business.	<ul style="list-style-type: none"> <li>•Tonnage shipped outside HRM;</li> <li>•Actual tonnage vs. processing capacity;</li> <li>•Business survey results.</li> </ul>
Cleaner air and environment.	<ul style="list-style-type: none"> <li>•Reduced calls about pesticide usage.</li> </ul>



CLIENT BENEFITS	INDICATORS
Healthy, clean, safe parks, forests and natural areas, and related environmental assets that provide direct public enjoyment, recreational, and health benefits.	<ul style="list-style-type: none"> <li>•Public satisfaction levels;</li> <li>•Number of people participating/using facilities.</li> </ul>
Direct Physical, health and environmental benefits provided by our parks, forests and natural areas, i.e., absorption of greenhouse gases and other air borne pollutants, natural filters, shade, wind breaks, clean drinking water, etc.	<ul style="list-style-type: none"> <li>•Reduced calls about pesticide usage;</li> <li>•Public satisfaction levels.</li> </ul>
Awareness of the benefits of recreation, leisure and natural areas.	<ul style="list-style-type: none"> <li>•Percent of public awareness.</li> </ul>
Knowledge and understanding of safer and more sustainable ways to maintain individual properties and municipally owned lands.	<ul style="list-style-type: none"> <li>•Number of property owners practicing sustainable maintenance.</li> </ul>
Desirable and attractive places to live, work and play.	<ul style="list-style-type: none"> <li>•Public satisfaction levels.</li> </ul>
Individual wellness and stress reduction.	<ul style="list-style-type: none"> <li>•Public satisfaction levels.</li> </ul>
Opportunities to participate in stewardship of our parks, forests and natural areas.	<ul style="list-style-type: none"> <li>•Number of people participating/using facilities.</li> </ul>
Safe, healthy and aesthetically pleasing waterways for recreational use	<ul style="list-style-type: none"> <li>•Number of beach or waterway closures as a result of wastewater treatment plant activities;</li> <li>•Number of odour or aesthetics complaints;</li> <li>•Quality of waterways as determined by sampling programs.</li> </ul>

*FTEs:* There are 8 additional FTE's proposed: 3 to create the new Director, EMS organization, 4 to improve service for Community Projects, and 1 (funded within the existing budget) for improving Waste Water treatment service.

2003/04 Budget: \$ 28,676,673 net

<b>2002/2003 Net Operating Budget</b>	\$31,150,929	<b>2003/2004 Gross Capital Budget</b>	Consolidated EMS Figure not available, Details in Capital Budget
<b>2003/2004 Approved FTEs</b>	122	<b>2003/2004 Proposed FTEs</b>	130

### Summary of Achievements of Last Year's Business Plan

<b>Key Initiative</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>•To develop a strategy to increase awareness of the roles and responsibilities of the Community Projects business unit.</li> </ul>	<ul style="list-style-type: none"> <li>•Presentation to COW outlining current responsibilities of Community Projects business unit. Ongoing communication with Corporate Call Centre to clarify responsibility centres for respective by-laws. Need analysis for a Communications Strategy in progress.</li> </ul>
<ul style="list-style-type: none"> <li>•To attain space to address immediate and future needs for the Community Projects business unit.</li> </ul>	<ul style="list-style-type: none"> <li>•Space Needs Analysis completed by Community Projects and submitted to Real Property Services in August 2001. Dialogue is ongoing. Awaiting proposed strategy from Real Property Services on how issues can be addressed in the short and long term.</li> </ul>
<ul style="list-style-type: none"> <li>•To influence the convening of a working group of the key stakeholders to draft a full cost accounting policy.</li> </ul>	<ul style="list-style-type: none"> <li>•Discussions with Financial Services held November 2002. Financial Services has agreed to address this issue with the effected Business Units.</li> </ul>
<ul style="list-style-type: none"> <li>•To rationalize the form and content of HRM legislation and align responsibility centres for policy, administration, licensing, enforcement and remedy of same</li> </ul>	<ul style="list-style-type: none"> <li>•Initial recommendations of the By-Law Rationalization Working Group approved by EMT October 2002. Twenty-four redundant by-laws repealed.</li> </ul>
<ul style="list-style-type: none"> <li>•To attain adequate indoor taxi/limousine inspection facilities regardless of weather conditions.</li> </ul>	<ul style="list-style-type: none"> <li>•Space Needs Analysis completed by Community Projects and submitted to Real Property Services in August 2001. Dialogue is ongoing. Awaiting proposed strategy from Real Property Services on how issues can be addressed in the short and long term.</li> </ul>
<ul style="list-style-type: none"> <li>•To identify the resources required to fulfill FOIPOP requests.</li> </ul>	<ul style="list-style-type: none"> <li>•FOIPOP administrator and three alternates selected. Attended FOIPOP training session August 2002.</li> </ul>

Key Initiative	Status
<ul style="list-style-type: none"> <li>To determine HRM role in regulation of Taxi/Limousine industry.</li> </ul>	<ul style="list-style-type: none"> <li>Terms of Reference developed and report presented to Council. Council decision to follow recommendations of Taxi/Limousine Committee. No further action required for the independent review.</li> </ul>
<ul style="list-style-type: none"> <li>To develop an Animal Control service with clear roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Draft Cat By-Law defeated by Council December 2002. Request for Proposal for Animal Control Service approved by Council</li> </ul>
<ul style="list-style-type: none"> <li>To enhance the development of youth through an alternative service delivery program.</li> </ul>	<ul style="list-style-type: none"> <li>Exploring new initiatives such as Fire Board Ups, Flourescent Bulb Recycling and Paint Can Recycling.</li> </ul>
<ul style="list-style-type: none"> <li>Water Resource Management Policy Project.</li> </ul>	<ul style="list-style-type: none"> <li>Final report to be completed by consultant and forwarded to the Watershed Advisory Boards by end of December 2002.</li> </ul>
<ul style="list-style-type: none"> <li>Stormwater and Wastewater Infrastructure Data Project.</li> </ul>	<ul style="list-style-type: none"> <li>Three staff retained on contract basis to input data, along with one permanent. ...% of system has been entered into the GIS Database.</li> </ul>
<ul style="list-style-type: none"> <li>Pumping Station and Force Main Project.</li> </ul>	<ul style="list-style-type: none"> <li>Rehab work is being designed and tendered on several pumping stations, on a top priority basis. RFP was issued for a study of all pumping stations and force mains, and proposals are currently being evaluated.</li> </ul>
<ul style="list-style-type: none"> <li>Regional Plan</li> </ul>	<ul style="list-style-type: none"> <li>One staff person has been designated as support for PWT for various Regional Planning initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>New Sewer Services</li> </ul>	<ul style="list-style-type: none"> <li>Applications made for Infrastructure Program funding based on priorities established by Council: Beaver Bank Phase 4 - Project developed and defined, including community consultation, by-law approved by Council and funding from Infrastructure Program: Herring Cove - RFP being prepared for Pre-Design Study: Prince's Lodge - Discussions underway on preliminary basis with the community, process being mapped.</li> </ul>

Key Initiative	Status
<ul style="list-style-type: none"> <li>•Infiltration/Inflow Reduction</li> </ul>	<ul style="list-style-type: none"> <li>•Flow Monitoring of Sewers - ongoing: Sanitary Manhole Infiltration Reduction Program - 177 manholes and eight pumping station wet wells repaired: Sackville Sewer sheds 6 &amp; 7 - in Progress: Bedford - Sackville Trunk Sewer Study - in Progress: Caldwell Road and Beaver Crescent Sewer shed - in Progress: Belmont Subdivision STP - In Progress: Ellenvale Area - RFP being prepared.</li> </ul>
<ul style="list-style-type: none"> <li>•Emergency Sewer Spills</li> </ul>	<ul style="list-style-type: none"> <li>•Procedure updated three times based on refining and improving the process, and circulated to stakeholders: Organized and co-ordinated training session conducted by NSDEL: Involved with TUGS and WWT on nine sewer emergencies: Held debriefing session with TUGS and WWT staff in effort to look for opportunities to improve the process.</li> </ul>
<ul style="list-style-type: none"> <li>•LIS Project</li> </ul>	<ul style="list-style-type: none"> <li>•Provided one staff person (0.75 FTE) to be co-ordinator for PWT on Infrastructure Management module. Implemented a sewer/drainage asset inventory and condition database and began the process to implement Work Management and Pavement Management modules.</li> </ul>
<ul style="list-style-type: none"> <li>•Baseline Sampling Program</li> </ul>	<ul style="list-style-type: none"> <li>•Continuing with bacteriological sampling of all lakes where there are HRM sewers to document baseline condition.</li> </ul>
<ul style="list-style-type: none"> <li>•Stormwater Benchmarking Initiative</li> </ul>	<ul style="list-style-type: none"> <li>•Continuing with involvement in national project.</li> </ul>
<ul style="list-style-type: none"> <li>•Negotiate agreements for the construction of sewage treatment plants and collection systems.</li> </ul>	<ul style="list-style-type: none"> <li>•Agreement in place</li> </ul>
<ul style="list-style-type: none"> <li>•Provide Halifax Harbour Solutions Project information to public.</li> </ul>	<ul style="list-style-type: none"> <li>•On going update of information on HHSP Web site and deliver supplement to newspapers on "understanding the Halifax Harbour Solutions Project".</li> </ul>
<p>To minimize growth in waste generation within HRM:</p> <ul style="list-style-type: none"> <li>•Lobbying, influencing legislation and building partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>•Working with NSDEL, other NS Waste Resource Regions, and FCM to promote extended producer responsibility (e.g., dairies, paint, phone books).</li> </ul>

Key Initiative	Status
<ul style="list-style-type: none"> <li>•Establish a regular system for identifying waste stream generation rates for each of the 8 collection areas.</li> </ul>	<ul style="list-style-type: none"> <li>•Completed organics and recycling system report for each area.</li> </ul>
<ul style="list-style-type: none"> <li>•Review the overall Waste Resources Communication Program and develop a comprehensive waste reduction campaign.</li> </ul>	<ul style="list-style-type: none"> <li>•Annual communication program revised, resources switched from waste reduction to quality of curbside green cart and blue bag materials.</li> </ul>
<ul style="list-style-type: none"> <li>•Partnering with other organizations (Regional Chairs, RRFB, FCM) on waste reduction strategies.</li> </ul>	<ul style="list-style-type: none"> <li>•Provided reports for Regional Chairs group, worked with RRFB on new paint program and expansion of funding criteria, drafted proposal for FCM/NRCAN Funding of Economics of Recycling Study.</li> </ul>
<ul style="list-style-type: none"> <li>•Provide input to the HRM Regional Planning Process to identify the links between urban form, policies and solid waste management.</li> </ul>	<ul style="list-style-type: none"> <li>•Active on Vibrant City - Healthy Communities committee, participating on the Private Roads Committee.</li> </ul>
<ul style="list-style-type: none"> <li>•To encourage more diversion of construction and demolition (C&amp;D) waste through the implementation and monitoring of C&amp;D License By-Law L-200.</li> </ul>	<ul style="list-style-type: none"> <li>•Completed a lengthy public consultation process with Planning staff, achieving a new HRM C&amp;D waste management strategy (Council approved October 2002).</li> </ul>
<p>Providing Quality Customer Service and Fostering Public Support, Enhancing Residential Sector Material Quality:</p> <ul style="list-style-type: none"> <li>•Regular communications activities and follow up on source separation problems.</li> </ul>	<ul style="list-style-type: none"> <li>•Issued collection schedules, three editions of Naturally Green, conducted on-street monitoring and visits, conducted visits/workshops with condo properties and businesses responding to problems identified by MIRROR, NEF and Miller, followed up with haulers on stickering/education requirements.</li> </ul>
<ul style="list-style-type: none"> <li>•To revise and update the householder support items.</li> </ul>	<ul style="list-style-type: none"> <li>•Both the Collection Schedule and “What Goes Where” guide were substantially revised for March 2002, completed Green Cart User Phone Survey September 2002.</li> </ul>
<ul style="list-style-type: none"> <li>•To improve follow up on neighbourhood level and commercial (ICI) sector waste stream contamination and education issues.</li> </ul>	<ul style="list-style-type: none"> <li>•Staffing completed to improve follow-up of on-street problems, completed 12,000 household visits, monitoring of green carts and blue bag set-out rates and contamination, Waste Characterization Study conducted to identify organic feedstock quality issues, introduced cardboard and plastics bans for ICI compost deliveries.</li> </ul>

Key Initiative	Status
<ul style="list-style-type: none"> <li>To improve regular communications between HRM, the Community Monitoring Committee, processing plants and Community Liaison Committees.</li> </ul>	<ul style="list-style-type: none"> <li>Regular communications with CMC, monthly plant operations meetings, staff support for Miller and NEF CLC meetings.</li> </ul>
<ul style="list-style-type: none"> <li>Participate in the HRM By-Law Rationalization Project.</li> </ul>	<ul style="list-style-type: none"> <li>Regular participation on By-Law Review Committee.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure Waste Resource staff resources are organized to provide professional customer service.</li> </ul>	<ul style="list-style-type: none"> <li>New staff completed HRM orientation and OH &amp; S training, introduced regular Training Report System, frequent staff meetings.</li> </ul>
<p>Improving the Effectiveness and Efficiency of Processing Facilities:</p> <ul style="list-style-type: none"> <li>Conduct a comprehensive review of the first three years of operation of the HRM Waste Resource Management System, and identify future opportunities, costs, options and directions.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive review and stakeholder consultation completed for issuance of Residential Collection RFP in October, Collection RFP review and recommendation complete by January 2003, Terms of Reference issued for consulting portion of Waste Resources Systems Futures Study, a broad review of the HRM system.</li> </ul>
<ul style="list-style-type: none"> <li>Establish a Waste Resource Operations Stabilization Reserve to provide funding for external changes in waste generation, regulatory changes that impact HRM solid waste costs.</li> </ul>	<ul style="list-style-type: none"> <li>Operations Budget approved for 2002-03 (\$300,000) Reserve Policy is drafted for Council review and approval, implemented By-Law S-602 (prohibiting waste export), achieved goal of halting loss of tipping fee revenue to other jurisdictions.</li> </ul>
<ul style="list-style-type: none"> <li>Participate in the HRM Long Term Capital Planning Project.</li> </ul>	<ul style="list-style-type: none"> <li>Regular participation in Long Term Capital committee, working with MIRROR on equipment replacement plan for Otter Lake.</li> </ul>
<p>Improving the Effectiveness and Reach of Communication and Education Programs:</p> <ul style="list-style-type: none"> <li>Enhance systems for reporting on individual hauler and processor performance, customer service issues.</li> </ul>	<ul style="list-style-type: none"> <li>Improved records of collection completion time and customer service complaints, participated in roll-out July, 2002 Hansen customer service module for Solid Waste inquiries, participate in Corporate Customer Service Strategy Development Committee and Customer Service Advisory committee.</li> </ul>
<ul style="list-style-type: none"> <li>Expand receiving hours at HRM Compost Plants to improve consistency in completion of residential collection routes.</li> </ul>	<ul style="list-style-type: none"> <li>Consulted with waste haulers and plant operators, realigned hours of MRF and compost plants to provide consistency (all open until 6 p.m., Monday - Friday, one extra hour).</li> </ul>

Key Initiative	Status
<ul style="list-style-type: none"> <li>Expand the level of service for Household Hazardous Waste collection and disposal. This Business Plan for 2002-03 proposed an increase in service of \$100,000.</li> </ul>	<ul style="list-style-type: none"> <li>Introduced more regular Saturday service at the Bayer's Lake Depot, worked with RRFB on new paint recycling program, conducted two mobile depot days on the Eastern Shore, Fall</li> </ul>
<ul style="list-style-type: none"> <li>Year 3 of Pesticide Use Reduction Program successfully carried out.</li> </ul>	<ul style="list-style-type: none"> <li>Fall ban on residential use properties comes into effect April 1/03.</li> </ul>
<ul style="list-style-type: none"> <li>Phase 2 of public education and awareness programs on sustainable gardening and landscape maintenance put in place.</li> </ul>	<ul style="list-style-type: none"> <li>Three TV commercials, radio and newspaper ads, fifteen public workshops, several new fact sheets, posters, brochures, etc.</li> </ul>
<ul style="list-style-type: none"> <li>Naturally Green Newsletter (Env. Sustainability).</li> </ul>	<ul style="list-style-type: none"> <li>Articles completed for four issues.</li> </ul>
<ul style="list-style-type: none"> <li>Train the Trainer Programs (Sustainable Practices).</li> </ul>	<ul style="list-style-type: none"> <li>Two Training Workshops held.</li> </ul>
<ul style="list-style-type: none"> <li>Workshop on Strategic and Sustainable Resource Management. held with senior HRM and NSDNR officials.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing dialogue and correspondence.</li> </ul>
<ul style="list-style-type: none"> <li>Applied Science Sustainable Maintenance Research Trials - Compost top dressing of athletic fields.</li> </ul>	<ul style="list-style-type: none"> <li>Phase II and III completed. Initial results look very promising.</li> </ul>
<ul style="list-style-type: none"> <li>Urban Forest Threat (Exotic Pest) Management Protocol in collaboration with several other cities and CFS and CFIA completed.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Maintenance Handbook and Protocols developed.</li> </ul>
<ul style="list-style-type: none"> <li>Corporate By-law Rationalization Project (portion dealing with environmental asset management).</li> </ul>	<ul style="list-style-type: none"> <li>Forwarded to Regional Council and approved as a Guideline for staff.</li> </ul>
<ul style="list-style-type: none"> <li>Partnership with Landscape Nova Scotia, Dalhousie University, NSAC, and others regarding compost/soil sustainable standards/guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Initial reviews completed including matrix reviews and responsibility assignments.</li> </ul>
<ul style="list-style-type: none"> <li>Regional Planning process: Environmental Assets Vibrant City - Healthy Community</li> </ul>	<ul style="list-style-type: none"> <li>Terms of reference established. Preliminary drafts completed</li> </ul>

<b>Key Initiative</b>	<b>Status</b>
•Public Displays/Trade Shows: Naturally Green Environmental Sustainability	•Major public displays at three large Home Shows; Environmental Assets Issues and Options Discussion Paper completed. Healthy Community Issues and Options Discussion Paper completed.
•Urban Forestry in Canada Book	•Released to a national audience in October 2002; HRM contributing author; national networking.
•Wastewater Treatment Benchmarking Study	•Phase 11 completed
•Bennery Lake Protected Water Area Designation	•Completed. Only requires signing by the NS Minister of the Environment and Labour.
•Temporary Effective Sludge Management Program.	•Three year Aerotech Lagoon cleanout tender awarded. Replacement process ongoing
•NSDEL Approval for External Leachate Treatment	•Ongoing
•Capital facility improvements.	•North Preston STP Upgrade design completed. Encountered DEL, land acquisition problems. Aerotech STP upgrade design to be awarded.
•WWT (section) contribution to HRM environmental projects.	•Halifax Harbour Solutions (ongoing) Burnside Wetland Project (design completed, next phase, operations). Watershed Management Policy (near completion).
•Nine Mile River Assimilation Study (new).	•Final draft due - November, 2002.
•Wastewater Treatment Study(long term)	•Study awarded (October/02)

## **Internal/External Issue Analysis**

### **A. Common Issues, Goals and Objectives:**

#### **Issue # 1**

#### **Creating an effective organization**

The new Environmental Management Services business unit has to quickly become an organization that contributes to HRM's position as a leader and facilitator of environmental stewardship within the community.



**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- The new business unit was created to coordinate HRM environmental resources that support the Corporate Scorecard Theme of Healthy, Sustainable, Vibrant Communities.

**Goal 2003/2006**

The business unit will establish itself as an effective, productive and innovative organization, with a mission statement, business plan, strong customer service culture and measured results.

**Objective 2003/2004**

Develop a consolidated Business Plan and Communications Plan for EMS; and develop a consolidated EMS Mission Strategic Outcomes, Client Benefits and Performance Measures.

**Analysis of Proposed Changes**

*Service Levels*

The amalgamation of HRM's environmental programs into one new business unit should provide better coordination and an improved level of service to EMT, Council and the Community.

*Financial/Budget*

There will be some costs to establish the new business unit, but these should be relatively minor relative to the overall unit budget, and there may be opportunities to offset these in the consolidation process.

*Processes*

Current processes will remain intact initially, pending review and identification of opportunities for joint programs and reorganization.

*Internal Service Providers*

Human Resources and Finance will play an important role in developing the new business unit.

*FTE*

Three new FTE's are required for the Director's office, but there may be an opportunity to transfer these from other business units or from within the EMS organization.

- The EMT Priority to Support and Encourage Customer Focused Service Delivery - A prompt, effective response to by-law violations identified by citizens confirms our commitment to service.

### **Goal 2003/2006**

Citizens receive a seamless by-law service.

### **Objectives 2003/2004**

To develop an internal communications strategy to articulate the current responsibilities of each HRM Business Unit relative to policy, administration, licensing, enforcement and remedy of by-laws; and to develop Memoranda of Understanding regarding enforcement responsibilities between Community Projects and the respective HRM Business Units.

### **Analysis of Proposed Changes**

#### *Service Levels*

An improved level of service and decrease in response time is anticipated.

#### *Financial/Budget*

There may be budget implications if the scope of the service is expanded.

#### *Processes*

It is expected that processes will change as the responsibilities are clearly defined.

#### *Internal Service Providers*

HRM Business Units will be involved to varying degrees dependant upon their responsibilities for by-law services.

#### *FTE's*

There are no additional staff resources available within Community Projects at this time.

## **Issue #2**

### **Awareness of By-Law Services**

The evolution of Community Projects as the subject matter expert on all 120 HRM by-laws and other legislation outside of the HRM jurisdiction has put a significant demand on our administrative resources.

This expertise is called upon from other HRM Business Units, Mayor and Councillor's Offices, citizens, and most often by the Corporate Call Centre, which includes forwarding Hansen Service Requests to Community Projects. There have been no new resources allocated to undertake this new role.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

Improving the overall understanding of by-law services will support:

- The EMT Priority to Support and Encourage Customer Focused Service Delivery - Citizens will receive appropriate information and response at initial contact;
- The Corporate Scorecard theme of Excellence in Service Delivery - A prompt, effective response to by-law violations identified by citizens confirms our commitment to service;
- The Corporate Scorecard theme of Safe Communities - More effective processing of citizens concerns regarding alleged by-law violations will decrease response times and improve public safety.

**Goal 2003/2006**

Staff who have initial contact with queries and complaints have a greater awareness of by-law services.

**Objectives 2003/2004**

To identify the appropriate responsibility centre(s) to address the issue; to obtain adequate resources and support for existing and proposed hardware/software requirements; and to seek support and commitment from key stakeholders to use the new systems and processes.

**Analysis of Proposed Changes**

*Service Levels*

An improved level of service and decrease in response time is anticipated.

*Financial/Budget*

If the scope of the service increases, there may be additional costs.

*Processes*

Systems and processes are changing, hence, staff must adapt.

### *Internal Service Providers*

All HRM Business Units will be involved.

### *FTE's*

It is not anticipated that there will be any additional FTE's required to reach the 2003-04 Objectives.

## **Issue #3**

### **Data Management**

A significant percentage of Hansen Service Requests forwarded to Community Projects have data that is not captured in the appropriate fields. This will create issues when other Hansen Modules are introduced i.e.: Code Enforcement Module, as the information feeds directly from the Customer Service Module.

### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

Improving the quality of data captured on initial contact will support:

- The Corporate Scorecard theme of Safe Communities - More effective processing of citizens concerns regarding alleged by-law violations will decrease response times and improve public safety;
- The Corporate Scorecard theme of Excellence in Service Delivery - A prompt, effective response to by-law violations identified by citizens confirms our commitment to service;
- The EMT Priority to Support and Encourage Customer Focused Service Delivery - A prompt, effective response to by-law violations identified by citizens confirms our commitment to service.

### **Goal 2003/2006**

Enhance decision making of key stakeholders in the development of software which impacts the five elements of by-law services.

### **Objectives 2003/2004**

To conduct a Gaps Analysis and develop a strategy in consultation with key stakeholders to identify the gaps in the way data is currently captured.

## **Analysis of Proposed Changes**

### *Service Levels*

An improved level of service and decrease in response time is anticipated.

### *Financial/Budget*

There may be budget implications if more resources are required to process the volume of service requests efficiently and effectively.

### *Processes*

Processes may change dependant upon the outcome of the Gaps Analysis.

### *Internal Service Providers*

Collaboration with Shared Services (Corporate Call Centre and IS divisions).

### *FTE's*

It is not likely that there will be any additional FTE's required in Community Projects to reach the 2003-04 Objectives. Dependant upon the outcome of the Gaps Analysis there may be additional FTE requirements in future.

## **Issue #4**

### **Rationalizing Resources**

The existing staff complement within the HRM Business Units involved in by-law services need to be rationalized to enhance service delivery.

There needs to be a paradigm shift in the way by-law services are delivered in the HRM. A number of HRM Business Units currently have staff involved in the delivery of by-law services. A commitment to a collective, instead of the existing individual, approach is required to improve the service.

The delivery of by-law services requires a high degree of customer service skills in addition to specialized technical skills. There is a need for staff who are generalists (cross trained) and specialists (subject matter experts) to effectively deliver by-law services. Hence, there is a need to identify opportunities where cross training can occur.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

Better use of existing resources for the delivery of by-law services will:

- The EMT Priority to Support and Encourage Customer Focused Service Delivery - Staff will be equipped to address a variety of by-law violations and resulting in reduced response time;
- The Corporate Scorecard theme of Excellence in Service Delivery - Staff will be equipped to address a variety of by-law violations resulting in reduced response time;
- The Council Priority of Fiscal Accountability - Better use of existing staff resources will create a more effective service without the need for new resources.

**Goal 2003/2006**

The existing staff complement within the HRM business units involved in by-law services are rationalized.

**Objectives 2003/2004**

To identify duplication of processes between the HRM Business Units and recommend ways to increase efficiency and effectiveness in the delivery of by-law services; to conduct a Gaps Analysis within the existing staff complement involved in the delivery of by-law services; and to develop strategy to address the gaps.

**Analysis of Proposed Changes**

*Service Levels*

An improved level of service.

*Financial/Budget*

If cross functional by-law services are implemented, and existing resources are used to their fullest capacity, it is anticipated the current level of service can be improved within the current budget.

*Processes*

It is expected that processes will change.

*Internal Service Providers*

HRM Business Units will be involved dependant upon their responsibilities for by-law services.

*FTE's*

It is not anticipated that there will be any additional FTE's required in Community Projects to reach

the 2003-04 Objectives. The outcome of the Gaps Analysis may impact long term FTE requirements.

## **Issue #5**

### **New By-Law Services**

Amending existing by-laws, which increases the scope of service, also increases the demand for new resources. The creation of new by-laws will further increase the scope of service and the demand for new resources. The existing resource base within Community Projects is not sufficient to undertake any new demands for by-law services.

In the past, staff have responded to requests for amendments to existing by-laws or the creation of new by-laws without giving due consideration to the resources required to appropriately service these by-laws. If resources are not identified prior to putting the by-law into effect, it will not be adequately administered and enforced.

### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission**

Identifying and assigning required resources prior to implementation of a by-law will support:

- The EMT Priority to Support and Encourage Customer Focused Service Delivery - Expectations of service level improvements will be fulfilled.
- The Corporate Scorecard theme of Excellence in Service Delivery - Expectations of service level improvements will be fulfilled.

### **Goal 2003/2006**

By-Laws will not be created or amended without commitment from the respective decision makers to realign or allocate new resources to address the increased scope of service.

### **Objectives 2003/2004**

To identify the required resources for all related functions including policy, administration, licensing, enforcement and remedy, when amending or creating a new by-law.

To gain Council approval for four FTEs and all related expenses, to enforce and administer the amended Sign By-Law (pending) and existing Land Use By-Laws.

## **Analysis of Proposed Changes**

### *Service Levels*

Improved level of service.

### *Financial/Budget*

Four FTEs and related expenses primarily for enforcement and administration of the Land Use and Sign By-Laws.

### *Processes*

A change in the process for amending or creating new by-laws will occur.

### *Internal Service Providers*

All respective decision makers must be committed to this process.

### *FTEs*

Four new FTEs are required to address proposed amendments. The expected level of service cannot be achieved without these new FTEs. It should be understood that these FTEs are required to commence the initiative. Additional FTEs may be required as this initiative evolves.

## **Issue #6**

### **Adequate Space for Community Projects**

Need for improved space to house Community Projects business unit.

### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

The provision of adequate and appropriate space will support:

- The EMT Priority to Create a Workplace Environment That Encourages Employees to Strive for Excellence and Success - Providing employees with an appropriate environment in which to work is important for morale and employee safety;
- The Corporate Scorecard theme of Safe Communities - Taxi inspections conducted in an indoor facility will be unaffected by inclement weather.

### **Goal 2003/2006**

Community Projects staff are housed in facilities that provide basic workplace needs and are appropriate for the required services.



## **Objective 2003/2004**

To revisit the Space Analysis submitted to Real Property Services; and to develop an Action Plan in consultation with Real Property to address our needs.

### **Analysis of Proposed Changes**

#### *Service Levels*

Increased compliance with OH & S and basic workplace standards.

#### *Financial/Budget*

There will be costs associated with addressing space requirements. Until the Action Plan is complete, it is difficult to specify what the cost implications will be.

#### *Processes*

Community Projects has completed and submitted a Space Analysis to assist Real Property.

#### *Internal Service Providers*

Real Property and Asset Management Services will need to identify appropriate space.

#### *FTE's*

No change in FTE's is anticipated to achieve the 2003-04 Objectives.

## **Issue #7**

### **Animal Control Service**

Council and citizens expectations for Animal Control exceed the existing contractual agreement.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

The allocation of resources to provide Animal Control Service will support:

- The Council Priority of Safe Communities - Additional resources will improve response times and increase public safety;
- The EMT Priority to Support and Encourage Customer Focused Service Delivery - A prompt, effective response to animal control violations identified by citizens confirms our commitment to service.

## **Goal 2003/2006**

A commitment by the respective decision makers to allocate new resources to address the increased service level of Animal Control as requested by Council.

## **Objective 2003/2004**

To gain Council approval for new resources to fund a contract that addresses the requested service level improvements and to have adequate software to support the Animal Control Service contract. To establish an evaluation process to monitor the effectiveness of the contracted service.

## **Analysis of Proposed Changes**

### *Service Levels*

Improved level of service.

### *Financial/Budget*

Funds have been identified by EMT ( \$ 250,000 ) to respond to the anticipated cost of a new Animal Control Contract. There may be potential to increase revenue generation to offset increased expenditures through the sale of more dog licenses. The Financial Services Business Unit currently coordinates the sale of licenses.

### *Processes*

There will be changes in the processes used to address Animal Control related issues. A new dog licensing strategy is required.

### *Internal Service Providers*

A number of Business Units will be required to provide support, including: Financial, Legal and Shared Services.

### *FTE's*

Internally, there is a need for a Methods and Procedures Analyst to provide administrative support relative to the Animal Control Services contract. Externally, there is a need for the service provider to increase the number of FTE's to enhance the requested service level improvements.

## **Issue #8**

### **Youth LIVE Program**

There is a lack of understanding of the value of the Youth LIVE program to the HRM and the

community.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

A greater understanding of the Youth LIVE program and the benefits of alternative service delivery will support:

- Council Priority of Fiscal Accountability - Services are delivered at a reduced cost to the Municipality;
- Council Priority of Community Development - Allowing youth to contribute to their community.

**Goal 2003/2006**

Create a greater awareness of the Youth LIVE program and the advantage of alternative service delivery.

**Objective 2003/2004**

To develop a communications strategy to articulate to the goal of the Youth LIVE program.

**Analysis of Proposed Changes**

*Service Levels*

Sustained service levels.

*Financial/Budget*

If the Youth LIVE program were discontinued, an increase in costs to HRM Business Units who currently have alternative service delivery partnerships with Youth LIVE is anticipated.

*Processes*

A change in the way the Youth LIVE program is marketed internally is required to increase awareness and understanding.

*Internal Service Providers*

Support from other HRM Business Units for existing alternative service delivery initiatives is required.

*FTE's*

There is no anticipated change in FTE's.

## **C. Environmental Services Issues, Goals and Objectives:**

### **Issue # 1**

#### **Pumping Station and Forcemain Study**

This study will cover all HRM pumping stations and forcemains, so that deficiencies will be identified, and rehabilitation and upgrade requirements are defined on a comprehensive priority basis.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Protecting our natural environment (HRM 20/20);
- Long Term Capital planning;
- Infrastructure: HRM develops and provides infrastructure to approved standards (Council Priorities).

#### **Goal 2003/2006**

Implement rehabilitation priorities to provide safer working conditions and more reliable infrastructure, performing to approved standards.

#### **Objective 2003/2004**

Complete the Pumping Station and Forcemain Study and develop rehabilitation priorities and long term capital requirements; and start collecting sewer condition data for input into LIS.

#### **Analysis of Proposed Changes**

##### *Service Levels*

Service levels will go up as related to reliability and compliance with NSDEL regulations. NSDEL was consulted during the development of the RFP to ensure compliance with their standards.

##### *Processes*

Priorities will be recommended by the study and implementation will be inclusion of rehabilitation work in the annual Capital Budget.

##### *Internal Service Providers*

Study to be done by consultant and administered by Environmental staff.

*FTE*

None.

*Financial ( long term )*

Proposed study costs of \$ 250,000 will be part of larger capital project # CGR0037, Upgrading Pumping Stations.

*2003/04 Budget*

Proposed is \$250,000.

**Issue # 2**

**Water Resource Management Policy Development**

The four former municipalities all had different policies and procedures with respect to the management of storm water and wastewater systems. The draft recommendations of the Water Resource Management Policy Study were presented to the HRM Watershed Advisory Boards in January, 2003. Water quality issues are very important to residents of the

Municipality, as evidenced by concerns about the impact of development on our many lakes and streams, and by the existence and vitality of the various community groups involved in water resource issues.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

The formulation of a Water Resource Management Policy is consistent with the direction outlined in the Planned Growth component of the Municipality's Business Strategies Program, which contemplates the development of an "environmental policy framework" to "tie into the Regional Growth Strategy, Fiscal Strategy and Service Delivery". The Planned Growth component also requires that "key environmental characteristics and issues" be identified.

**Goal 2003/2006**

Implementation of the recommendations of the HRM Water Resource Management Policy.

**Objective 2003/2004**

To implement a new Water Resource Management Policy by drafting amended municipal planning

strategies, by-laws, standards, changes in internal procedures and practices, provision of additional resources, etc.

### **Analysis of Proposed Changes**

#### *Service Levels*

It is anticipated that the consultant's study will recommend policies which will provide higher level of service with respect to water resources in the Municipality.

#### *Processes*

The study report will likely recommend various changes to processes in both business units.

#### *Internal Service Providers*

Staff will be able to implement some of the policies but it is expected that consultants will be required for others.

#### *FTE*

Unknown at this time.

#### *Financial (long term)*

Will be projected in the policy, which will be presented to Council for their consideration for approval.

#### *2003/04 Budget*

No additional capital requested. Approximately \$100,000 available from past budgets for implementation.

### **Issue # 3**

#### **Stormwater and Wastewater Infrastructure Data Project**

The goal is to convert all of our paper record information of all HRM stormwater and wastewater systems into our HRM GIS/LIS data base. Where gaps are identified in the file data base, the file research is being supplemented by field data collection.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

Critical to know what we own, how much and where, so we can manage and maintain the system effectively, including initiatives such as pollution prevention, responding to sewer emergencies,

future growth, etc, and good budgeting. Also linked to Public Safety, Planned Growth and Infrastructure.

**Goal 2003/2006**

To have record data for all stormwater and wastewater systems entered into our HRM GIS/LIS data base.

**Objective(s) 2003/2004**

To identify the resource requirements to identify our off-street systems, and to input record information on these systems into GIS; and to identify the process, resource requirements and changes to by-laws or standards, if any, to have record information acquired through the development process input efficiently into GIS.

**Analysis of Proposed Changes**

*Service Levels*

Improved accessibility to record information by all users, especially as related to sewer emergencies. More reliable information.

*Processes*

Information will be able to be accessed via desktop computers, rather than staff having to research our paper drawings or files.

*Internal Service Providers*

Current process sometimes requires consultation with various staff re the location of record information. Once data is input to GIS, any user can access.

*FTE*

No change in existing FTE's for this project.

*Financial (long term)*

Reduced time to access record information.

*2003/04 Budget*

None. Project is funded from Pollution Prevention Capital Account.

## **D. Halifax Harbour Solutions Issues, Goals and Objectives:**

### **Issue #1**

#### **Financial Control**

Both the Halifax Harbour Solutions revenue stream and project costs must be closely monitored to determine the timing for any temporary borrowing. Any potential shortfall must be identified as soon as possible and additional funding methods identified for Council's approval.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Vision 20/20 reference to "Economic prosperity as the backbone of a successful community" Council Priorities to "Fiscal Accountability";
- EMT's Priority Projects;
- EMT's Priority to "Sustain Fiscal Health to meet Corporate Challenges and Address Citizen "Needs";
- Guiding Principles references to "Deliver efficient, effective and responsive services".

#### **Goal 2003/2006**

Implement a financial framework which minimizes the system costs to users.

#### **Objectives 2003/04**

Complete the initial Project financing and debt placement plan by Spring 2003; and ensure that HREP develops the Public Involvement and Information Program with input from HRM, Community Liaison Committees and other interested parties.

#### **Analysis of Proposed Changes**

##### *Service Levels*

The monitoring of revenue streams and project costs is necessary during the Design-Build phase of the project which is approximately five years.

##### *Financial/Budget*

The financial Consultant position is included in the Harbour Solutions Project Office costs during the construction phase and source of funding is by the ongoing collection of the pollution control charge. The staff resource is included in the Operating expense for 2003/04.



### *Processes*

There will be no change to the current process.

### *Internal Service Providers*

At the present time, the analysis of the financial model is carried out by a staff person from Financial Services.

### *FTE's*

HHSP is reviewing the allocation of 1 FTE (Financial Consultant) currently in Financial Services to the HHS Project. This will not have any change in the corporate FTE count.

## **Issue # 2**

### **Communications/Relations**

One of the general principles adopted by Council for the Project is "An ongoing informed public participation process is needed and decision-making must be transparent and open." Community Liaison Committees (CLC) for each of the proposed plants have been formed. HREP should take the lead role in Project communications, but HRM reporting and communication with stake holders will still be important for Project success.

### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Vision 20/20 reference to "Community working together";
- Vision 20/20 reference to "Responsible Active Citizenship"
- Council Priorities to "Community Development".

### **Goal 2003/2006**

Stakeholders are informed on all aspects of Project delivery.

### **Objectives 2003/04**

Regularly inform the public of the Harbour Solutions Project progress and establish quarterly information reports to Council regarding financing and activities.

### **Analysis of Proposed Changes**

#### *Service Levels*

The detailed PIIP plan will be completed within 60 days after the effective date of the agreement.

#### *Financial/Budget*

The Information Coordinator position is included in the Harbour Solution Project Office costs during the construction phase and the source of funding is by the ongoing collection of the pollution control charge. The staff resource is included in the operating expense for 2003/04.

#### *Processes*

This approved term position is being filled so that there is no delay in the implementation of the PIIP.

#### *Internal Service Providers*

The costs associated with the term position will be split evenly with another business unit (Finance).

#### *FTE's*

No additional FTE. The approved term position Information Coordinator will handle these activities.

### **Issue #3**

#### **Contract Management**

The implementation of the Harbour Solutions Project is Design-Build-Operate for the wastewater treatment plants and Design-Build for the collection systems. The design, construction and commissioning of the wastewater treatment plants and collection systems have to be monitored to ensure full compliance with the development agreements and applicable construction and safety practices.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Vision 20/20 reference to "Protection our natural environment";
- Council's Priorities on "Planned Growth";
- Council's Priorities on "Infrastructure";
- Council's Priorities on "Fiscal Accountability";
- EMT Priority Projects.

#### **Goal 2003/2006**

All Harbour Solutions Project elements are delivered on time, on budget and in full compliance with the specifications.

## **Objectives 2003/04**

Jointly with the owner's engineer, ensure the design, construction and commissioning of treatment plants and collection systems are in full compliance with the development agreements and applicable construction and safety practices; and to ensure the construction activities are on target with the proposed construction schedule as established in the main Development Agreement.

### **Analysis of Proposed Changes**

#### *Service Levels*

The proposed service level will be monitored closely to ensure adequate monitoring of the design and construction phase of the project.

#### *Financial/Budget*

The Owner's Engineer will be required for the duration of the Design, Construction and Commissioning phase of the project. The associated cost is included in the Harbour Solutions Project contract support costs during the construction phase and the source of funding is by the ongoing collection of the pollution control charge. The staff resource and the Owner's Engineer are included in the operating expense for 2003/04.

#### *Processes*

There will be no change to the current process.

#### *Internal Service Providers*

There will not be any demand on other HRM's internal service providers.

#### *FTE's*

The current approved FTE is sufficient.

## **E. Solid Waste Resources Issues, Goals and Objectives:**

### **Issue #1**

#### **Overall Growth in Waste Generation**

In spite of high levels of source separation and diversion from landfill, increasing population and economic growth are resulting in growth in waste generation. This is a concern for HRM in terms of future waste management facility capacity, and the long term cost of the HRM Solid Waste Resources Strategy.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Council's Business Strategy on "Planned Growth"
- EMT's Priority to "Sustain Fiscal Health to meet Corporate Challenges, Address Citizen Needs"
- Solid Waste Resources Mission, Strategic Outcome of "Maximizing waste reduction, recycling and composting; minimize landfill use"

**Goal 2003/2006**

To minimize growth in waste generation within HRM.

**Objectives 2003/2004**

Utilize waste audits and facility reports from the Otter Lake FEP and other facilities to analyze waste streams, identify feedstock contamination problems, and improve enforcement and diversion activities.

**Analysis of Proposed Changes**

*Service Levels*

HRM residents and businesses are very dependent on the existing levels of service for collection and processing of waste resources. The objectives identified under this goal can be met without a change in service levels.

*Financial/Budget (long term)*

These objectives can be met by re-allocating resources or prioritizing work in existing programs.

*Processes*

The Neighbourhood level (collection area) analysis will be used to guide local education activities. There should be improvements in the processes through which staff and processing plants identify and reject unacceptable materials.

*Internal Service Providers*

Solid Waste Resources has a full time marketing support person assigned by Shared Services, and this level of support should be continued to deliver the communications programs effectively.

*FTE* There would be no impact of these activities on the number of FTE's.

## **Issue #2**

### **Maintaining Source Separation**

High levels of public participation and source separation are critical to meeting the diversion targets of the Solid Waste Resource Strategy.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Vision 2020 references to “Responsible Active Citizenship” and Protecting our Natural Environment”
- EMT’s Corporate Priority to “Support and Encourage Customer Focused Service Delivery”
- Solid waste Resources Mission and Strategic Outcome of “Strong participation, stewardship and support for the HRM system by residents and businesses.

#### **Goal 2003/2006**

To maintain high levels of participation and source separation among HRM residents and businesses.

#### **Objectives 2003/2004**

Increase "on site" composting activity (grass-cycling, back yard composting, etc.) and improve communications for new residents and to promote waste reduction.

#### **Analysis of Proposed Changes**

##### *Service Levels*

Communication and education programs will remain at the same level of service as in 2002-03, but the focus of education will be revised to reflect the new Business Plan Objectives.

##### *Financial/Budget (long term)*

The communication and education initiatives and Apartment Recycling and Composting Program will be accomplished within existing budgets.

##### *Processes*

Business processes for communications and education will be adjusted to reflect the information needs of residents, as identified through surveys, focus groups and Hansen reports.

##### *Internal Service Providers*

The revision of householder support information items will require the participation of Shared Services in terms of production, distribution. Advice will also be required from the Corporate Communications Officer. Our staff will work with other business units on the By-Law Rationalization Project.

*FTE*

There would be no impact of these activities on the number of FTE's.

**Issue #3**

**Quality of Waste Resource Feedstocks**

Ensuring feedstock quality for marketing recyclables and making compost is very important. If recyclables and organics are not sorted properly, there are problems with production and sales of the resulting materials.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Council's Business Strategies, "Fiscal Accountability" and "Economic Development"
- EMT's Priority to "Sustain Fiscal Health to meet Corporate Challenges, Address Citizen Needs"
- Solid Waste Resources Mission, Strategic Outcome "The waste management system is cost effective and economically sustainable"

**Goal 2003/2006**

To decrease contamination rates in curbside materials and at recycling and compost facilities.

**Objectives 2003/2004**

In conjunction with facility operators, waste haulers, businesses and institutions identify opportunities to reduce deliveries of contaminated loads to recycling and compost plants, conduct follow up education and enforcement; and encourage more diversion of construction and demolition (C&D) waste by educating builders in the benefits of recycling C&D materials.

**Analysis of Proposed Changes**

*Service Levels*

Residential customers should not see a change in service levels, but the quality of compost and sorted

recyclables should improve.

*Financial/Budget (long term)*

Budget impacts in the short term are minimal; longer term, these objectives should have a positive impact on product sales, market security and reducing the net cost of both compost processing and recycling.

*Processes*

This work with customers, processing plants and waste haulers should improve processes for identifying and reducing contamination.

*Internal Service Providers*

Achievement of this objective will require support from Planning and Development (i.e., Building and Development permits and Real Properties & Assets Management for demolition of HRM structure).

*FTE*

No changes to the FTE complement are proposed.

## **Issue #4**

### **High Quality Customer Service**

Residential collection of solid waste resources is a front-line municipal service, and high quality customer service is a priority.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Corporate Priority to “Support and Encourage Customer Focused Service Delivery”
- Council Theme “excellence in service delivery”.

#### **Goal 2003/2006**

To establish the systems and procedures required to meet the proposed HRM Customer Service Standards.

#### **Objectives 2003/2004**

Manage the changeover of residential collection contractors at June 30, 2003, establishing contract

monitoring and compliance systems; implementing HRM Customer Service Standards and communicating these standards to the private contracted service providers.

### **Analysis of Proposed Changes**

#### *Service Levels*

By monitoring customer service in relation to documented service targets, it should be easier to identify and remedy service quality issues.

#### *Financial/Budget (long term)*

These objectives will be accomplished within existing budget limits.

#### *Processes*

Using Hansen and other customer service tools, it should be possible to improve call handling information, response times.

#### *Internal Service Providers*

Achievement of these objectives requires support from Shared Services (e.g., Call Centre Service Level Agreement and Green Cart Inventory Update).

#### *FTE*

No impact of these objectives on the FTE complement.

### **Issue #5**

#### **Sustainable, Predictable System Costs**

The costs of HRM Solid Waste Resource Management System must be sustainable and predictable over the long term, in spite of changes in economic growth (increase in properties serviced) and waste generation.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Council's Business Strategies, "Fiscal Accountability" and "Economic Development"
- CAO Priority "Fiscal Health and Sustainability"
- Solid Waste Resources Mission, Strategic Outcome "The waste management system is cost effective and economically sustainable"



## **Goal 2003/2006**

To ensure the costs of the waste management system are predictable and affordable for HRM.

## **Objectives 2003/2004**

Analyze existing bag limits, use of clear garbage bags, receipt of grass clippings and other municipal limits, user fee systems to identify potential waste reduction measures; and update the system cost models, provide improved messaging to residents about opportunities to reduce the financial costs of waste management, and to reduce waste overall

## **Analysis of Proposed Changes**

### *Service Levels*

These objectives will not impact general service levels for the public.

### *Financial/Budget (long term )*

This work can be accomplished within the existing budget. It will have an impact on future budgets, anticipating future cost pressures, opportunities to reduce costs.

### *Processes*

This work will not impact current business practices.

### *Internal Service Providers*

To complete the analysis of facility contracts, and negotiate renewal or new contracts, we will require support from Financial Services and Legal Services.

### *FTE*

No impact on FTE requirements.

## **Issue#6**

### **Effective Management, Liaison, Compliance**

HRM solid waste resource processing and collection services require effective contract management, community liaison and regulatory compliance.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Council's Business Strategies on "Infrastructure" and Fiscal Accountability"
- EMT's Corporate Priority to "Sustain Fiscal Health to meet Corporate Challenges and Address Citizen Needs"
- Solid Waste Resources Mission and Strategic Outcome "Processing Facilities, Public Private Partnerships, Contracts and Environmental Partnerships are managed effectively"

**Goal 2003/2006**

To ensure all contracts are managed effectively and to ensure regulatory requirements for HRM owned/contracted (and public/private partner) waste resources facilities are met.

**Objectives 2003/2004**

Effectively manage the changeover of residential collection contractors at June 30, 2003 so that customer service levels are maintained; and analyze the contract performance and make recommendations for the Recycling Plant and both Compost Plants in anticipation of renewal/expiry in March 2004.

**Analysis of Proposed Changes**

*Service Levels*

With the commencement of new 5-year collection contracts in July 2003, service levels to the public should be maintained, and improved in some areas.

*Financial/Budget (long term )*

The renewal or replacement of existing service contracts has significant long term financial implications.

*Processes*

The renewals of collection and processing contracts provide opportunities to improve work flow and customer response processes.

*Internal Service Providers*

Achievement of a smooth transition to the new waste resources collection contracts requires the support from Shared Services (GIS resources to undertake change in collection-day maps and street look-up directory).

*FTE*

No change in FTE's.

**F. Strategic & Sustainable Resource Management Issues, Goals and Objectives:**

**Issue #1**

**Coordination for Environmental Sustainability**

There is a need to ensure that resources within HRM are strategically and efficiently coordinated to address strategic and sustainable environmental management.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Vision 20/20 - Protecting our natural environment;
- Council Priorities - Community development; maintain infrastructure (natural assets); public health and safety;
- CAO Priorities - Excellence in Service Delivery; Healthy, Sustainable, and Vibrant Communities;
- Departmental/Corporate Priorities - Environmental stewardship, sustainable parks, Forests, Natural Areas, healthy, clean parks, forests and natural areas;
- Regional Planning - links to Environmental Asset Management and Healthy Community - Vibrant City;
- Corporate By-Law Rationalization - ensure HRM operates using updated, responsive and effective natural resource and environment related by-laws, legislation, etc.

**Goals 2003/2006**

- To ensure all HRM resources that impact our environmental sustainability are coordinated;
- Protocols and procedures for the sustainable management and maintenance of our environmental assets are developed;
- HRM operates using updated, responsive and effective natural resource and environmental asset related by-laws, legislation, etc.; and
- The final phases of the corporate pesticide use reduction initiatives and related public education and awareness programs on sustainable practices continues to be successfully implemented .

### **Objectives 2003/2004**

- Coordinate resources (external/internal) on matters affecting sustainable management, natural resource protection, preservation policies, and education;
- Implement the next phase of the Pesticide Reduction Program and completed applied science research projects that facilitate sustainable management and maintenance;
- Coordinate HRM strategies and protocols for addressing threats to parks and forests;
- Enhance existing partnership opportunities with community, industry business, and schools through public workshops and education sessions;
- Provide coordination and support for the harmonization of existing parks, natural resources and recreation by-laws.

### **Analysis of Proposed Changes**

#### *Service Levels*

A focus on sustainable practices, applied science research and protocols will provide more sustainable management of HRM parks, athletic fields and related assets.

#### *Financial/Budget*

\$30,000 in capital funding has been identified in the proposed capital budget project # CPB00257 to continue the Applied Science Research in Sustainable Practices.

#### *Processes*

The Strategic and Sustainable Resource Management Unit will continue its involvement with Regional Planning and the By-Law Rationalization Working Group.

#### *Internal Service Providers*

The Strategic and Sustainable Resource Management Unit works with Solid Waste Resources in public education and research trials; Shared Services in communication plans; Environmental Engineering in environmental sustainability initiatives; and the Regional Library in public education and workshops on sustainable gardening/landscaping.

#### *FTE*

No changes expected in 2003/04.

## **G. Wastewater Treatment Issues, Goals and Objectives:**

### **Issue # 1**

#### **Biosolids Management**

The present biosolids management (Aerotech Lagoon) approach is outdated, and the Aerotech STP Upgrade/Sludge Management Study has recommended a central dewatering facility.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Protecting our natural environment (HRM 20/20);
- Long Term Capital planning;
- Infrastructure: HRM develops and provides infrastructure to maintain approved standards. (Council Priorities).

#### **Goal 2003/2006**

Completion of a new central biosolids dewatering facility before fiscal year end 2006.

#### **Objective 2003/2004**

Develop a proposal for funding (\$3.5M) of the Aerotech biosolids dewatering facility.

#### **Analysis of Proposed Changes**

##### *Service Levels*

As a replacement to the Lagoon operation, this facility will provide dewatering service for HRM treatment facility biosolids and residential on site seepage. This material will be transported to private composting or sod farming operations. Operation and maintenance costs will be more predictable as very expensive lagoon cleanout projects will no longer be required. The facility will also be sized for future increased volumes.

##### *Financial/Budget*

Yearly Operations (O&M/Cleanout) costs are not expected to increase as identified in the Sludge Management study (Dillon/ABL Environmental). The ongoing costs to dewater and transport on a daily basis will not likely exceed present lagoon operations and yearly dewatering/disposal costs.

One time Capital Cost- Biosolids dewatering facility is projected to cost \$3.5M.. Funding options

could include accessing the Environmental Protection Reserve, or debt financing from private tipping fees and HRM treatment facility fee

#### *Processes*

The new service delivery will stabilize costs and may offer the ability to partner with the Halifax Harbour Solutions consortium however initial discussions indicate that HHS costs will be excessive and that private composting or sod farming final disposal offer a better cost effective option.

Final beneficial use of the composted product on a continual basis will be positively perceived by both the public and regulatory agencies. The negative aesthetics, methane gas production and malodours produced by the present lagoon operation will be eliminated.

The new central dewatering facility will be located adjacent to and integrated with the upgrade of the Aerotech STP project.

#### *Internal Service Providers*

Human Resources - minor changes in job descriptions (supplied by WWT)

Additional training required by present technical staff will be provided by equipment suppliers.

During the Capital project phase addition services required from PW&T (Design and Construction, Survey) Finance and Procurement

#### *FTE*

It is not known at this time if the new operation will require (1) additional staff.

## **Issue #2**

### **Wastewater Treatment Capital Program**

The existing funding for capital maintenance, upgrades and expansion of existing HRM wastewater treatment facilities is inadequate.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Protecting our natural environment (HRM 20/20);
- Long Term Capital planning;
- Infrastructure: HRM develops and provides infrastructure to maintain approved standards. (Council Priorities).

## **Goal 2003/2006**

Provide for a sustainable capital program and funding for timely replacement, upgrades and expansions.

## **Objectives 2003/2004**

Complete the North Preston STP upgrade (Construction) - \$400,000 and Capital equipment replacement (\$350,000); and to develop and obtain Council approval for a long term capital upgrade plan based upon conclusions of the WWT Study and Greenfield Study.

## **Analysis of Proposed Changes**

### *Service Levels*

The North Preston STP upgrade will improve the effluent quality of that facility reducing environmental impacts on Winder Lake, and conform with recent NSDEL regulations for discharge to fresh water. Service levels regarding the proposed sludge management facility is explained in Issue# 1. Capital equipment replacement (200K) is allotted yearly for wastewater treatment facilities where required. The Eastern Passage WPCP overflow modification will eliminate overflows on plant grounds during extreme wet weather conditions thus improving the environmental/health service delivery.

### *Financial/Budget*

The North Preston STP upgrade will increase the Community Plant (small systems) operations budget by approximately \$20,000 per year. Other Capital items listed for 2003/04 will not create an increase in respective operations budgets in 2003/04 as they are primarily design related..

### *Processes*

The Water Pollution Control Plants Study will define long term requirements for upgrades/expansions with associated cost projections and funding options. Presently only a \$1M/year is allotted for existing wastewater treatment facilities (Reserve Q122) and this amount is insufficient to provide for large capital requirements such as Mill Cove, Eastern Passage and Lakeside-Timberlea expansions - all of which are expected to be required within the next ten years

As indicated in Issue#1 the new Biosolids Dewatering facility is expected to cost \$3.5M will be constructed in conjunction with the Aerotech STP upgrade (\$2.5M). A total of \$1.9M has been identified from the WWT Reserve during fiscal years 2002-04 leaving a shortfall of \$4.1M. Application has been made for cost sharing under the Infrastructure Grant Program with no response as of October 2002

### *Internal Service Providers*

Human Resources - minor changes in job descriptions (supplied by WWT.)  
Additional training required by present technical staff will be provided by equipment suppliers.  
During the Capital project phase additional services required from PW&T (Design and Construction, Survey) and Financial Services.

### *FTE*

No new FTE's required.

## **Issue #3**

### **Airport/Aerotech Water System**

The HRM water supply facilities for the Halifax Airport and Aerotech Park were created a number of years ago, and have limited capacity for future expansion.

### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Infrastructure: HRM develops and provides infrastructure to maintain approved standards. (Council Priorities);
- Economic prosperity as the backbone of the successful community: Capitalize on our natural advantages - Our port and airport.(HRM 20/20).

### **Goal 2003/2006**

A safe sustainable water supply for the increasing development of the Halifax International Airport and Aerotech Park.

### **Objectives 2003/2004**

Commission a study/pre-design to resolve low water levels in Bennery Lake and make necessary changes to comply with future provincial legislation requirements and complete joint water distribution system project/improvements with HIAA.

### **Analysis of Proposed Changes**

#### *Service Levels*

Presently, HRM is permitted by NSDEL to withdraw 400,000 gallons per day from Bennery Lake prior to treatment. Due to increasing development/higher water usage this maximum limit will soon



be reached. Bennery Lake water levels are not being replenished by normal rainfall, run-off, etc. It is expected that a dam and/or a feed water supply line from Grand Lake will be required.

The Airport water distribution system (owned by the Government of Canada, leased to HIAA) cannot supply adequate fire protection or meet Fire Marshall codes and specifications. This system must be replaced in order to comply. Ultimately service levels to water customers will be improved.

#### *Financial/Budget*

Currently unknown however approximate capital costs: Bennery Lake dam (\$1M), Supply line from Grand Lake (\$2M), replace Airport distribution system (\$3 M), the latter expected to be funded by HIAA.(\$2.5M) and HRM (\$0.5M - Business Parks) .

One additional employee (\$40,000 + benefits) will be required in a future year, this cost to be offset by increased revenues. The Bennery Lake supply engineering study is estimated to cost \$30,000.

#### *Processes*

Both Lake supply and Airport distribution projects will change operations and maintenance processes as new infrastructure, equipment, instrumentation, SCADA is introduced Once the Bennery Lake Watershed has been designated a Protected Water Area by the Minister of the Department of the Environment and Labour the responsibility to regulate and enforce the regulations will be the responsibility of HRM Aerotech/Airport Services staff.

#### *Internal Service Providers*

Capital projects will require additional Finance and Procurement, PW&T (Design/Construction) services.

#### *FTE*

No additional FTEs.

### **Issue #4**

#### **Maintaining/Improving Level of Service**

As housing, economic and population growth puts more pressure on existing pollution control facilities, it becomes more difficult to maintain service within existing staff resource limits.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission:**

- Protecting our natural environment (HRM 20/20);
- Support an Encourage Customer Focused Service Delivery (EMT Priorities).

## Goal 2003/2006

Increase WWT Staff Complement to ensure pollution control standards are maintained in the face of continuing service demands.

## Objective 2003/2004

Develop a phased plan to improve staffing at WWT plants.

## Analysis of Proposed Changes

### *Service Levels*

Presently with the exception of Aerotech Park STP all HRM treatment facilities are complying with regulatory permits (Certificates of Approval). In order to ensure proper environmental/health diligence and that this service continues especially those facilities which are borderline, additional staff are required. An additional sludge transport vehicle and (1) staff for this purpose is required for 2003/04. Specific factors are:

Community Plants:    *Change in legislation* - North Preston STP changed to tertiary plant with new permit requirements. A larger sophisticated plant will require more staff time. (Due to the project delay new staff will not be required this fiscal year)  
*Increased benefits* - Present staff receiving increased vacation time.  
*OH&S considerations* - Many tasks performed now require two staff to be present.  
*Aging infrastructure* - many smaller plants are 30+ years resulting in increased process problems/staff attention.

Mill Cove:            *Encroachment* - increased high rise development adjacent to this plant requires a greater degree of attention paid to aesthetics, odour/ noise control and a reduction in equipment breakdowns.  
*OH&S* - as above.  
*Aging infrastructure* - Although expanded/upgraded in 1996 a large segment is original (1969) along with the 1981 expansion.  
Recent capital equipment additions

Aerotech/Airport Water Supply:  
*Change in legislation* - As a result of the Walkerton incident NSDEL will be legislating new guidelines and operating procedures.  
*Aging infrastructure* - Requires a higher degree of predictive and preventative maintenance.

Sludge Transport: *Increased population /service demands* - In addition to the present 5000 gallon sludge transport vehicle a smaller vehicle and staff are required. Previously the private sector transported the excess amount however a business case assessment indicates that it is now cost effective to provide this service internally (new for 2003/04).

*Financial/Budget*

Increased staff will result in the following account increases for salaries/benefits as proposed:

Biosolids Transport: \$40,000 (2003/04) This cost will be offset by increased revenues;  
Aerotech/Airport: \$40,000 (2004/05) Cost offset through increased revenues (Aerotech/Airport water and sewer rates).  
Community Plants: \$40,000 (2005/06);  
Mill Cove WPCP: \$40,000 (2005/06);

*Processes*

The additional employee will allow all technical staff at the Mill Cove WPCP to be on a 12 hour/day - 7 days/week shift status. This will provide a higher level of process control service, a reduction in overtime and the opportunity for greater preventative measures with respect to odour control.

*Internal Service Providers*

Human Resources posting/hiring, HRIS ongoing, HRM internal training programs

*FTE*

A total of (1) additional FTE is required in 2003/04, to be funded within the existing budget envelope.

# Environmental Management Services

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
R602 EMS Admin	\$0	\$0	\$0	\$11,450	\$255,150	\$255,150	-
M431 Sackville Landfill Reserve	1,937,001	1,657,000	1,657,000	1,656,996	1,057,000	(600,000)	-36.2%
R311 MA Solid Waste Debt	2,603,195	2,373,401	2,217,400	2,217,437	1,957,865	(259,535)	-11.7%
R312 Hlfx Transfer Stat.	132,304	4,351	0	949	0	0	-
R321 Administration - Waste Resourc	977,725	1,060,336	803,450	840,388	806,497	3,047	0.4%
R601 See Cost Centre R321	2,881	71	0	0	0	0	-
R322 Collection & RRFB	7,202,001	7,286,247	7,274,400	7,035,518	8,509,000	1,234,600	17.0%
R323 Waste Resources System-Debt C	2,616,894	2,529,439	2,465,700	2,462,258	2,361,839	(103,861)	-4.2%
R324 Compost Fac. Burnside	1,948,217	1,971,180	1,834,900	1,909,161	1,794,900	(40,000)	-2.2%
R325 Compost Fac. Ragged Lake	1,550,374	1,576,379	1,753,900	1,661,812	1,803,900	50,000	2.9%
R328 Rural Depots	118,497	115,575	179,400	105,930	144,400	(35,000)	-19.5%
R330 Material Recovery Facility	2,410,227	2,679,841	2,700,000	2,472,285	2,650,000	(50,000)	-1.9%
R331 Communication & Education Pr	150,573	261,840	234,700	193,891	234,700	0	0.0%
R332 Operating Reserve	0	0	300,000	300,000	100,000	(200,000)	-66.7%
R333 C & E Progrms HRM	0	0	337,500	325,308	337,500	0	0.0%
R334 Household Hazardous Waste	0	0	415,600	308,252	415,600	0	0.0%
R326 Otter Lake Waste Stabilization F	3,575,689	3,547,290	3,544,900	3,545,049	3,487,863	(57,037)	-1.6%
R327 Otter Lake Residuals Disposal F	7,627,515	8,703,368	8,501,200	8,512,412	6,019,501	(2,481,699)	-29.2%
R329 Otter Lake FEP	8,839,060	9,867,281	9,916,900	10,583,857	9,865,964	(50,936)	-0.5%
R201 Administration - WW	97,428	145,823	188,700	104,655	188,200	(500)	-0.3%
R210 Aerotech	587,422	612,487	531,000	565,976	608,900	77,900	14.7%
R220 Mill Cove	2,956,409	2,828,738	2,926,200	2,998,929	2,860,000	(66,200)	-2.3%
R230 Eastern Passage	487,460	521,107	582,700	771,056	608,900	26,200	4.5%
R240 Timberlea	405,684	402,156	492,500	501,750	492,700	200	0.0%
R250 Community Plants	390,489	389,770	487,300	523,348	498,400	11,100	2.3%
R260 Aerotech Lagoon	84,677	379,839	431,100	453,337	431,100	0	0.0%
R270 Sludge Transfer	68,660	83,975	116,700	137,585	161,800	45,100	38.6%
R315 Leach. Trt./FlareStc	0	1,636	(2,800)	0	(1,800)	1,000	-35.7%
R160 Environmental Serv.	403,791	515,541	687,800	669,483	677,100	(10,700)	-1.6%
D935 Administration	0	96,301	97,720	96,092	97,720	0	0.0%
D940 Programs	100	35	40,200	37,366	40,200	0	0.0%
D945 Projects	0	116,691	126,000	125,794	126,200	200	0.2%
C405 Community Projects	295,800	0	0	0	0	0	-
S110 General Manager's Office	86,591	86,377	86,400	99,421	85,100	(1,300)	-1.5%
S120 Comm. Proj. Admin.	306,694	309,422	431,100	455,606	198,500	(232,600)	-54.0%
S231 947 Mitchell	60,245	69,737	72,000	55,622	61,800	(10,200)	-14.2%
S232 1300 St. Margaret's Bay	14,930	8,428	19,400	12,345	9,400	(10,000)	-51.5%
S233 Fairbanks Learning Centre	3,299	1,207	7,300	7,309	6,300	(1,000)	-13.7%
S241 Paper Recycling	85,045	59,269	126,400	112,337	207,900	81,500	64.5%
S242 Enviro Depot	309,044	313,589	335,350	330,587	408,200	72,850	21.7%
S243 By Law Remedies	(9,449)	49,908	64,300	220,776	1,500	(62,800)	-97.7%
S244 Organic Carts	3,208	51,586	69,300	48,660	67,900	(1,400)	-2.0%
S210 Operation's Adm	215,610	369,649	575,250	446,202	282,600	(292,650)	-50.9%
S220 Trucking/Fleet Services	133,703	114,277	137,300	102,676	112,100	(25,200)	-18.4%
S310 Contractual Services Administrat	0	0	0	0	155,200	155,200	-
S320 Animal control	317,000	317,000	317,000	317,000	620,100	303,100	95.6%
S330 Taxi & Limousine	90,000	90,000	90,000	90,000	88,800	(1,200)	-1.3%
S410 Community Standards Administr	0	0	0	0	304,900	304,900	-
S420 Enforcement	567,917	558,359	507,200	424,007	443,900	(63,300)	-12.5%
<b>Total</b>	<b>\$49,653,910</b>	<b>\$52,126,505</b>	<b>\$53,680,370</b>	<b>\$53,850,871</b>	<b>\$51,645,299</b>	<b>(2,035,071)</b>	<b>-3.8%</b>

# Environmental Management Services

## Summary by Revenues

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
R321 Administration - Waste Resourc	(9,265,678)	(9,717,230)	(9,630,300)	(10,111,864)	(9,830,300)	(200,000)	2.1%
R322 Collection & RRFB	(2,607,734)	(2,977,923)	(3,090,000)	(2,900,426)	(2,990,000)	100,000	-3.2%
R324 Compost Fac. Burnside	(773,676)	(690,271)	(700,000)	(588,891)	(697,758)	2,242	-0.3%
R325 Compost Fac. Ragged Lake	(540,240)	(300,142)	(400,000)	(390,357)	(400,000)	0	-0.0%
R330 Material Recovery Facility	(1,348,736)	(859,816)	(1,000,000)	(1,301,087)	(1,050,000)	(50,000)	5.0%
R331 Communication & Education Pr	(748,593)	(386,248)	(234,700)	(317,250)	(234,700)	0	-0.0%
R334 Household Hazardous Waste	0	0	0	(16,075)	0	0	-
R329 Otter Lake FEP	34,160	35,182	0	68,629	0	0	-
R201 Administration - WW	(4,386,942)	(145,823)	(4,889,000)	(104,655)	(4,914,900)	(25,900)	0.5%
R210 Aerotech	(405,767)	(609,685)	(385,700)	(566,838)	(475,700)	(90,000)	23.3%
R220 Mill Cove	(13,563)	(2,846,891)	0	(2,999,243)	0	0	-
R230 Eastern Passage	(5,117)	(519,035)	(5,000)	(773,582)	(5,000)	0	-0.0%
R240 Timberlea	(350)	(400,548)	0	(501,795)	0	0	-
R250 Community Plants	(26,455)	(390,941)	(20,000)	(530,145)	(20,000)	0	-0.0%
R260 Aerotech Lagoon	(244,347)	(322,721)	(431,100)	(453,337)	(431,100)	0	-0.0%
R270 Sludge Transfer	0	(83,320)	0	(137,585)	0	0	-
R315 Leach. Trt./FlareStc	(9)	0	0	0	0	0	-
R160 Environmental Serv.	(403,791)	(513,853)	(583,200)	(669,483)	(669,100)	(85,900)	14.7%
D945 Projects	0	0	0	(1,573)	0	0	-
C440 Bylaw Enforcement	(298,082)	0	0	0	0	0	-
S110 General Manager's Office	0	0	0	0	(682,000)	(682,000)	-
S120 Comm. Proj. Admin.	(457,641)	(215,840)	0	(71,004)	(10,000)	(10,000)	-
S231 947 Mitchell	0	(21)	0	(5)	0	0	-
S241 Paper Recycling	(136,643)	(113,253)	(161,500)	(116,347)	(185,800)	(24,300)	15.0%
S242 Enviro Depot	(296,275)	(302,546)	(330,500)	(384,554)	(383,200)	(52,700)	15.9%
S243 By Law Remedies	(860)	(240)	0	(3,447)	0	0	-
S244 Organic Carts	(24,332)	(40,064)	(55,800)	(50,173)	(67,900)	(12,100)	21.7%
S210 Operation's Adm	(293,169)	(22,607)	(235,700)	(13,999)	0	235,700	-100.0%
S220 Trucking/Fleet Services	0	0	0	(191)	0	0	-
S310 Contractual Services Administrat	0	0	0	0	(21,000)	(21,000)	-
S320 Animal control	0	(194,669)	(165,000)	(119,656)	(165,000)	0	-0.0%
S330 Taxi & Limousine	0	(166,426)	(143,500)	(153,620)	(143,500)	0	-0.0%
<b>Total</b>	<b>(\$22,243,841)</b>	<b>(\$21,784,932)</b>	<b>(\$22,461,000)</b>	<b>(\$23,208,553)</b>	<b>(\$23,376,958)</b>	<b>(915,958)</b>	<b>4.1%</b>

# Environmental Management Services

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
R602 EMS Admin	\$0	\$0	\$0	\$11,450	\$255,150	255,150	-
M431 Sackville Landfill Reserve	1,937,001	1,657,000	1,657,000	1,656,996	1,057,000	(600,000)	-36.2%
R311 MA Solid Waste Debt	2,603,195	2,373,401	2,217,400	2,217,437	1,957,865	(259,535)	-11.7%
R312 Hlfx Transfer Stat.	132,304	4,351	0	949	0	0	-
R321 Administration - Waste Resoure	(8,287,953)	(8,656,894)	(8,826,850)	(9,271,477)	(9,023,803)	(196,953)	2.2%
R601 See Cost Centre R321	2,881	71	0	0	0	0	-
R322 Collection & RRFB	4,594,267	4,308,324	4,184,400	4,135,092	5,519,000	1,334,600	31.9%
R323 Waste Resources System-Debt C	2,616,894	2,529,439	2,465,700	2,462,258	2,361,839	(103,861)	-4.2%
R324 Compost Fac. Burnside	1,174,541	1,280,909	1,134,900	1,320,270	1,097,142	(37,758)	-3.3%
R325 Compost Fac. Ragged Lake	1,010,134	1,276,237	1,353,900	1,271,455	1,403,900	50,000	3.7%
R328 Rural Depots	118,497	115,575	179,400	105,930	144,400	(35,000)	-19.5%
R330 Material Recovery Facility	1,061,490	1,820,025	1,700,000	1,171,199	1,600,000	(100,000)	-5.9%
R331 Communication & Education Pr	(598,020)	(124,408)	0	(123,359)	0	0	-
R332 Operating Reserve	0	0	300,000	300,000	100,000	(200,000)	-66.7%
R333 C & E Progrms HRM	0	0	337,500	325,308	337,500	0	0.0%
R334 Household Hazardous Waste	0	0	415,600	292,177	415,600	0	0.0%
R326 Otter Lake Waste Stabilization F	3,575,689	3,547,290	3,544,900	3,545,049	3,487,863	(57,037)	-1.6%
R327 Otter Lake Residuals Disposal F	7,627,515	8,703,368	8,501,200	8,512,412	6,019,501	(2,481,699)	-29.2%
R329 Otter Lake FEP	8,873,220	9,902,462	9,916,900	10,652,486	9,865,964	(50,936)	-0.5%
R201 Administration - WW	(4,289,514)	0	(4,700,300)	0	(4,726,700)	(26,400)	0.6%
R210 Aerotech	181,655	2,802	145,300	(862)	133,200	(12,100)	-8.3%
R220 Mill Cove	2,942,845	(18,153)	2,926,200	(314)	2,860,000	(66,200)	-2.3%
R230 Eastern Passage	482,343	2,072	577,700	(2,526)	603,900	26,200	4.5%
R240 Timberlea	405,334	1,608	492,500	(45)	492,700	200	0.0%
R250 Community Plants	364,034	(1,172)	467,300	(6,797)	478,400	11,100	2.4%
R260 Aerotech Lagoon	(159,670)	57,118	0	(0)	0	0	-
R270 Sludge Transfer	68,660	655	116,700	0	161,800	45,100	38.6%
R315 Leach. Trt./FlareStc	(9)	1,636	(2,800)	0	(1,800)	1,000	-35.7%
R160 Environmental Serv.	0	1,688	104,600	0	8,000	(96,600)	-92.4%
D935 Administration	0	96,301	97,720	96,092	97,720	0	0.0%
D940 Programs	100	35	40,200	37,366	40,200	0	0.0%
D945 Projects	0	116,691	126,000	124,220	126,200	200	0.2%
C405 Community Projects	295,800	0	0	0	0	0	-
C440 Bylaw Enforcement	(298,082)	0	0	0	0	0	-
S110 General Manager's Office	86,591	86,377	86,400	99,421	(596,900)	(683,300)	-790.9%
S120 Comm. Proj. Admin.	(150,947)	93,582	431,100	384,602	188,500	(242,600)	-56.3%
S231 947 Mitchell	60,245	69,716	72,000	55,617	61,800	(10,200)	-14.2%
S232 1300 St. Margaret's Bay	14,930	8,428	19,400	12,345	9,400	(10,000)	-51.5%
S233 Fairbanks Learning Centre	3,299	1,207	7,300	7,309	6,300	(1,000)	-13.7%
S241 Paper Recycling	(51,598)	(53,984)	(35,100)	(4,010)	22,100	57,200	-163.0%
S242 Enviro Depot	12,769	11,043	4,850	(53,967)	25,000	20,150	415.5%
S243 By Law Remedies	(10,309)	49,668	64,300	217,329	1,500	(62,800)	-97.7%
S244 Organic Carts	(21,124)	11,522	13,500	(1,513)	0	(13,500)	-100.0%
S210 Operation's Adm	(77,559)	347,042	339,550	432,203	282,600	(56,950)	-16.8%
S220 Trucking/Fleet Services	133,703	114,277	137,300	102,485	112,100	(25,200)	-18.4%
S310 Contractual Services Administrat	0	0	0	0	134,200	134,200	-
S320 Animal control	317,000	122,331	152,000	197,344	455,100	303,100	199.4%
S330 Taxi & Limousine	90,000	(76,426)	(53,500)	(63,620)	(54,700)	(1,200)	2.2%
S410 Community Standards Administr	0	0	0	0	304,900	304,900	-
S420 Enforcement	567,917	558,359	507,200	424,007	443,900	(63,300)	-12.5%
<b>Total</b>	<b>\$27,410,069</b>	<b>\$30,341,573</b>	<b>\$31,219,370</b>	<b>\$30,642,317</b>	<b>\$28,268,341</b>	<b>(2,951,029)</b>	<b>-9.5%</b>

# Environmental Management Services

## Summary by General Ledger Object

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
<b>Expenditures</b>							
Salaries	\$2,903,113	\$3,206,997	\$3,988,650	\$3,784,765	\$4,265,200	\$276,550	6.9%
Wages	22,496	13,144	0	2,164	137,500	137,500	-
Overtime - Salaries and Wages	194,567	221,618	106,400	223,932	115,707	9,307	8.7%
Benefits and Other (Salaries)	415,409	494,728	610,320	592,830	658,820	48,500	7.9%
Benefits and Other (Wages)	87,437	84,114	101,200	92,572	132,500	31,300	30.9%
Retirement Allowance & Severance	23,104	9,821	11,850	48,887	23,750	11,900	100.4%
Clothing Allowance, Stipends, Other	149,263	185,962	308,600	173,176	1,100	(307,500)	-99.6%
Office Expenses, less Computers	187,425	194,107	194,050	168,066	219,400	25,350	13.1%
Computers Expenses	1,820	9,218	18,100	6,902	18,600	500	2.8%
Consulting Fees	1,197	40,281	40,000	14,887	40,000	0	0.0%
Other Professional Fees	16,153,382	16,282,463	16,627,700	16,847,366	16,557,700	(70,000)	-0.4%
Contract Fees	9,252,454	10,542,453	10,957,500	10,775,776	12,409,890	1,452,390	13.3%
Equipment and Supplies	39,409	91,679	101,400	86,220	72,200	(29,200)	-28.8%
Materials	509,602	499,091	632,400	572,002	638,100	5,700	0.9%
Building Repair, Maintenance	227,594	202,735	234,800	170,177	222,800	(12,000)	-5.1%
Heating Fuel	73,657	84,269	55,400	135,104	59,300	3,900	7.0%
Electricity	485,014	459,824	448,400	494,935	449,600	1,200	0.3%
Equipment Repair, Maintenance	316,111	285,488	349,500	349,731	329,100	(20,400)	-5.8%
Vehicle Expenses	53,177	46,586	0	40,880	42,300	42,300	-
Diesel Fuel	3,599	51	14,600	21,959	25,000	10,400	71.2%
Gasoline Fuel	23,391	24,842	16,000	16,500	20,800	4,800	30.0%
Membership Dues	4,755	3,376	6,300	4,167	7,600	1,300	20.6%
Conferences and Travel	88,186	104,278	103,600	84,797	107,400	3,800	3.7%
Training and Education	19,085	24,372	40,400	20,500	37,300	(3,100)	-7.7%
Site Preparation	104	0	0	0	0	0	-
Advertising and Promotion	434,674	659,882	585,900	529,030	587,400	1,500	0.3%
Books, Publications and Data	1,112	32,333	38,900	25,834	38,400	(500)	-1.3%
Other Goods and Services	303,473	381,343	331,000	490,316	387,500	56,500	17.1%
Transfers Outside Agencies	295,800	0	0	0	0	0	-
Transfer to/from Reserves	1,882,310	2,038,211	2,630,300	2,703,438	1,792,441	(837,859)	-31.9%
Principal and Interest Charges	15,538,950	15,974,633	15,332,400	15,328,870	12,329,791	(3,002,609)	-19.6%
Other Fiscal Charges	(98,780)	(126,441)	(300,000)	(55,202)	(150,500)	149,500	-49.8%
Interdepartmental - Fleet	61,019	57,782	139,700	105,954	101,600	(38,100)	-27.3%
Interdepartmental - Other	0	(2,736)	(45,000)	(5,664)	(33,000)	12,000	-26.7%
<b>Total</b>	<b>\$49,653,910</b>	<b>\$52,126,505</b>	<b>\$53,680,370</b>	<b>\$53,850,871</b>	<b>\$51,645,299</b>	<b>(2,035,071)</b>	<b>-3.8%</b>
<b>Revenues</b>							
<b>Taxes, Transfers and Interest:</b>							
Fire Protection	(88,804)	(134,080)	(84,700)	(130,265)	(84,700)	0	-0.0%
Transfers from Governments, Other	(3,715,591)	(3,412,339)	(3,667,900)	(3,281,353)	(3,379,700)	288,200	-7.9%
<b>Departmental:</b>							
Building Permits	(2,775)	0	0	0	0	0	-
Other Licenses, Permits and Fines	(295,200)	(361,094)	(308,500)	(273,348)	(329,500)	(21,000)	6.8%
Tipping Fees	(254,391)	(386,827)	(431,100)	(447,825)	(431,100)	0	-0.0%
Other Fees	0	(20,708)	(10,000)	(8,635)	(10,000)	0	-0.0%
Other Sales Revenue	(12,500,042)	(12,141,563)	(12,281,000)	(12,941,134)	(12,665,758)	(384,758)	3.1%
Environmental Protection/Waste Wat	(4,790,733)	(4,936,552)	(5,484,200)	(5,789,597)	(5,596,000)	(111,800)	2.0%
Other Revenues	(596,305)	(391,768)	(193,600)	(336,394)	(880,200)	(686,600)	354.6%
<b>Total</b>	<b>(\$22,243,841)</b>	<b>(\$21,784,932)</b>	<b>(\$22,461,000)</b>	<b>(\$23,208,553)</b>	<b>(\$23,376,958)</b>	<b>(915,958)</b>	<b>4.1%</b>
<b>Net Cost</b>	<b>\$27,410,069</b>	<b>\$30,341,573</b>	<b>\$31,219,370</b>	<b>\$30,642,318</b>	<b>\$28,268,341</b>	<b>(\$2,951,029)</b>	<b>-9.5%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Environmental Management Services</b>				
CHI00445 Otter Lake Equipment Replacement	0	755,000	1,770,000	3,406,000
CWI00442 Cell Closure-Clay Plug	0	250,000	0	0
CWI00441 Additional Green Carts for New Residents	0	140,000	150,000	150,000
CWI00446 Otter Lake Cell 4	0		0	12,200,000
Total	0	<b>1,145,000</b>	<b>1,920,000</b>	<b>15,756,000</b>



## **FINANCIAL SERVICES MISSION STATEMENT**

### **Who?**

Council, the public, EMT and HRM Business Units

### **Why?**

Council and the public have confidence that HRM's financial resources are managed with integrity and care.  
Council and staff decision-making is based on appropriate, timely and complete financial information.

### **What?**

Provides high quality advice, policy support and recommendations, financial reporting and effective financial systems and processes.

*Financial Services provides high quality advice, reporting and policy support, and effective financial systems and processes which create an environment where :*

*Council and staff decision-making is based on appropriate, timely and complete financial information;*

*and,*

*Council and the public have confidence that HRM's financial resources are managed with integrity and care.*

## *WHERE ARE WE NOW?*

### **Program Mission, Strategic Outcomes, Client Benefits and Pilot Performance Measures for existing programs and services**

#### **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. Financial Services is also responsible for all internal and external reporting of financial results and for leading Council's business strategies on fiscal accountability and taxation. The Financial Services Business unit is responsible for leading HRM's broad fiscal accountability within the Corporate Scorecard theme of "*Excellence in Governance*". In addition, the business unit directly supports the Corporate Scorecard theme of "*Excellence in Service Delivery*" by providing direct services and advice, including advice on ensuring HRM provides value to taxpayers and to internal and external clients.

<p><b>Financial Services Mission:</b> <i>Financial Services provides high quality advice, reporting and policy support, and effective financial systems and processes which create an environment where : Council and staff decision-making is based on appropriate, timely and complete financial information; and, Council and the public have confidence that HRM's financial resources are managed with integrity and care.</i></p>	
<b>STRATEGIC OUTCOMES</b>	<b>INDICATORS</b>
<p>Council and management decision making is supported by appropriate, complete financial information.</p>	<ul style="list-style-type: none"> <li>-Reports to Council:                             <ul style="list-style-type: none"> <li>-few recommendations revised or rejected by Council</li> <li>-few reports deferred for lack of financial info</li> <li>-few reports which are identified as containing problems (inadequate information, lack of funding etc.)</li> </ul> </li> <li>- Regular SAP logins for all business unit</li> <li>- Positive feedback from internal surveys</li> <li>- Information input into SAP on a timely basis.</li> <li>- Regular reporting of corporate fiscal capacity and operating results to SMT, EMT and Council.</li> </ul>

STRATEGIC OUTCOMES	INDICATORS
<p>Council, EMT and the public appropriately have confidence that HRM's financial resources are being managed with integrity and care.</p>	<ul style="list-style-type: none"> <li>-No significant variance from 3<sup>rd</sup> quarter projections that should have been anticipated or been managed.</li> <li>-Monthly projection changes do not exceed 25% (timeliness, relevance of info provided) of the previous projection.</li> <li>-Minimal revenue write-offs</li> <li>-Minimal untendered purchases</li> <li>-Debt-load/citizen benchmarked against other municipalities.-reduce or maintain</li> <li>-Reserves per capita-maintain or increase</li> <li>-Positive feedback from citizen survey</li> <li>- No qualifications in audit report.</li> </ul>
CLIENT BENEFITS	INDICATORS
<p>High quality advice</p>	<ul style="list-style-type: none"> <li>-Positive feedback from internal client survey</li> <li>-Positive feedback from targeted external client surveys</li> <li>-High % of recommendations accepted by Council</li> </ul>
<p>Policy support</p>	<ul style="list-style-type: none"> <li>-Positive feedback from internal client survey</li> <li>-Consultation occurs with stakeholders when policies are created or revised.</li> <li>-Existing policies are reviewed with stakeholders.</li> <li>- Instances of non compliance with policies are minimal.</li> </ul>
<p>High quality, timely reporting</p>	<ul style="list-style-type: none"> <li>-Positive feedback from internal client survey</li> <li>-Response standards met or exceeded</li> <li>-High % of times when month-end closing occurs within 5 working days of month end</li> <li>-Quarterly reports to Council within 45 days for 1<sup>st</sup> and 2<sup>nd</sup> quarter, within 40 days for 3<sup>rd</sup> and 4<sup>th</sup> quarter.</li> <li>Turnaround time on requests for Council reports will not exceed the expectations set out in the October 2002 report to Council on the Council status sheet.</li> </ul>
<p>Effective financial systems &amp; processes</p>	<ul style="list-style-type: none"> <li>-Positive feedback from internal client survey</li> <li>-Response standards met or exceeded</li> </ul>

**Current Year Operating and Capital Budget Totals**

<b>2003/2004 Operating Budget*</b>	<b>2003/2004 Capital Budget**</b>
\$4,528,283	\$635,000

\*Net Operating Budget, \*\*Gross Capital Budget

**FTEs**

Financial Services had 145 FTEs approved for the 2002/03 budget. There is no change proposed for 2003/04.

**Summary of Achievements of Last Year's Business Plan**

<b>Key Initiative</b>	<b>Status</b>
Achieve full understanding of client and corporate needs.	<ul style="list-style-type: none"> <li>• Customer survey has been developed and will be administered in the near future.</li> <li>• Work plan has been developed to create a policy on HRM and Financial Services role with agencies, boards and commissions.</li> </ul>
Establish client service standards which meet client and corporate needs.	<ul style="list-style-type: none"> <li>• Work has commenced on establishing performance benchmarks for Financial Services.</li> <li>• Financial Services has a representative on the by-law harmonization committee.</li> <li>• The development of service standards has been deferred to the 2003/04 year.</li> </ul>
Ensure all Financial Services staff have the right skills, tools and culture to do their job.	<ul style="list-style-type: none"> <li>• A training plan for Financial Services is being developed in conjunction with the PDP process.</li> <li>• A project is underway to update job descriptions for Financial Services staff.</li> <li>• A new Financial Services communications committee has been formed.</li> <li>• 360 feedback is being implemented for Financial Services.</li> <li>• A project plan to replace the revenue software has been developed</li> <li>• Financial Services has participated in the implementation of the Customer Service module</li> </ul>

Key Initiative	Status
	<ul style="list-style-type: none"> <li>• of Hansen and is using it daily to track queries</li> <li>• The e-portal for Parking Tickets payments has been implemented as a pilot</li> <li>• Mortgage company electronic billings are now at 95% of total dollars billed</li> </ul>
<p>A documented and enhanced financial accountability framework.</p>	<ul style="list-style-type: none"> <li>• Mapping of current policies and legislation related to fiscal accountability is underway.</li> </ul>
<p>Monitor, report and support the achievement of the Council's fiscal accountability and taxation strategies.</p>	<ul style="list-style-type: none"> <li>• The initiative to develop and roll out the corporate scorecard is well underway. Performance measures have been agreed to by the Program and Service Review Committee and Directors are scheduled to present their performance measurement data to the Committee in October and November 2002. A framework for the corporate scorecard has been prepared and approved by Regional Council, and a Council mission statement was approved by Regional Council on October 8.</li> <li>• The tax structure review has been completed and public meetings have been held. Preliminary report to Council and the public on the results of the public consultations on November 26th.</li> <li>• Tax information statements went out to about 40,000 property owners, whose bills are sent to mortgage companies, for the first time since amalgamation</li> </ul>
<p>Establish effective working relationships with the Province Nova Scotia to resolve outstanding fiscal matters, including but not limited to equalization, assessment and joint SAP opportunities.</p>	<ul style="list-style-type: none"> <li>• Financial Services staff are meeting monthly with staff from Service Nova Scotia and Municipal Relations.</li> <li>• Director, Financial Services is on the steering committee for an SAP tax and utility solution.</li> </ul>

## **Internal/External Issue Analysis**

### **Issue # 1**

#### **Client needs and service standards**

A key aspect of Financial Services' mission is to provide financial management advice and support to other business units and to be able to respond to their needs and the needs of the organization as a whole. In 2003/04 Financial Services is continuing to focus on service and accountability. In addition, the business plan and objectives will better reflect those priorities and the needed capacity to respond to clients needs. In previous years the annual plan as seen in the objectives has been quite aggressive resulting in some objectives not being met and the erosion of a clear focus on those most critical actions needed to meet our goals.

Business units differ in size, complexity and in the financial support resources that exist within their individual business unit. In order to ensure that we are doing the right things for our clients, Financial Services must have a clear understanding of their needs. In 2002-2003, a survey of business units with regard to the service provided by Financial Services will be undertaken. Once these needs are understood they must be balanced with overall corporate and legislative responsibilities and service standards set.

#### **Link to Corporate Priority and/or Program Mission**

- EMT's corporate priority to "support and encourage customer focussed service delivery"
- Financial Services mission to provide " high quality advice, reporting and policy support, and effective financial systems and processes."
- Financial Services mission to provide " financial management advice and support to business units and EMT, such that the organization is able to effectively deliver programs and services which meet HRM's corporate priorities."
- Corporate Scorecard theme - "Excellence in Service Delivery"

#### **Goal 2003/2006**

High quality, consistent, measurable service to our clients including business units, EMT, Council and the public.

#### **Objectives 2003/04**

- Working with Real Property and Asset Management and other business units, develop updated policies and procedures on HRM and Financial Services role with agencies, boards

and commissions.

- Develop a customer service plan for Financial Services.
- Using various methods, collect information to ensure Financial Services understands the needs of our clients for example:
  - i. regular attendance at Community Council meetings
  - ii. surveys
- Building on work done in 2002-03 (client survey) create draft generic service standards.
- Working with other internal service providers for consistency, put service agreement in place for one business unit.

### **Analysis of Proposed Changes**

#### *Service Levels:*

- Satisfaction with the current level of service provided by Financial Services is affected by the lack of a clear picture of client needs and the respective roles re: financial stewardship.
- Clarity in these two areas will allow more effective deployment of Financial Services resources.
- Definition and validation of service standards will improve service consistency and provide specific documented standards against which service delivery will be measured.

#### *Financial/Budget:*

- The impact on budget and resources will be dependent on recommended changes to service levels which may result from surveys and service agreements. These impacts will be managed within the envelope in 2003/04.

#### *Processes:*

- Circulate draft service agreements for review with specific questions to primary users in business units.
- Development of service standards may identify areas in which change in an existing process is necessary to achieve the appropriate service level.

#### *Internal Service Providers:*

Financial Services will need to work with internal service providers including Human Resources, Shared Services and Real Property and Asset Management in order to address objectives on agencies, boards and commissions and service agreements within HRM.

*FTE:* n/a

### **Performance Measures**

Improved policies and procedures for agencies, boards and commissions.

Customer service plan completed  
Improved Client survey results  
Focus group feedback  
Number of Community Council meetings attended by Financial Services staff.  
Service standards are set and agreements in place as planned.

## **Issue #2**

### **Workplace which supports excellent service delivery**

Employee satisfaction levels and work place environment directly affect the ability of the business unit to provide excellent service delivery. This could be seen as building the environment for excellent service delivery. Employee satisfaction results indicate improvements are necessary to ensure employees have the environment necessary to feel valued, respected and appropriately supported in meeting client needs. Excellent service delivery can only be provided by employees in the right job, with the right skills, tools, information and direction. As with the rest of HRM, communication is a key issue, as are training and succession planning. Financial Services has made some progress in this area, but the efforts must continue in 2003-04.

#### **Link to Corporate Priority and/or Program Mission**

- EMT's corporate priority to "support and encourage customer focussed service delivery"
- EMT's corporate priority to "create a workplace environment that encourages employees to strive for excellence"
- Financial Services mission to provide "high quality advice, reporting and policy support, and effective financial systems and processes."
- Corporate Scorecard theme - "Excellence in Service Delivery"

#### **Goal 2003/2006**

Ensure Financial Services staff have the right skills, tools, culture and work environment needed to deliver excellent service.

#### **Objectives 2003/04**

- Develop an initial succession plan for Financial Services including risk assessment and career path mapping.
- Complete PDP's for all Financial Services staff.
- Meet Employee session action plan objectives (regular staff meetings, 360 feedback tool.)
- In conjunction with Real Property and Asset Management, make improvements to the



workplace on a priority basis.

- Lead Financial Services technology/process improvement projects. Some projects being considered and rolled into the Integrated City strategy which is being developed are:
  - i. Revenue system
  - ii. Capital asset sub-ledger
  - iii. Capital reporting
  - iv. Reporting (all modules)
  - v. Service purchase orders
  - vi. Vendor evaluation
  - vii. Rebate agreements
  - viii. Internal inventory

### **Analysis of Proposed Changes**

#### *Service Levels:*

The accomplishment of these objectives will improve the workplace, thus providing a better environment for Financial Services staff to meet client needs. A number of powerful tools currently exist to support staff in their jobs and enhancements. Ensuring staff can make the most of the tools at hand protects the investment in the tools and maximizes the potential outcomes. Additional resources required will be evaluated on a case by case basis for feasibility. Addition of SAP modules and a new revenue solution will enhance service levels.

#### *Financial/Budget:*

The first three objectives will be managed within the Financial Services envelope. Resources for workplace improvements are within the Real Property and Asset Management envelope. Resources for the technology / process improvements will be allocated as part of the Corporate Projects and the capital budget.

#### *Processes:*

There will be process changes where appropriate related to technology/process projects undertaken. These will be developed and communicated on a case by case basis to other business units and users and will be supported by a training plan.

#### *Internal Service Providers:*

Human Resources will be required to assist with the preparation of an initial succession plan. Financial Services will continue to work closely with IS and other SAP business process owners (Shared Services, Real Property and Human Resources) to jointly agree on priorities and ensure appropriate resources are in place. Financial Services will work closely with IS and client business units to implement technology/process solutions.

*FTE:* No change.

### **Performance Measures**

Initial succession plan completed  
PDP's completed  
Employee session objectives met  
Workplace improvements completed.  
Project plan tracking for technology/process projects undertaken.

### **Issue #3**

#### **Fiscal accountability/stewardship**

Financial Services will continue to lead the organization in the achievement of Council's business strategies on fiscal accountability and taxation and as it relates to financial management, the Corporate Scorecard theme - "Excellence in Governance", through education, reporting, advice and recommendations to business units and Council on related matters.

Our role, however, has not been clearly defined and Financial Services is attempting to balance their understanding of stewardship / accountability needs with client service to business units.

Building on the mapping of current policies and legislation (to be completed in 2002/03), Financial Services must work with business units and Council to define roles and responsibilities of various stakeholders and develop a Work plan to address issues. The Multi Year Financial Strategy is an excellent start, but it is not a static document. We must continue to make improvements to the multi year financial strategy, reviewing, improving and adding to policies and continuing the forward movement with business planning, corporate scorecard and performance measurement.

Once Financial Services, business units and Council have a common understanding of our respective roles in stewardship for HRM, a framework must be developed. This framework will define roles, clarify policies and improve ease of application.

#### **Link to Corporate Priority and/or Program Mission**

- Council's business strategy on "fiscal accountability."
- Council's business strategy on "taxation."
- EMT's corporate priority to "sustain fiscal health to meet corporate challenges and address citizen needs"
- EMT's priority to "implement Council policies and priorities."
- EMT's priority to "implement and integrate performance measurement into corporate

decision making, business planning and budgeting”.

- Financial Services mission to provide “high quality advice, reporting and policy support, and effective financial systems and processes.”
- Corporate Scorecard theme - “Excellence in Governance”

### **Goal 2003/2006**

A documented and enhanced fiscal accountability framework to support HRM goals.

### **Objectives 2003/04**

- Complete policy and legislation map related to fiscal accountability and identify gaps, duplication and issues. This work will begin in 2002-03.
- Develop a work plan to monitor and report on compliance with financial policies and legislation and to address the issues identified in the policy mapping. This includes the work of the Long-term capital committee.
- Continue roll out of Corporate Scorecard and Performance Measurements
- Evaluate 03/04 business planning and budget public input process.
- Support the mandate of the Business Systems and Control Group and ensure business plan goals are achieved.
- Support the Corporate projects including but not limited to the Regional Planning Initiative.
- Provide advice and recommendations to Council on significant issues and/or participate actively on projects which could pose significant risk or opportunity for HRM, including:
  - Harbour solutions
  - Provincial assessment
  - Natural gas
  - Capital cost contribution policy
  - Supplementary education funding
  - Funding levels from other levels of government

### **Analysis of Proposed Changes**

#### *Service Levels:*

Fiscal accountability is enhanced when policies are clear, complete and understood and roles defined. It is expected that support of the significant issues identified under this goal can be managed without affecting service levels provided by Financial Services. Given the magnitude of these issues, it will be a challenge to maintain existing service levels should other significant issues arise beyond those identified.

*Financial/Budget:*

Within existing.

*Internal Service Providers:*

All business units, EMT and Council

*FTE:* No change

**Performance Measures**

Policy mapping document complete and issues identified for action.

Corporate Scorecard and Performance Measurement progress.

03/04 Business planning process evaluation process complete.

Recommendations made to improve public input in business planning and budget process.

BS&CG business plan objectives met.

Corporate Projects, specifically but not only Regional Planning, receives necessary support from Financial Services.

Clear support and recommendations to Council on significant issues and projects listed above.

**Issue #4**

**Provincial/Municipal Relations:**

Provincial initiatives and changes to legislation can have a significant financial impact on HRM.

Effective relationships are necessary to address issues as they arise.

**Link to Corporate Priority and/or Program Mission**

EMT's priority to "work with other levels of government to better meet the needs of HRM citizens".

**Goal 2003/2006**

With the CAO's office and other business units, establish effective working relationships with the Province of Nova Scotia to resolve outstanding fiscal matters, including but not limited to assessment, joint SAP and other opportunities.

**Objectives 2003/04**

- Continue to participate in or initiate discussions with provincial staff in areas of joint

concern.

- Continue monthly meetings with staff of Service Nova Scotia & Municipal Relations (SNS&MR).
- Support HRM's participation in the Association of Municipal Administrators (AMA) of NS.
- Successfully host the 2003 AMA annual conference.

### **Analysis of Proposed Changes**

*Service Levels:*

N/A

*Financial/Budget:*

Within existing.

*Processes:* N/A

*FTE:* No change

### **Performance Measures**

Participation with provincial staff in areas of joint concern.

Monthly meetings with SNSMR.

Active participation in AMANS supported.

Successful AMA conference.

# Financial Services

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
A301 Administration - Finance	\$531,011	\$643,377	\$674,842	\$553,676	\$640,300	(34,542)	-5.1%
A317 Internal Audit	0	32,172	185,500	162,435	185,000	(500)	-0.3%
A318 Strategic Initiatives	0	0	162,900	149,027	68,800	(94,100)	-57.8%
A311 Revenue - Administration	1,829,952	219,643	185,119	158,371	147,100	(38,019)	-20.5%
A312 Coin Room	68,327	155,505	177,664	185,241	188,195	10,531	5.9%
A313 Payment Processing	64,574	241,904	282,810	249,050	241,500	(41,310)	-14.6%
A314 General Revenue	107,363	455,811	602,385	455,112	544,235	(58,150)	-9.7%
A315 Ticket Office	610,945	891,455	905,300	998,362	1,220,993	315,693	34.9%
A316 Taxation	81,786	591,128	639,515	635,975	697,600	58,085	9.1%
A321 Accounting	1,996,490	1,962,647	2,145,800	1,915,126	1,842,800	(303,000)	-14.1%
A331 General Purchasing	613,375	661,801	860,210	1,034,524	1,341,900	481,690	56.0%
A332 Inventory & Asset Mg	1,159,447	1,109,635	1,100,450	1,076,724	1,190,420	89,970	8.2%
A341 Outside Agencies	155,418	0	0	73,358	0	0	-
A810 Financial Planning	321,570	338,597	350,700	424,753	388,410	37,710	10.8%
A811 Grants-Administration	0	100,801	107,300	111,170	121,630	14,330	13.4%
<b>Total</b>	<b>\$7,540,256</b>	<b>\$7,404,476</b>	<b>\$8,380,495</b>	<b>\$8,182,903</b>	<b>\$8,818,883</b>	<b>438,388</b>	<b>5.2%</b>

## Summary by Revenues

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
A301 Administration - Finance	\$0	(\$1,095)	\$0	\$0	\$0	0	-
A311 Revenue - Administration	(3,972,183)	5,777	0	1,238	0	0	-
A314 General Revenue	0	(258,938)	(200,000)	(313,572)	(235,000)	(35,000)	17.5%
A315 Ticket Office	0	(2,963,857)	(2,719,600)	(3,262,488)	(3,395,000)	(675,400)	24.8%
A316 Taxation	75	(579,422)	(624,400)	(559,081)	(580,000)	44,400	-7.1%
A321 Accounting	38	(2,721)	0	(3,336)	0	0	-
A331 General Purchasing	(2,359)	0	0	(253)	0	0	-
A332 Inventory & Asset Mg	965	(575)	0	(8,304)	0	0	-
A341 Outside Agencies	(155,418)	0	0	(73,358)	0	0	-
A810 Financial Planning	0	(190)	0	0	0	0	-
<b>Total</b>	<b>(\$4,128,883)</b>	<b>(\$3,801,022)</b>	<b>(\$3,544,000)</b>	<b>(\$4,219,153)</b>	<b>(\$4,210,000)</b>	<b>(666,000)</b>	<b>18.8%</b>

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
A317 Internal Audit	\$531,011	\$642,282	\$674,842	\$553,676	\$640,300	(34,542)	-5.1%
A318 Strategic Initiatives	0	32,172	185,500	162,435	185,000	(500)	-0.3%
A311 Revenue - Administration	(2,142,231)	225,420	185,119	159,609	147,100	(38,019)	-20.5%
A312 Coin Room	68,327	155,505	177,664	185,241	188,195	10,531	5.9%
A313 Payment Processing	64,574	241,904	282,810	249,050	241,500	(41,310)	-14.6%
A314 General Revenue	107,363	196,873	402,385	141,540	309,235	(93,150)	-23.1%
A315 Ticket Office	610,945	(2,072,402)	(1,814,300)	(2,264,126)	(2,174,007)	(359,707)	19.8%
A316 Taxation	81,861	11,706	15,115	76,894	117,600	102,485	678.0%
A321 Accounting	1,996,528	1,959,926	2,145,800	1,911,790	1,842,800	(303,000)	-14.1%
A331 General Purchasing	611,015	661,801	860,210	1,034,271	1,341,900	481,690	56.0%
A332 Inventory & Asset Mg	1,160,412	1,109,060	1,100,450	1,068,420	1,190,420	89,970	8.2%
A810 Financial Planning	321,570	338,407	350,700	424,753	388,410	37,710	10.8%
A811 Grants-Administration	0	100,801	107,300	111,170	121,630	14,330	13.4%
<b>Total</b>	<b>\$3,411,374</b>	<b>\$3,603,454</b>	<b>\$4,836,495</b>	<b>\$3,963,750</b>	<b>\$4,608,883</b>	<b>(227,612)</b>	<b>-4.7%</b>

# Financial Services

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
<b>Expenditures</b>							
Salaries	\$4,778,198	\$4,908,983	\$5,642,966	\$5,385,723	\$5,871,960	\$228,994	4.1%
Wages	1,458	325	0	186	0	0	-
Overtime - Salaries and Wages	110,561	90,572	116,904	90,105	95,400	(21,504)	-18.4%
Benefits and Other (Salaries)	749,879	797,032	893,722	865,601	932,870	39,148	4.4%
Benefits and Other (Wages)	87,766	103,847	104,599	118,700	116,000	11,401	10.9%
Retirement Allowance & Severance	45,463	22,119	52,710	48,418	33,110	(19,600)	-37.2%
Clothing Allowance, Stipends, Other	1,729	674	7,950	(3,355)	3,300	(4,650)	-58.5%
Office Expenses, less Computers	475,097	437,498	430,500	468,529	443,505	13,005	3.0%
Computers Expenses	5,118	7,550	10,070	11,111	8,850	(1,220)	-12.1%
Consulting Fees	86,541	35,429	27,450	27,896	32,250	4,800	17.5%
Other Professional Fees	126,970	165,795	105,500	95,500	105,500	0	0.0%
Contract Fees	522,583	532,916	654,410	647,794	678,100	23,690	3.6%
Equipment and Supplies	33,429	35,232	4,562	38,503	6,550	1,988	43.6%
Materials	37,703	72,065	20,600	64,640	30,100	9,500	46.1%
Building Repair, Maintenance	834	3	0	12,190	0	0	-
Heating Fuel	5,584	3,219	0	0	0	0	-
Equipment Repair, Maintenance	72,082	100,314	39,600	74,655	116,200	76,600	193.4%
Vehicle Expenses	43,775	(930)	0	1,616	500	500	-
Diesel Fuel	0	0	0	68	0	0	-
Membership Dues	10,646	10,889	18,700	14,793	16,700	(2,000)	-10.7%
Conferences and Travel	28,172	27,161	42,600	38,479	49,750	7,150	16.8%
Training and Education	19,575	39,619	79,655	43,716	79,200	(455)	-0.6%
Site Preparation	0	1,000	0	0	0	0	-
Advertising and Promotion	28,613	18,890	12,400	48,038	24,000	11,600	93.5%
Books, Publications and Data	8,481	1,358	10,100	3,216	9,400	(700)	-6.9%
Other Goods and Services	220,211	(39,097)	54,897	51,387	38,200	(16,697)	-30.4%
Transfer to/from Reserves	0	0	0	0	70,000	70,000	-
Other Fiscal Charges	22,856	13,785	0	6,805	0	0	-
Interdepartmental - Fleet	16,934	18,227	50,600	16,563	57,438	6,838	13.5%
Interdepartmental - Other	0	0	0	12,027	0	0	-
<b>Total</b>	<b>\$7,540,256</b>	<b>\$7,404,476</b>	<b>\$8,380,495</b>	<b>\$8,182,903</b>	<b>\$8,818,883</b>	<b>438,388</b>	<b>5.2%</b>
<b>Revenues</b>							
False Alarm Ordinance	(300,425)	(258,938)	(200,000)	(296,686)	(215,000)	(15,000)	7.5%
Other Licenses, Permits and Fines	(3,114,358)	(2,955,071)	(2,719,600)	(3,259,552)	(3,395,000)	(675,400)	24.8%
Charter Revenue	0	150	0	0	0	0	-
Tax Certificates	(557,325)	(579,833)	(624,400)	(559,081)	(580,000)	44,400	-7.1%
Other Revenues	(156,775)	(7,329)	0	(103,835)	(20,000)	(20,000)	-
<b>Total</b>	<b>(\$4,128,883)</b>	<b>(\$3,801,022)</b>	<b>(\$3,544,000)</b>	<b>(\$4,219,153)</b>	<b>(\$4,210,000)</b>	<b>(666,000)</b>	<b>18.8%</b>
<b>Net Cost</b>	<b>\$3,411,374</b>	<b>\$3,603,454</b>	<b>\$4,836,495</b>	<b>\$3,963,750</b>	<b>\$4,608,883</b>	<b>(227,612)</b>	<b>-4.7%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Financial Services</b>				
CEM00514 Hand Held Parking Ticket Issuers	0	130,000	0	0
CHM00424 Cowie Hill Mntnce Yard-Fuel tank replacement	0	130,000	0	0
CEM00513 Additional Parking Meters	0	75,000	0	0
CBM00423 Seaview Prk-PCB Site-Decmmissn'/restor.	0	0	300,000	0
Total	0	335,000	300,000	0



## **HALIFAX REGIONAL FIRE AND EMERGENCY SERVICE MISSION STATEMENT**

### **Who?**

We service commercial and industrial clients and the general public

### **Why?**

To enhance and preserve a safe quality of life, property and environment

### **What?**

Through education, leadership, partnerships, emergency preparedness and effective responses to fires and other emergencies.

*To enhance and preserve a safe quality of life, property and environment, we service commercial and industrial clients and the general public, through education, leadership, partnerships, emergency preparedness and effective responses to fires and other emergencies.*

**Fire And Emergency Service Mission Statement:** *To enhance and preserve a safe quality of life, property and environment, we service commercial and industrial clients and the general public, through education, leadership, partnerships, emergency preparedness and effective responses to fires and other emergencies.*

Strategic Outcomes	Indicators
Lives, property and environment protected from fire and other emergency event impacts	<ul style="list-style-type: none"> <li>• number of deaths and injuries per 100,000 of population is below national average</li> <li>• number of major fires does not exceed the average of the past five year period</li> <li>• % of environmental issues mitigated</li> <li>• a specialized Haz-mat team is maintained</li> <li>• all operations staff are trained in natural gas awareness</li> </ul>
The citizens of the Halifax Regional Municipality are confident in the dependability of service delivery.	<ul style="list-style-type: none"> <li>• Citizen Survey: How much confidence do you have in the capability of your local fire department in each of the following areas: a) Quickly respond to an emergency b) Save lives c) Preserve property d) Give proper medical aid e) Provide fire prevention education</li> </ul>
Client Benefits	Indicators
Timely and effective response to calls for emergency and non-emergency services	<ul style="list-style-type: none"> <li>• % of time fire contained to place of origin</li> <li>• % of time appropriate apparatus and specialized teams dispatched for requested services</li> <li>• Service Delivery Standards - Have Council adopt proposed service delivery standards. (A staffing and</li> </ul>

Client Benefits	Indicators
	<p>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.) Base line data has been collected and the data has been compared against existing NFPA standards and other municipalities. Gap analysis has been completed.</p>
<p>Provision of appropriate, professional and skillful emergency service</p>	<ul style="list-style-type: none"> <li>• % of time appropriate apparatus and specialized teams dispatched</li> <li>• 100% of career staff maintained to NFPA Firefighter Level I</li> <li>• % increase in training availability to the rural areas</li> <li>• % reduction in fire related incidents in targeted areas</li> </ul>
<p>Hazard awareness and knowledge of prevention</p>	<ul style="list-style-type: none"> <li>• # of educational programs delivered</li> <li>• # of public awareness initiatives</li> <li>• Citizen Survey</li> </ul>

**FTE's**

Fire Services had 452 FTEs for the 2002/2003 budget. The 2003/2004 proposal for FTEs is 452.

**Summary of Achievements of Last Years Business Plan**

Key Initiatives	Status
<p><b>Job Related Recruitment Standards</b> - To have accepted a defensible recruitment job related standard for candidates; to obtain a facility to accommodate the testing equipment and to purchase the balance of specialized testing equipment.</p>	<p>The Candidate Physical Ability Test (CPAT) which was developed as a joint initiative between the International Association of Firefighters and the International Association of Fire Chiefs has been implemented. The test is representative of tasks associated with the job of firefighting. The specialized testing equipment has been purchased. A permanent facility to house the equipment has not been secured.</p>
<p><b>Safety Standards</b> - To develop a multi-year plan to address facility and equipment compliance; to have an individual in place to co-ordinate compliance with Occupational Health and Safety regulations with regards to equipment; to ensure compliance with amendments to the Occupational Health and Safety Act and compliance with the Health and Safety Guidelines proposed by the Fire Marshal's Office.</p>	<p>Facility compliance to be addressed by Real Property and Asset Management and multi year plan developed. Equipment Technician position will be in place by April 2003. Ensuring compliance is an ongoing initiative. The Risk Management Pilot will provide information in regards to facilities and equipment compliance.</p>
<p><b>Health and Wellness</b> - To implement blood/cholesterol, BP testing for staff; to assess the fitness equipment in the stations, to determine future needs; to implement nutrition and lifestyle programs; to implement workplace inoculations for Hep A &amp; B; to monitor and support the Critical Incident Stress Program</p>	<p>BP and blood/cholesterol testing for staff not implemented due to trying to establish a partnership with Canada Life to off the cost of equipment. Stations 2, 3,5,6,7,8,10, 13, 14 &amp; 17 have aerobic and weight training equipment now in place. Logistics is completing an inventory of all existing equipment. A smoking cessation program has been implemented.</p>

Key Initiatives	Status
<p><b>Service Delivery Standards</b> - To develop standards; to obtain approval from Council for operational standards; to complete a gap analysis; to develop a 3 year plan; to receive approval for implementing required staffing and equipment levels and to develop and implement tools to gather customer feedback on service delivery satisfaction.</p>	<p>The standards are currently under development. A draft document on operational standards is being reviewed internally. A draft customer feedback card has been developed for the operational personnel to leave at the scene of an incident for feedback. The card is presently being reviewed internally for final approval.</p>
<p><b>Long-Term Capital Plan</b> - To develop a ten year capital plan to address infrastructure requirements; to implement the recommendations of the relocation study by constructing a station in North Dartmouth; to replace 3 aging trucks and 6 utility vehicles in the fleet; to expand the fleet to include a mobile vehicle maintenance unit to service the rural districts; to continue with the replacement of hose, expanding the Opticom system and obtaining rescue equipment..</p>	<p>Presently have a 5 year plan; an individual has been seconded from Fire to Real Property and Asset Management to develop a ten year capital plan; the tender for the new station in North Dartmouth closed at the end of October with an anticipated start of construction this winter; replacement of 3 trucks and 6 utility vehicles has been completed; mobile vehicle maintenance unit in service; the second phase of the replacement of hose and rescue equipment has been completed; the Opticom system is complete in Eastern Passage, Cole Harbour, Dartmouth with the exception of the Industrial Park, Sackville is 99% complete and Bedford is complete; Halifax has a number of intersections complete.</p>
<p><b>Legislated Report Requirements</b> - To evaluate FDM station pilot project and begin implementing FDM in the stations. To evaluate IS needs in the rural districts.</p>	<p>An IS trainer is providing training and support to both the core and rural areas; an individual has been hired for records management.</p>
<p><b>Fire Prevention</b> - To develop and implement a natural gas inspection program; to establish fire prevention committees in each of the rural districts to develop a plan for providing fire prevention services; to implement education programs.</p>	<p>Natural gas inspection program not required at this time, due to lack of expansion of natural gas within the municipality. Two Fire Prevention Officers hired in September to coordinate fire prevention activities in rural areas. A committee has been formed and is functional in Zone 4.</p>

Key Initiatives	Status
<p><b>Risk Management</b> - To develop, implement, complete and assess the outcomes of a HRM pilot program on risk management within Fire &amp; Emergency Services in coordination with HRM insurance services and external risk management consultants.</p>	<p>A risk pilot template has been developed and a risk assessment pilot is being conducted in Zone 3 and Stations 2, 3 and 4.</p>
<p><b>Member Development</b> - To identify training options to meet the needs of the core area and rural districts and other HRM units; to continue with 'Train the Trainer' programs; to roll out the flash over simulator to the core and rural areas; to provide live fire training at the N.S. Firefighters School; to implement a career development program and performance development process to support succession planning; to implement two outreach programs.</p>	<p>Two Training Co-ordinators have been hired to co-ordinate training and act as a resource to the rural areas; all core stations have been put through the flash over simulator; a career development program has been identified and trainers accessed with an anticipated roll out in the spring; a performance development process has been completed with all captains and will be rolled out to the firefighters in January;</p>
<p><b>Trunked Mobile Radio (TMR) &amp; Paging System</b> - To implement a trunked mobile radio/paging system to replace and consolidate multiple radio and paging systems for the Rural Fire Service as phase one of the TMR Project.</p>	<p>The project is currently on track to achieve implementation of Phase 1 of the integrated radio and paging system by the end of year 2003. Completion of Phase 1 will result in all HRM Fire Departments being dispatched from our Bedford Dispatch Centre using a single integrated radio and paging system. Completion of Phase 1 will also involve the upgrade of all volunteer pagers as well as replacement of all VHF radio equipment with new 80 mhz radio equipment on the provincial Trunked Mobile Radio system. Included in the upgraded paging system is a new back up paging system for use in the event of primary system failure. Currently no such backup system exists.</p>

Key Initiatives	Status
<p><b>Computer Aided Dispatch (CAD) &amp; Record Management System (RMS)</b> - To select a vendor for implementation of computer-aided dispatch, negotiate a contract with them and begin implementation; once a new records management system is implemented to interface it with the new computer-aided dispatch system.</p>	<p>A vendor has been selected and the contract is being negotiated. Projected implementation is spring/fall 2003. It has been identified that Fire will continue to utilize current RMS software.</p>
<p><b>Inter-Agency Emergency Response Coordination</b> - To ensure an adequate level of water rescue and shipboard firefighting capability to meet service demand in the Harbour by installing GPS and radar and training staff on its use and to establish liaisons with various federal agencies and the port authorities to determine roles and sharing of resources; to clarify roles and responsibilities with DND and the Airport Authority; to develop service agreements with First Nations emergency response to their lands.</p>	<p>GPS and radar installed in rescue boat and staff training completed; the port contingency plan has been rewritten; there are on going discussions with other agencies ie. Coast Guard and the Marine Advisory Committee.</p>
<p><b>Resource Allocation for Rural Districts</b> - To complete the rural district service plans; to identify serviced gaps and development and implement action plans to address; to complete the pilot project with Financial Services to address financial issues including procurement, stores, logistical support and reporting; to implement a standardized maintenance and record keeping program for fleet; to complete a baseline assessment of all apparatus; complete fleet replacement plans.</p>	<p>As more rural vehicles are being looked after by the Mechanical Unit, all relevant information is being gathered and entered into SAP to future use but at the present time service is still provided, as per the rural direction, on a request basis. A number of the units were removed from service and replaced with Core spares and reserve units. Due to the lack of funds, the number of issues, and the availability of replacement units, it has been difficult to move ahead any further with this initiative. Logistics has provided recommendations on a fleet replacement plan to the Rural Management Groups to be included in their fleet plans. Stores, at Turner Drive, has been set up to address procurement related issues.</p>

Key Initiatives	Status
<p><b>Partnerships</b> - To identify potential partnerships; to pursue the development of identified partnerships; to develop a partnership with Police on Risk Watch; to provide medical first responders for emergency response teams; to initiate 'Partnerships Towards a Safer Community'; a steering group created to develop a business plan for implementation of a Safe Communities Program.</p>	<p>An individual has been seconded to coordinate the Safe Communities Initiative. Partnerships have been developed with the Youth at Risk Program, with the Nova Scotia Fire School and Newfoundland Fire Academy to provide orientation programs for students; with DNR to provide driver training in exchange for Wildland firefighting 'Train the Trainer' program; with HRM Police and RCMP Bayers Lake to provide SCBA training; with HRM Parks &amp; Recreation to provide Ice Rescue "Train the Trainer" programs; with Corporate HRM Training to provide WHMIS Training; with Corrections Canada to provide SCBA and hose line training; with the World Trade and Convention Center to provide SCBA; with Dexters Construction to provide training in exchange for a site location to conduct trench collapse simulations; with Scouts Canada to provide First Aid/CPR training in exchange for volunteer work to assist Fire during community events; with the Atlantic Wood Energy Technicians Association to provide instructors in exchange for free training opportunities; with Grinnel Fire Protection, Halifax Civic Credit Union, Safety Net for cost sharing on educational materials; with Mental Health Services to provide temporary work placements for individuals with disabilities; with the Daily News regarding Fire Prevention education.</p>



Key Initiatives	Status
<p><b>EMO Planning</b> - Completion of three subset plans: emergency evacuation, telecommunications, public information; all HRM Departmental emergency plans completed and reviewed; implement Emergency Evacuation Plan; Emergency Public Information and Emergency Telecommunications Plans to be brought to testing stage.</p>	<p>Emergency evacuation and public information plans are complete and will be before Council for approval before fiscal 2002/2003 year end. Emergency telecommunications plan has been started. One-half of the HRM business unit plans have been reviewed and updated. Work has started on updating all business unit business continuity plans. An assessment of the 1990 hazards analysis revealed that it should be re-done to keep it up to date. The Mobile Data procedures have been dropped due to lack of interest.</p>
<p><b>Strategic Plan and Corporate Employee Survey</b> - To develop, to implement and to evaluate action plans for each of the four strategic directions; to develop, to implement and to evaluate action plans for the employee survey recommendations.</p>	<p>An individual has been seconded as a Public Relations Officer to improve internal communications and to promote the Fire Service. Core competencies for each job grouping have been identified. The PDP process has been rolled out which identifies individual developmental needs around the core competencies. Programs have been identified and developed to meet individual needs. New strategic alliances have been developed and other expanded on for example: Halifax Regional Police,</p>

## Issue #1

### Increased Level of Safety Standards

The Fire Marshal's Office has developed Health and Safety Guidelines based on NFPA 1500. These guidelines are now before the Board for approval. Once approved, they will be used as an industry standard for enforcement purposes in areas where there are paid personnel. We know that these guidelines will require upgrades to our facilities and equipment. This will be particularly costly for our Service.

**Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- Council Priority to develop and provide an infrastructure to maintain approved standards.
- EMT's Corporate Priority to promote a culture of excellence and success.
- Corporate Scorecard Theme of Building Safe Communities by ensuring personnel have the appropriate equipment and use safe practices and procedures for effective service delivery and protection of all members.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury and ensuring citizens receive skillful and professional service delivery.

**Goals 2003/2006**

- To reduce liability and risk to firefighters and to the organization through improvements to facilities and equipment.
- To ensure emergency preparedness.

**Objectives 2003/2004**

- To integrate facility and equipment compliance issues with findings from the risk management pilot.
- To review the existing equipment in regards to standards and regulations.
- To develop risk management, inspection and monitoring programs to address compliance issues.

**Analysis of Proposed Changes**

*Service Levels* in all sections could be negatively affected because of the high cost of compliance.

*Financial:* Budget impacts during the risk management pilot will be minimal. In the long term, it is difficult to assess the exact financial implications until the risk management pilot is completed. Initial assessment is approximately \$2 million capital.

Processes are in place to measure compliance. New processes will be required to implement new standards and compliance programs.

*Internal Service Providers:* Facility compliance must be addressed by Real Property and Asset Management.

*FTE's:* Reassignment of responsibilities could be required i.e. equipment technician to develop a baseline.

## Issue #2

### Standards of Response Coverage

The need to implement a set of response coverage standards to assist the Fire Service to plan, to monitor and to evaluate its service delivery. These non-regulatory standards are to be NFPA based but are endorsed by the International City Management Association (ICMA) and the International Association of Fire Chiefs.

#### Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe, and for developing and providing infrastructure to maintain approved standards.
- EMT's Corporate Priorities of measuring performance to ensure standards and effective service delivery is being met.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and ensuring citizens receive skillful and professional service delivery.
- Corporate Scorecard Themes of Building Safe Communities by putting standards and performance measures in place to ensure emergency preparedness and Excellence in Service Delivery.

#### Goals 2003/2006

- To have response coverage standards in place.
- To have a plan which monitors and evaluates service delivery, within 3 years.

#### Objectives 2003/2004

- To obtain approval of draft response coverage standards from the Fire Service Committee by April 2003.
- To obtain approval from Council for the response coverage standards by June 2003.
- To obtain approval of the draft multi year plan from the Fire Service Committee by April 2003.
- To receive approval from Council for implementing required staffing and equipment levels.
- To develop and implement tools to gather customer feedback on service delivery satisfaction by June 2003.
- To integrate proposed rural, suburban and urban delivery standards into one service delivery document.

#### Analysis of Proposed Changes

*Service Levels:* Service delivery will become more consistent as per NFPA and approved standards.

*Financial:* There will be no financial impact on the 2003/04 budget, however, there may be an impact in future years.

*Internal Service Providers:* HR for alignment with corporate customer service strategy. Shared Services to help develop customer feedback tools.

*Processes:* An audit measurement process will have to be developed to ensure Fire is meeting the standards.

*FTE's:* No anticipated impact in 2003/04.

### **Issue # 3**

#### **Health and Wellness**

To help members of the Fire Service maintain a level of health and wellness for acceptable job performance.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- EMT's Corporate Priority to promote a culture of excellence and success by supporting personnel to maintain their health and well-being.
- Council's Business Strategy for ensuring it's citizens feel and are safe and the Corporate Scorecard Theme 'Building Safe Communities' by ensuring personnel are physically and emotionally able to handle the duties and stress levels of their positions and are capable of protecting the people they serve.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and ensuring citizens receive skillful and professional service delivery by having both mentally and physically healthy fire personnel who will be better equipped to provide service both internally and externally.

#### **Goal 2003/2006**

To enhance support systems to assist members to physically and emotionally perform their job responsibilities

#### **Objectives 2003/2004**

- To have the Wellness & Fitness Committee research and identify a non-punitive fitness program for staff by January 2004.
- To communicate fitness program by March 2004.
- To complete the initial health screening program by September 2003.

- To implement the health screening program on an ongoing annual basis.
- To continue with outfitting of stations with fitness equipment.
- To ensure we have certified fitness trainers.
- To implement nutrition and lifestyle programs for staff such as smoking cessation, ergonomics.
- To participate in the FATE study (Firefighters and their Endothelium) with the QE II. (Endothelium is the inner lining of all arteries.)
- To finalize the inoculation Hep A & B program by March 2004.
- To monitor and support the Critical Incident Stress Program.

### **Analysis of Proposed Changes**

*Service Levels:* Could improve if minimum staffing levels increase due to improved attendance at work and a reduction in injuries.

*Financial:* \$4,600 cost to complete initial health screening program and then an ongoing \$2,000 annual cost for the program. \$3,000 for an annual smoking cessation program. Possible reassignment of funds from medical assessment consultant services to a wellness and rehabilitation program.

*Processes* must be put in place to complete testing regularly under the health screening program and for a non-punitive fitness program.

*Internal Service Providers:* Corporate HR will be required for some services.

*FTE's:* No anticipated impact.

## **Issue # 4**

### **Long-Term Capital Plan**

Current infrastructure is not adequate to meet the current and future needs of the community for fire and emergency services.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- Council's Business Strategy for ensuring it's citizens feel and are safe, and for developing and providing infrastructure to maintain approved standards.
- Council's Business Strategy on fiscal accountability by ensuring the organization provides personnel with the appropriate physical resources to perform their functions in the most efficient and save manner.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and that citizens are confident in the dependability of service delivery by having safe, reliable equipment and apparatus related to the tasks and facilities that provide a safe and

healthy working environment.

- Corporate Scorecard Theme of Building Safe Communities by ensuring emergency preparedness through the purchase of equipment and apparatus that meets specifications and standards.

### **Goal 2003/2006**

Ensure adequate infrastructure to respond to the needs of the community for fire and emergency services.

### **Objectives 2003/2004**

- To work with Real Property & Asset Management develop a ten year capital plan to address infrastructure requirements by September 2004.
- To work with Real Property & Asset Management complete construction of the North Dartmouth Fire Station by November 2004.
- To remove two spare units from the core area fleet, to sell one aerial and to purchase one new pumper for the core by March 2004.
- To separate the rehabilitation unit from the command unit.
- To obtain a rehabilitation unit by March 2004.
- To continue with utility vehicles replacement of 8 vehicles in the 10 year range by March 2004.
- To continue with the portable water supply program, obtaining specialized rescue equipment and expanding the Opticom system.

### **Analysis of Proposed Changes**

*Service Levels:* To improve service levels in the areas of woodland firefighting, emergency preparedness, logistical support at major incidents.

*Financial:* 3 year capital plan totals about \$22 million.

*Processes:* Review of policies and operating guidelines.

*Internal Service Providers:* Real Property and Asset Management to manage station construction and additions and maintenance of the fleet. Traffic Services to manage Opticom.

*FTE's:* No anticipated impact

## Issue # 5

### Risk Management

The determination of an acceptable level of risk to reduce the liability to the organization.

#### Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe by reducing areas of risk in service delivery.
- Council's Business Strategy on fiscal accountability by ensuring that areas of risk are identified and reduce to an acceptable level of risk.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, ensuring citizens receive skillful and professional service delivery, and are confident in the dependability of service delivery.

#### Goal 2003/2006

As directed by the Senior Management Team, to implement a HRM corporate wide risk management program lead by Fire & Emergency Services. .

#### Objective 2003/2004

- The Pilot Program to be developed into a full Risk Assessment Program for HRM Fire Service, in coordination with HRM Insurance services and external management consultants.

#### Analysis of Proposed Changes

*Service Levels:* The extent to which service levels may be impacted will be determined from risk management plan.

*Financial:* Improvements to reduce risks will impact current budgets. The dollar amount is yet to be determined.

*Processes:* To be determined from risk management plan.

*Internal Service Providers:* Expertise in risk assessment and management may be requested from Procurement and insurance providers. HR and all other business units will also be required to assist if a full Risk Assessment Program is to be developed.

*FTE's:* No anticipated impact due to assistance and support from all business units.

## **Issue # 6**

### **Trunked Mobile Radio (TMR) & Paging System**

There is not a single integrated effective 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.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- Council's Business Strategy for ensuring it's citizens feel and are safe by ensuring emergency/protective services are dispatched within acceptable time lines.
- EMT's Corporate Priority to provide effective and efficient communications by ensuring there is a single communication tool to reduce the likelihood of missed or non communication.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by facilitating a co-ordinated response during emergencies, and ensuring citizens are confident in the dependability of service delivery
- Corporate Scorecard theme of Building Safe Communities by ensuring emergency preparedness through a single integrated communication system.

#### **Goal 2003/2006**

Have a single integrated effective communication system for all protective services and HRM business units.

#### **Objective 2003/2004**

To implement Phase 2 of the project which will see the replacement of all current radio equipment with in Core Fire Service with new 800 mhz radios on Provincial Trunked Mobile Radio system and upgraded station alerting system for core fire stations. Completion of this phase will result in all of HRM Fire Services being on a single integrated radio system allowing for expanded response of all fire response units.

#### **Analysis of Proposed Changes**

*Service Levels:* Will improve due to faster and more reliable communication.

*Financial:* Core Fire Services: Capital cost for system is about \$4.3 million. Annual operating costs are about \$414k including air time, paging and network.

2002/2003: Rural Fire Service: capital cost for system is about \$3.3 million.



Annual operating costs are about \$149,000 including air time, paging & network.  
2003/2005: HRM wide implementation: Capital cost 5.8 million ( Shared Services, Police, PWT, Core Fire Services, Parks and Rec, 911)

*Processes:* Staff training required.

*Internal Service Providers:* Partnering with Police, 911, Public Works, Parks & Rec, and Shared Services.

*FTE's:* Current employee to be reassigned as coordinator.

## **Issue #7**

### **Computer Aided Dispatch (CAD) & Record Management System (RMS)**

Not all rural fire departments are dispatched from one centre. These inefficiencies can increase dispatching time which in turn can compromise public safety.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- Council's Business Strategy for ensuring it's citizens feel and are safe by increasing dispatching time.
- EMT's Corporate Priority to provide effective and efficient communications through one center.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by facilitating a co-ordinated response during emergencies, and ensuring citizens are confident in the dependability of service delivery.
- Corporate Scorecard theme of Building Safe Communities by ensuring emergency preparedness.

#### **Goal 2003/2006**

To implement a single CAD and RMS for Police Services and Fire & Emergency Services.  
To make available the Fire's records management system to all stations within the core and rural areas.

#### **Objectives 2003/2004**

- To configure and implement CAD and RMS.
- To install mobile computers in the District Chief cars, tact units and rehab bus.
- To rollout FDM to all core fire stations.
- To equip the rural stations with computers and access connections.

## **Analysis of Proposed Changes**

*Service Levels* will improve because of faster and more accurate dispatching. There will be an improved level of service delivery to rural fire stations.

*Financial:* Capital cost: \$2.1 million (CIP00763) for overall CAD and RMS Project. For Fire, to address the issues in the rural areas, an initial budget amount of \$30,000 has been approved for secure ID cards and computer lease costs, etc.

*Processes:* Staff training for new dispatching system

*Internal Service Providers:* IS and Shared Services to provide assistance. Partnering with Police Services and 911.

*FTE's:* 2 staff will work part-time on implementation. A term position has been filled to provide software support for Fire's record management system.

## **Issue # 8**

### **Inter-Agency Emergency Response Coordination**

The need to establish protocol between the different orders and agencies of government so that these stakeholders know their roles and responsibilities with regard to various emergency situations.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- Council's Business Strategy for ensuring it's citizens feel and are safe by ensuring that the most appropriate agency is responding to the incident.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by facilitating a co-ordinated response during emergencies through formation of strategic alliances, and ensuring citizens receive skillful and professional service delivery and are confident in the dependability of service delivery.
- Corporate Scorecard theme of Building Safe Communities by ensuring emergency preparedness.
- Corporate Scorecard theme of Excellence in Governance by developing intergovernmental relations to ensure adequate emergency response.

#### **Goal 2003/2006**

To develop protocols with the different orders and agencies of government to ensure a coordinated response during emergencies.

## Objectives 2003/2004

- To meet service demand in the Harbor by exploring new methods of extinguishing container fires.
- Establish liaisons with various federal agencies and the port authorities to determine roles and sharing of resources.
- To clarify roles and responsibilities with DND and the Airport Authority.
- Develop service agreements with First Nations regarding emergency response to their lands.

## Analysis of Proposed Changes

*Service Levels:* Improved coordination during inter-agency responses.

*Financial:* Equipment and training costs to be determined.

*Processes:* Procedures and protocols to be developed for responses.

*Internal Service Providers:* Not applicable

*FTE's:* 0

## Issue #9

### Resource Allocation for Rural Districts

Not all the current HRM processes meet the needs of the rural districts. The introduction of one tax level has accelerated the need to review, standardize and streamline all processes, policies and standards. This includes fire prevention, investigation, training, procurement, finance, fleet maintenance, administration, safety, and technical requirements.

### Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe by ensuring the rural districts have the internal support in place to enable them to provide the most efficient and effective service delivery.
- Council's Business Strategy on fiscal accountability by ensuring processes are in place for proper access to and monitoring of budgets and for the most cost effective procurement of goods and services.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by increasing the general level of fire and life safety for the public, and ensuring citizens receive skillful and professional service delivery and are confident in the dependability of service delivery.
- Corporate Scorecard theme of Building Safe Communities by ensuring emergency

preparedness by providing a resource infrastructure that support effective and efficient service delivery.

### **Goals 2003/2006**

- To manage the expectations of the rural areas to ensure the needs of the community are met.
- To reduce liability and risk to firefighters, community and to the municipality through implementing standards and improvements in training, attainment and retention of volunteers, equipment, fire apparatus, safety, and fire prevention activities.

### **Objectives 2003/2004**

- To complete the rural district services plans.
- To define operating budgets.
- To develop fleet plans.
- To develop station location plans.
- To develop a water supply plan.
- To redefine response boundaries for all districts.
- To establish and roll out service standards for the rural areas.
- To identify service gaps and develop and implement action plans to address by December 2003.
- To address financial issues including procurement, stores, logistical support, and reporting, and implement recommendations.

### **Analysis of Proposed Changes**

*Service Levels* will be improved by developing action plans to address service gaps and by adopting service standards.

*Financial:* Meeting minimum service level standards will impact current operating and capital budgets. This will be phased in over three to seven years as funding permits.

*Processes:* New processes regarding procurement, logistical support, fire prevention and training activities.

*Internal Service Providers:* RPS would be needed for the construction of a new or remodeled facilities and to address fleet deficiencies. Fire Logistics required to assist in developing and acquiring personal protective equipment and firefighting equipment. Financial services to assist in the development of budgets and procurement issues.

*FTE:* 0

## **Issue # 10**

### **EMO Planning**

In the event of an emergency, the roles and responsibilities of all stakeholders is not clear because the HRM departmental emergency plans and the three subset plans of the Master Plan are not completed

No integrated telecommunications system that can provide HRM-wide, point to point Telecommunications ability in times of crisis. Current applications do not support mobile and ad-hoc transfer of data between agencies.

#### **Link to Corporate Priority and/or Program Mission**

- Council's Business Strategy for ensuring it's citizens feel and are safe by ensuring there are plans and procedures in place for addressing emergencies.
- EMT's Corporate Priority to provide effective and efficient communications.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by facilitating a co-ordinated response plan of all services during an emergency through strategic alliances, and ensuring citizens are confident in the dependability of service.

#### **Goals 2003/2006**

- Complete and implement Master Plan and three subset plans and review the master plan in year three.
- Review and update all existing HRM departmental emergency plans.
- Complete and implement all HRM business unit emergency and/or business continuity plans for the remaining business units.
- To replace the 1990 Hazard Analyses.
- To develop an HRM-wide telecommunications system with all HRM agencies.

#### **Objectives 2003/2004**

- Final implementation of the three subset plans:
  1. Emergency Evacuation
  2. Telecommunications
  3. Public Information
- All HRM Departmental emergency plans completed and reviewed.
- Budget preparation for the Risk Analyses (Hazards Analyses in 1990)

## **Analysis of Proposed Changes**

*Service Levels:* Improved coordinated response to major emergencies from all agencies  
*Financial:* 0

*Processes:* New processes to be outlined in Master plan. New telecommunication system will require training.

*Internal Service Providers:* Police, 911 Centre, and Information Services.  
*FTE's:* 0

## **Issue # 11**

### **Strategic Plan**

Fire Service engaged in a strategic planning effort to shape and to guide the service and to foster a new culture. Through an agreed upon process, by all the stakeholders, a mission statement, a vision statement, values, guiding principles and four strategic directions were developed. Support is now required to develop action plans for the following four strategic directions:

- Communications
- Personnel Development
- Leadership
- Strategic Alliances

#### **Link to Corporate Priority and/or Program Mission**

- EMT's Corporate Priorities to develop and communicate a strong corporate vision.
- Fire & Emergency Service's Mission of enhancing and preserving the quality of life, property, and environment through education, leadership, partnerships, effective responses to emergencies, and emergency preparedness.
- Corporate Scorecard theme of Excellence in Governance supporting strategic planning.
- Corporate Scorecard theme of Excellence in Service Delivery by ensuring staff are adequately trained, alliances are achieved to co-ordinate, enhance emergency preparedness and standard, clear communication of the vision and direction.

#### **Goals 2003/2006**

- Implement the strategic directions.

#### **Objectives 2003/2004**

- To establish a Communications Section responsible for internal/external communications,

business unit image, outreach, public education and relations and marketing by September 2003.

- To implement a Career Development Program by September 2003.
- To expand the Performance Development Program to all operational personnel by September 2003.
- To identify and develop partnerships with other levels of government, private industry and the community

### **Analysis of Proposed Changes**

*Service Levels:* Service levels should increase through partnerships that support fire prevention and education activities.

*Financial:* An individual to manage the section at \$81,500.

*Processes:* To be developed for communications, outreach, marketing, career development, PDP's.

*Internal Service Providers:* Corporate HR, Shared Services and Public Information Officer.

*FTE's:* 1 management position

## **Issue # 12**

### **Diversity**

The Fire Service is not attracting individuals from the under represented groups to the occupation of firefighter or to become volunteers. The success rate through the recruitment process of those who do apply is low. There is a continued need to promote the importance of and benefits of cultural diversity.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- 20/20 Corporate Priority of strength through diversity demonstrating that we value all cultures.
- Corporate Scorecard Theme of Excellence in Service Delivery because individuals from different cultural backgrounds feel more comfortable being offered service from an individual from the same cultural background.

#### **Goal 2003/2006**

To promote the Fire Service as a career option in the community, to enhance service delivery, to internally promote and education personnel on the importance of cultural diversity, to bring about

a cultural change.

### **Objectives 2003/2004**

- To develop relationships with community groups in the under-represented areas to promote the career of firefighting by December 2003.
- To identify, develop and implement out reach programs to address diversity issues i.e. expand Youth at Risk Program, access to training by March 2004.
- To hire an individual to work on a term basis as a community liaison and/or co-ordinator.
- To implement a program which educates personnel on the service need requirements of individuals with disabilities.

### **Analysis of Proposed Changes**

*Service Levels:* There will be an improved level of service delivery to individuals from the under represented groups.

*Financial:* A budget of \$50,000 to develop and implement out reach programs. The salary for a community liaison officer and a co-ordinator - \$85,000 - not covered in the current operating budget.

*Processes:* Recruitment processes could change.

*Internal Serviced Providers:* Corporate HR.

FTE: (1) Community Liaison Officer and (1) Co-ordinator position.

## **Issue # 13**

### **Safe Communities**

To help people come together in the community to create a sense of awareness, understanding, support and leadership to implement effective local programs to eliminate injuries and suffering.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- 20/20 Corporate Priority of communities working together because this a community driven initiative.
- Corporate Scorecard Theme of Building Safe Communities by coordinating and supporting the initiative.
- Fire & Emergency Service's Mission of enhancing and preserving the quality of life, property, and environment through education, leadership, partnerships, effective responses to emergencies, and emergency preparedness.



### **Goals 2003/2006**

- To become a model for the Safe Communities Foundation to promote the concept across Canada and the world on designating communities within a municipality.
- To monitor and support the program.

### **Objectives 2003/2004**

- To complete the business plan.
- To receive Safe Communities designation through the Safe Communities Foundation by September 2003.
- To promote the program within the municipality.

### **Analysis of Proposed Changes**

*Service Levels:* Should increase because of frequency of community contacts and level of community involvement.

*Financial:* The Co-ordinator's salary and benefits - \$74,000 will be found within the current budgeted amount.

*Processes:* To be determined

*Internal Serviced Providers:* All business units.

FTE: 1 Co-ordinator Position funded by Fire in 2002/03 will continue to be funded within the current budgeted amount for 2003/04.

## **Issue # 14**

### **Space Requirements**

The current facilities for administration, fire prevention and the mechanical unit do not meet the needs of the service. Two or more individuals, with the same working hours, must share the same office and/or cubicle space resulting in a lack of productivity and efficiency. To ensure the fleet is operationally ready, mechanical personnel are working outdoors in less than favorable conditions, at least 60% of the time. Due to the lack of space, it is difficult to provide secondment opportunities as per the collective agreement and to take advantage of opportunities for student placement and placements with the Mental Health Association.

**Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- Council Priority of providing an infrastructure to maintain approved standards. Without proper facilities to maintain the fleet, it is challenging to ensure adherence to standards and productivity and turn around time suffers.
- Corporate guiding principle of deliver, effective and responsive services. Mechanical requires proper facilities to ensure 98% of the fleet is operationally ready.
- Fire & Emergency Service's Mission of enhancing and preserving the quality of life, property, and environment through education, leadership, partnerships, effective responses to emergencies, and emergency preparedness.

**Goal 2003/2006**

To support all personnel in the performance of their responsibilities by providing appropriate facilities to meet their needs.

**Objectives 2003/2004**

- To obtain an appropriate combined facility to meet operational requirements of administration and fire prevention personnel.
- To obtain appropriate facilities to meet operational requirements of Mechanical.

**Analysis of Proposed Changes**

*Service Levels:*

*Financial:* To be determined.

*Processes:* To be determined

*Internal Serviced Providers:* Real Property and Asset Management

FTE: 0

**Issue # 15**

**Records Management**

Without a systematic approach to the cataloguing, filing and retrieval of files Fire Services' ability to effectively conduct business is compromised. Along with the protection of files from premature destruction, the safe and secure storage of files and a system for the destruction of files once their value ceases is critical. There are a variety of reasons for the implementation of a records

management system such as administrative value, legal value, fiscal value, research/historical value and Freedom of Information and Protection of Privacy (FOIPOP).

**Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- CAO's priorities of fiscal health and sustainability, improved customer service and consolidated data management are key elements when a records management program is implemented along with the fiscal responsibility of not paying for the storage of unnecessary documents.
- Corporate Scorecard Themes of Excellence in Governance and Excellence in Service Delivery because using a records management program allows for a systematic approach to record keeping, retrieval, archiving, destruction of files.
- HRM 20/20 of preserving our heritage will prevent the unnecessary destruction of historical records.

**Goals 2003/2006**

To implement a records management system.

**Objectives 2003/2004**

- To participate, as one of the two business units chosen, in a Pilot Information Resource Management Project with Corporate Services.
- To train staff in the disciplines of records management.
- To purchase document management software.

**Analysis of Proposed Changes**

*Service Levels:* Should increase due to the integrity of a records management system.

*Financial:* Purchase of software \$10,000.

*Processes:* Cataloguing, storage, retrieval and destruction of files.

*Internal Serviced Providers:* Corporate Services, IS.

FTE: 0

## **Issue # 16**

### **Customer Service**

Without continually assessing established customer service standards against customer feedback, service delivery may not meet customer needs. To establish and maintain a service culture continuous training and assessment is required.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission**

- CAO's priority of improved customer service by developing standards and performance indicators.
- Corporate Scorecard theme of Excellence in Service Delivery by ensuring staff are adequately trained in customer service, know the standards, key result indicators and performance indicators.

#### **Goals 2003/2006**

To monitor service delivery, to obtain customer feedback, to respond to customer needs and to realign training.

#### **Objectives 2003/2004**

- To implement and review customer feedback tools by July 2003.
- To implement and assess performance standards.
- To train all personnel in customer service strategy by January 2004.
- To assess service delivery in response to customer feedback and corporate and business unit norms.

#### **Analysis of Proposed Changes**

*Service Levels:* Should increase due feedback, realignment of service delivery, continuous training and implementation of performance standards.

*Financial:* None anticipated.

*Processes:* Service delivery and feedback processes may have to be redefined.

*Internal Serviced Providers:* Human Resources.

FTE: 0

## Issue # 17

### Volunteer Recruitment & Retention

It is difficult to attract individuals as volunteers that meet minimum requirements and there is a low retention rate of volunteers due to the lack of resources to attract them, to outfit them and to expand their use.

#### Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission

- Corporate priority of communities working together by encouraging and supporting volunteers.
- Corporate Scorecard theme of Building Safe Communities by getting the community involved, providing emergency response skills, ensuring citizens feel safe through emergency preparedness.
- Corporate Scorecard theme of Excellence in Service Delivery by augmenting emergency service delivery.

#### Goals 2003/2006

To attract volunteers and to expand their use.

#### Objectives 2003/2004

- To implement programs to promote volunteers in the Fire Service.
- To educate citizens on entrance requirements.
- To expand the use of volunteers.

#### Analysis of Proposed Changes

*Service Levels:* Should increase through expanded use of volunteers and increased numbers.

*Financial:* Will implement changes to the level the 2003/04 budget allows.

*Processes:* Recruitment and retention processes.

*Internal Serviced Providers:* Human Resources.

FTE: 0

## **Issue # 18**

### **Fleet Services**

Mechanical's ability to provide and maintain a high level of service delivery to both the core and rural areas, its ability to provide preventive maintenance, to ensure adherence to standards, to access parts in a timely manner, to maintain paper flow for timely billing and to generate reports to ensure cost effectiveness is at risk. There is not an efficient use of the skills and abilities of staff due to lack of processes, access to technical systems and human resources.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission.**

- Corporate Scorecard theme of Building Safe Communities by ensuring citizens feel safe through emergency preparedness.
- Corporate Scorecard theme of Excellence in Service Delivery by ensuring the fleet is operationally ready.

#### **Goals 2003/2006**

To increase efficiency of fleet services and to improve the working environment for staff by providing adequate resources.

#### **Objectives 2003/2004**

- To hire a service writer.
- To hire a parts person.

#### **Analysis of Proposed Changes**

*Service Levels:* Should increase due to the more efficient and productive use of staff's skills and abilities.

*Financial:* \$80,000

*Processes:* Work order, billing, use of SAP.

*Internal Serviced Providers:* Human Resources, Real Property and Asset Management, Procurement.

FTE(s): 2

## Issue # 19

### Fire Protection at the Airport

The Halifax International Airport Authority (HIAA) are expanding and in the process of reviewing operations at the airport. As a result of the review, there are concerns with the planned growth and the current level of fire protection presently available. The airport has recently entered into agreements to develop 14 new facilities with air side access. Currently the airport is serviced by Station 47 located in Goffs staffed with 7 volunteer and 2 paid firefighters on duty 5 days a week between the hours of 08:00 and 17:00. The response times to the Airport facility from Station 47 are an average 8 minutes due to the location, road conditions and limited number of firefighters available. To address the long response times, it is required to consider several options on relocating the existing fire station to better serve the Airport and community of Goffs. In addition, because of the limited number of volunteers living in the community and with the planned growth, and the 24/7 operations at the Airport, it will be necessary to review the current staffing levels and shift patterns. This could be costly for the Fire Service dependant on the needs identified in delivering a minimum level of service in accordance with adopted standards.

#### **Link to Corporate Priorities, Corporate Scorecard Themes and/or Program Mission.**

- Council's Business Strategy for ensuring its citizens feel and are safe and for developing and providing infrastructure to maintain approved standards.
- EMT's Corporate Priority of measuring performance to ensure standards and effective service delivery is being met.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and ensuring citizens receive skillful and professional service delivery.
- Corporate Scorecard theme of Building Safe Communities by putting standards and performance measures in place to ensure emergency preparedness and excellence in service delivery.

#### **Goals 2003/2006**

- To meet with the Airport Authority to identify the best response alternative in accordance with Fire Service's Service Delivery Standards.
- Develop a plan to work towards identifying the resources needed to meet the standard .

#### **Objectives 2003/2004**

- Identify a location for a new station.
- Identify the staffing resources required.
- Review existing equipment in regards to standards and regulations.

### **Analysis of Proposed Changes**

*Service Levels:* Response times to comply with service standards.

*Financial:* \$400,000 was approved for a new station in the 1998 budget. Personnel, apparatus and equipment costs have yet to be determined. This is dependant on a number of factors which include but are not limited to the availability of volunteer firefighters in the community, a possible change in the shift pattern to 24 hour coverage and equipment required.

*Processes:* Operational Guidelines.

*Internal Serviced Providers:* RPS would be needed for the construction of a new or remodeled facility. HR if a change in personnel requirements and/or shift pattern adjustment.

*FTE(s):* There could be an increase of an additional 14 personnel dependant on analysis.



# Fire & Emergency Services

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
F110 Operations	\$20,848,083	\$21,921,114	\$22,559,400	\$22,524,614	\$23,099,100	539,700	2.4%
F120 Training	851,588	970,856	1,119,200	1,013,066	1,127,500	8,300	0.7%
F130 Prevention	1,084,399	1,264,006	1,453,500	1,330,955	1,509,700	56,200	3.9%
F140 Administration	1,351,646	1,261,077	1,444,400	1,392,152	1,442,700	-1,700	-0.1%
F150 Mechanical Maint.	1,080,562	1,172,376	1,193,700	1,251,044	1,346,700	153,000	12.8%
F160 Buildings & Logistic	1,030,950	1,064,355	1,131,600	1,116,770	1,229,400	97,800	8.6%
F170 Rural District Management	1,679	497,935	583,600	567,091	584,200	600	0.1%
F190 Communications	87,706	107,844	129,300	117,012	195,000	65,700	50.8%
F791 Rural Fire Debt Payments	0	0	0	0	584,500	584,500	-
F792 Rural Fire Fleet Maintenance	0	0	0	40	373,500	373,500	-
F793 Rural Fire - Rural Operations	0	0	0	0	4,153,200	4,153,200	-
F709 Lake Echo	337,754	410,059	380,903	386,544	136,000	-244,903	-64.3%
F710 Chezzetcook	211,094	269,017	242,600	277,209	85,600	-157,000	-64.7%
F711 Lawrencetown	334,052	362,181	357,600	365,876	72,800	-284,800	-79.6%
F712 Musquodoboit Harbour	127,121	98,903	165,400	194,160	79,600	-85,800	-51.9%
F713 Ostrea Lake	27,019	28,825	29,600	33,671	13,200	-16,400	-55.4%
F714 Oyster Pond/Jeddore	135,734	86,367	133,300	155,290	55,800	-77,500	-58.1%
F751 District 1 Fire	0	0	200,497	171,866	83,300	-117,197	-58.5%
F715 Mooseland	5,989	3,278	8,400	4,604	0	-8,400	-100.0%
F716 Moser River	23,106	24,904	34,600	38,422	29,000	-5,600	-16.2%
F717 Mushaboom	24,197	34,076	32,400	28,164	24,600	-7,800	-24.1%
F718 Three Harbours	23,386	33,814	31,600	29,972	24,100	-7,500	-23.7%
F719 Sheet Harbour	90,076	97,572	98,800	113,422	70,100	-28,700	-29.0%
F720 Tangier	25,910	54,502	49,500	58,660	56,100	6,600	13.3%
F752 District 2 Fire	0	0	39,400	26,840	41,000	1,600	4.1%
F721 Cook's Brook	18,467	19,861	15,700	15,822	13,790	-1,910	-12.2%
F722 Meagher's Grant	57,448	27,038	24,200	29,624	19,260	-4,940	-20.4%
F723 Middle Musquodoboit	29,071	31,505	24,200	24,985	17,840	-6,360	-26.3%
F730 Dutch Settlement	46,183	24,486	26,000	34,946	15,040	-10,960	-42.2%
F736 Upper Musquodoboit	22,909	35,061	24,200	25,049	17,040	-7,160	-29.6%
F753 Fire District 3 Revenue & Cap	0	175,352	220,100	218,477	144,500	-75,600	-34.3%
F731 Beaver Bank-Kinsac	122,274	133,703	179,300	153,361	92,000	-87,300	-48.7%
F701 Black Point	445,618	461,873	490,600	496,090	137,500	-353,100	-72.0%
F702 Lakeside	626,654	577,880	684,600	712,059	151,600	-533,000	-77.9%
F703 Bay Road	109,787	113,821	187,300	145,670	91,900	-95,400	-50.9%
F704 Seabright	197,452	159,544	281,100	129,174	176,200	-104,900	-37.3%
F705 Prospect Road	617,454	710,304	726,800	733,367	147,900	-578,900	-79.7%
F706 Harrietsfield/Sambro	209,935	275,405	392,900	371,048	92,500	-300,400	-76.5%
F707 Herring Cove	177,247	207,931	330,600	327,574	87,800	-242,800	-73.4%
F734 Upper Hammonds Plains	36,735	30,545	0	0	0	0	-
F735 Hammonds Plains	268,339	421,277	593,400	589,778	181,700	-411,700	-69.4%
F756 District 6 Fire	0	0	0	0	122,900	122,900	-
F724 Enfield	20,000	20,000	20,000	20,570	20,000	0	0.0%
F725 Zone 4	965,364	1,021,667	1,173,900	1,093,834	404,800	-769,100	-65.5%
F727 Milford Station	2,400	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	0	0	0	0	40,000	40,000	-
A451 Emergency Measures Recover	0	25,000	25,000	24,996	25,000	0	0.0%
C801 Emergency Measures Adminis	159,717	165,103	187,100	176,744	195,100	8,000	4.3%
<b>Total</b>	<b>\$31,835,102</b>	<b>\$34,402,813</b>	<b>\$37,028,700</b>	<b>\$36,523,013</b>	<b>\$38,613,470</b>	<b>1,584,770</b>	<b>4.3%</b>

# Fire & Emergency Services

## Summary by Revenues

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
F110 Operations	(\$323,721)	(\$184,937)	(\$76,000)	(\$124,885)	(\$77,100)	(1,100)	1.4%
F120 Training	(6,020)	(2,797)	0	(20,928)	0	0	-
F130 Prevention	(1,260)	0	(15,000)	(345)	0	15,000	-100.0%
F140 Administration	(20,375)	(4,324)	0	(5,383)	0	0	-
F150 Mechanical Maint.	(336)	(28,611)	(114,300)	(61,750)	(116,800)	(2,500)	2.2%
F160 Buildings & Logistic	(2,255)	(68,288)	0	(61,485)	0	0	-
F170 Rural District Management	0	(57)	0	0	0	0	-
F709 Lake Echo	(379,879)	(398,847)	(380,903)	(381,459)	0	380,903	-100.0%
F710 Chezzetcook	(215,313)	(265,703)	(242,600)	(263,367)	0	242,600	-100.0%
F711 Lawrencetown	(333,123)	(380,300)	(357,600)	(360,126)	0	357,600	-100.0%
F712 Musquodoboit Harbour	(132,941)	(135,474)	(165,400)	(165,078)	0	165,400	-100.0%
F713 Ostrea Lake	(21,415)	(34,278)	(29,600)	(30,864)	0	29,600	-100.0%
F714 Oyster Pond/Jeddore	(126,250)	(135,561)	(133,300)	(133,614)	0	133,300	-100.0%
F751 District 1 Fire	0	0	(200,497)	(200,497)	0	200,497	-100.0%
F715 Mooseland	(7,980)	(8,024)	0	(510)	0	0	-
F716 Moser River	(30,950)	(35,457)	0	(302)	0	0	-
F717 Mushaboom	(21,864)	(26,248)	(12,000)	(6,034)	0	12,000	-100.0%
F718 Three Harbours	(17,476)	(26,747)	0	9	0	0	-
F719 Sheet Harbour	(92,839)	(101,223)	(21,500)	(21,641)	(21,500)	0	-0.0%
F720 Tangier	(32,277)	(45,473)	0	(4,839)	0	0	-
F752 District 2 Fire	0	0	(261,200)	(258,965)	0	261,200	-100.0%
F721 Cook's Brook	(29,995)	(777)	0	(51)	0	0	-
F722 Meagher's Grant	(28,038)	(177)	0	(243)	0	0	-
F723 Middle Musquodoboit	(33,878)	(6,041)	0	0	0	0	-
F730 Dutch Settlement	(64,857)	(2,402)	0	287	0	0	-
F736 Upper Musquodoboit	(47,723)	(432)	0	(231)	0	0	-
F753 Fire District 3 Revenue & Ca	0	(285,874)	(334,400)	(335,974)	0	334,400	-100.0%
F731 Beaver Bank-Kinsac	(140,726)	(180,249)	(179,300)	(182,003)	0	179,300	-100.0%
F701 Black Point	(398,597)	(436,969)	(490,600)	(490,376)	0	490,600	-100.0%
F702 Lakeside	(544,645)	(608,107)	(684,600)	(710,180)	0	684,600	-100.0%
F703 Bay Road	(167,748)	(182,196)	(187,300)	(192,157)	0	187,300	-100.0%
F704 Seabright	(236,435)	(240,745)	(281,100)	(280,801)	0	281,100	-100.0%
F705 Prospect Road	(559,748)	(700,478)	(726,800)	(726,632)	0	726,800	-100.0%
F706 Harrietsfield/Sambro	(268,721)	(321,643)	(392,900)	(392,058)	0	392,900	-100.0%
F707 Herring Cove	(230,529)	(267,315)	(330,600)	(331,316)	(3,000)	327,600	-99.1%
F734 Upper Hammonds Plains	(32,134)	(32,768)	0	0	0	0	-
F735 Hammonds Plains	(397,141)	(485,449)	(593,400)	(603,142)	(11,000)	582,400	-98.1%
F724 Enfield	(19,886)	(20,027)	(20,000)	(19,852)	0	20,000	-100.0%
F725 Zone 4	(999,521)	(1,109,434)	(1,173,900)	(1,176,803)	0	1,173,900	-100.0%
F727 Milford Station	(2,474)	(2,400)	(2,400)	(2,387)	0	2,400	-100.0%
C801 Emergency Measures Admini	(58)	(156)	0	0	0	0	-
<b>Total</b>	<b>(\$5,969,127)</b>	<b>(\$6,765,989)</b>	<b>(\$7,407,200)</b>	<b>(\$7,545,981)</b>	<b>(\$229,400)</b>	<b>7,177,800</b>	<b>-96.9%</b>

# Fire & Emergency Services

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
F110 Operations	\$20,524,362	\$21,736,177	\$22,483,400	\$22,399,729	\$23,022,000	538,600	2.4%
F120 Training	845,568	968,059	1,119,200	992,138	1,127,500	8,300	0.7%
F130 Prevention	1,083,139	1,264,006	1,438,500	1,330,610	1,509,700	71,200	4.9%
F140 Administration	1,331,271	1,256,753	1,444,400	1,386,769	1,442,700	(1,700)	-0.1%
F150 Mechanical Maint.	1,080,226	1,143,765	1,079,400	1,189,294	1,229,900	150,500	13.9%
F160 Buildings & Logistic	1,028,695	996,067	1,131,600	1,055,285	1,229,400	97,800	8.6%
F170 Rural District Management	1,679	497,878	583,600	567,091	584,200	600	0.1%
F190 Communications	87,706	107,844	129,300	117,012	195,000	65,700	50.8%
F791 Rural Fire Debt Payments	0	0	0	0	584,500	584,500	-
F792 Rural Fire Fleet Maintenance	0	0	0	40	373,500	373,500	-
F793 Rural Fire - Rural Operations	0	0	0	0	4,153,200	4,153,200	-
F709 Lake Echo	(42,125)	11,211	0	5,086	136,000	136,000	-
F710 Chezzetcook	(4,219)	3,315	0	13,843	85,600	85,600	-
F711 Lawrencetown	929	(18,119)	0	5,749	72,800	72,800	-
F712 Musquodoboit Harbour	(5,820)	(36,571)	0	29,081	79,600	79,600	-
F713 Ostrea Lake	5,604	(5,453)	0	2,807	13,200	13,200	-
F714 Oyster Pond/Jeddore	9,484	(49,193)	0	21,675	55,800	55,800	-
F751 District 1 Fire	0	0	0	(28,631)	83,300	83,300	-
F715 Mooseland	(1,991)	(4,746)	8,400	4,094	0	(8,400)	-100.0%
F716 Moser River	(7,844)	(10,553)	34,600	38,120	29,000	(5,600)	-16.2%
F717 Mushaboom	2,334	7,827	20,400	22,129	24,600	4,200	20.6%
F718 Three Harbours	5,911	7,068	31,600	29,982	24,100	(7,500)	-23.7%
F719 Sheet Harbour	(2,762)	(3,651)	77,300	91,781	48,600	(28,700)	-37.1%
F720 Tangier	(6,367)	9,029	49,500	53,821	56,100	6,600	13.3%
F752 District 2 Fire	0	0	(221,800)	(232,125)	41,000	262,800	-118.5%
F721 Cook's Brook	(11,528)	19,084	15,700	15,771	13,790	(1,910)	-12.2%
F722 Meagher's Grant	29,409	26,862	24,200	29,381	19,260	(4,940)	-20.4%
F723 Middle Musquodoboit	(4,807)	25,463	24,200	24,985	17,840	(6,360)	-26.3%
F730 Dutch Settlement	(18,674)	22,083	26,000	35,233	15,040	(10,960)	-42.2%
F736 Upper Musquodoboit	(24,813)	34,628	24,200	24,818	17,040	(7,160)	-29.6%
F753 Fire District 3 Revenue & Ca	0	(110,522)	(114,300)	(117,497)	144,500	258,800	-226.4%
F731 Beaver Bank-Kinsac	(18,452)	(46,546)	0	(28,643)	92,000	92,000	-
F701 Black Point	47,020	24,904	0	5,713	137,500	137,500	-
F702 Lakeside	82,010	(30,227)	0	1,879	151,600	151,600	-
F703 Bay Road	(57,961)	(68,375)	0	(46,488)	91,900	91,900	-
F704 Seabright	(38,983)	(81,201)	0	(151,627)	176,200	176,200	-
F705 Prospect Road	57,706	9,825	0	6,735	147,900	147,900	-
F706 Harrietsfield/Sambro	(58,787)	(46,238)	0	(21,010)	92,500	92,500	-
F707 Herring Cove	(53,282)	(59,384)	0	(3,742)	84,800	84,800	-
F734 Upper Hammonds Plains	4,601	(2,223)	0	0	0	0	-
F735 Hammonds Plains	(128,803)	(64,172)	0	(13,364)	170,700	170,700	-
F756 District 6 Fire	0	0	0	0	122,900	122,900	-
F724 Enfield	114	(27)	0	718	20,000	20,000	-
F725 Zone 4	(34,157)	(87,767)	0	(82,968)	404,800	404,800	-
F727 Milford Station	(74)	0	0	13	2,400	2,400	-
F728 Hubbards Rural Fire	0	0	0	0	40,000	40,000	-
A451 Emergency Measures Recove	0	25,000	25,000	24,996	25,000	0	0.0%
C801 Emergency Measures Admini	159,660	164,947	187,100	176,744	195,100	8,000	4.3%
<b>Total</b>	<b>\$25,865,975</b>	<b>\$27,636,825</b>	<b>\$29,621,500</b>	<b>\$28,977,032</b>	<b>\$38,384,070</b>	<b>8,762,570</b>	<b>29.6%</b>

# Fire & Emergency Services

## Summary by General Ledger Object

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
<b>Expenditures</b>							
Salaries	\$21,030,793	\$22,232,301	\$23,905,100	\$23,264,086	\$24,123,900	\$218,800	0.9%
Wages	17,759	4,221	275,000	466	279,500	4,500	1.6%
Overtime - Salaries and Wages	407,522	770,312	296,700	887,510	309,500	12,800	4.3%
Benefits and Other (Salaries)	3,468,476	3,598,345	3,563,000	3,803,779	3,553,400	(9,600)	-0.3%
Benefits and Other (Wages)	487,255	548,814	1,007,000	603,186	1,067,100	60,100	6.0%
Retirement Allowance & Severance	433,912	384,987	458,800	453,450	137,600	(321,200)	-70.0%
Clothing Allowance, Stipends, Other	67,666	78,165	81,400	76,895	79,800	(1,600)	-2.0%
Office Expenses, less Computers	430,152	438,504	451,450	515,528	537,820	86,370	19.1%
Computers Expenses	34,212	51,158	67,390	55,989	82,700	15,310	22.7%
Consulting Fees	0	0	0	57	0	0	-
Other Professional Fees	22,214	10,555	27,000	19,397	27,000	0	0.0%
Contract Fees	179,908	220,250	303,600	216,753	317,000	13,400	4.4%
Equipment and Supplies	632,039	684,903	796,775	762,566	1,144,800	348,025	43.7%
Materials	10,262	3,354	0	6,867	0	0	-
Building Repair, Maintenance	271,210	316,958	251,700	298,690	480,000	228,300	90.7%
Heating Fuel	141,355	100,315	144,075	149,024	154,700	10,625	7.4%
Electricity	140,877	139,618	145,700	146,309	161,050	15,350	10.5%
Equipment Repair, Maintenance	1,162,475	1,004,845	1,346,300	1,551,889	1,553,400	207,100	15.4%
Vehicle Expenses	702,847	814,353	737,700	789,644	2,000	(735,700)	-99.7%
Diesel Fuel	174,758	154,178	119,700	148,224	81,400	(38,300)	-32.0%
Gasoline Fuel	61,957	59,474	101,200	91,450	59,800	(41,400)	-40.9%
Membership Dues	164	997	500	571	500	0	0.0%
Conferences and Travel	35,482	52,988	71,600	58,877	93,200	21,600	30.2%
Training and Education	267,133	262,329	344,400	293,843	432,700	88,300	25.6%
Advertising and Promotion	17,816	10,540	28,300	16,705	31,200	2,900	10.2%
Books, Publications and Data	236,705	383,544	337,000	327,977	369,800	32,800	9.7%
Other Goods and Services	106,382	111,916	171,710	148,445	243,600	71,890	41.9%
Insurance Costs	0	0	0	417	0	0	-
Grants and Tax Concessions	30,998	30,790	31,000	22,270	31,000	0	0.0%
Transfer to/from Reserves	2,465	225,000	222,600	107,157	442,500	219,900	98.8%
Other Loan and Interest Charges	706,767	709,395	1,060,000	1,008,377	584,500	(475,500)	-44.9%
Other Fiscal Charges	103,323	478,640	192,800	164,427	45,000	(147,800)	-76.7%
Interdepartmental - Fleet	7,103	11,562	9,300	10,650	1,730,200	1,720,900	18504.3%
Interdepartmental - Buildings	478,478	481,901	481,900	487,733	458,800	(23,100)	-4.8%
Interdepartmental - Other	(35,362)	27,597	(2,000)	33,806	(2,000)	0	-0.0%
<b>Total</b>	<b>\$31,835,102</b>	<b>\$34,402,813</b>	<b>\$37,028,700</b>	<b>\$36,523,013</b>	<b>\$38,613,470</b>	<b>1,584,770</b>	<b>4.3%</b>
<b>Revenues</b>							
<b>Taxes, Transfers and Interest:</b>							
Property Tax	\$0	\$0	\$0	\$201	\$0	\$0	-
Transfers from Governments, Other	(133,098)	0	0	0	0	0	-
<b>Departmental:</b>							
Area Tax Rates and Transfers	(5,461,631)	(6,315,681)	(7,124,400)	(7,125,016)	0	7,124,400	-100.0%
False Alarm Ordinance	(149,293)	(130,368)	(76,000)	(110,638)	(77,100)	(1,100)	1.4%
Other Licenses, Permits and Fines	0	(2,200)	0	(200)	0	0	-
Parking and Facility Rentals	(30,086)	(92,532)	(24,500)	(89,850)	(24,500)	0	-0.0%
Other Sales Revenue	0	0	0	(4,000)	0	0	-
Other Revenues	(195,020)	(225,220)	(182,300)	(216,478)	(127,800)	54,500	-29.9%
<b>Total</b>	<b>(\$5,969,127)</b>	<b>(\$6,765,989)</b>	<b>(\$7,407,200)</b>	<b>(\$7,545,981)</b>	<b>(\$229,400)</b>	<b>7,177,800</b>	<b>-96.9%</b>
<b>Net Cost</b>	<b>\$25,865,975</b>	<b>\$27,636,825</b>	<b>\$29,621,500</b>	<b>\$28,977,032</b>	<b>\$38,384,070</b>	<b>8,762,570</b>	<b>29.6%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Fire &amp; Emergency Services</b>				
CEJ00517 Fire SCBA Upgrade/Replacement	0	485,000	242,000	0
CHJ00525 Rural Water Supply	0	200,000	300,000	400,000
CEF00702 Opticom Signalization System	240,000	80,000	0	80,000
CEY00282 Fire Station Alerting System		0	700,000	
<b>Provided by Other Business Units:</b>				
CVJ00223 Apparatus Replacement	2,500,000	2,555,000	2,590,000	4,615,000
CBF00444 Station Replacement (4)	5,125,000	1,375,000	0	3,875,000
CVJ00252 Rehab Unit	0	350,000	0	0
CB100080 Fire Services-Station Upgrades	78,000	250,000	250,000	250,000
CVJ00224 Utility Vehicle Replacement	329,000	168,000	0	0
CVJ00043 Additional Utility Vehicles	0	50,000	0	0
CB200516 Integrated Dispatch & Telecommunications Project	0	3,050,000	1,850,000	0
CEY00281 Trunked Mobile Radio System(TMR)	3,300,000	1,442,000	2,659,000	0
CIP00763 Computer Aided Dispatch (CAD)	6,385,000	700,000	0	0
CIY00019 Civic Addressing	791,600	350,000	345,000	100,000
Total	<b>18,748,600</b>	<b>11,055,000</b>	<b>8,936,000</b>	<b>9,320,000</b>

## **Fiscal Services**

### ***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 \$87.4 million worth of education costs, \$35.4 million of principal and interest charges and a variety of other financial transactions not specific to any business unit.

### **Overview of 2003/04 Operating Budget**

- Mandatory Education costs are budgeted to increase by almost \$6.0 million over the 2002-2003 budget.
- Debt Charges (including those outside fiscal services) are expected to decrease by approximately \$2.6 million.
- Full Interest is being paid on HRM reserves at a cost of \$3.0 million.
- No Operating Surplus or Deficit is expected for 2002-2003. This assumption is included in the 2003-2004 Operating Budget.

### **Overview of 2003/04 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 as are transfers to the Capital Fund (called Capital from Operating or "Pay as you Go").

## **Issue # 1**

### ***Education Costs***

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’s uniform assessment for 2003-2004 is estimated at \$19.3 Billion. The Province of Nova Scotia sets the Education Rate each year. In 2002-2003 the rate was set at 33.40¢ per \$100 of uniform assessment. HRM has estimated the 2003-2004 Education rate to be 34.57¢ for 2003-2004. This would produce a total liability for the municipality of \$66,580,000 million, an increase of \$5,956,000 million or 9.8% over the previous year’s budget of \$60,624,000.

#### **Education Amounts Financed by HRM**

	<b>Residential Tax Rates</b>	<b>Commercial Tax Rates</b>	<b>Amount</b>
	General Rate	General Rate	
Mandatory Education			66,580,000
Supplementary Education - Halifax	10.9¢	27.8¢	12,295,000
Supplementary Education - Dartmouth	8.8¢	22.4¢	5,239,200
Education - Former County/Bedford	4.0¢	4.0¢	3,312,000
<b>Total</b>			<b>\$87,426,200</b>

#### **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 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 2003-2004 budget provides for no increase in the amount of supplementary funding. The total amount for Halifax is about \$12.3 million, and about \$5.2 million for Dartmouth.

#### **3. Former County/Bedford**

In 2002-2003, an area rate of 4.4¢ was approved which raised just over \$3.3 million for education funding. For 2003-2004, the budget is unchanged over 2002-2003. This would require a rate of 4.0¢.

## **Issue # 2**

### ***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 of \$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 \$50.9 Million represent 9.6% of gross expenditures. The breakdown for debt costs is as follows:

#### **HRM Principal and Interest by Business Unit - 2003-2004**

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Fiscal Services	26,038,000	9,394,600	35,432,600
Metro Transit	1,679,800	563,600	2,243,400
Wastewater	1,282,600	591,500	1,874,100
Solid Waste	7,562,600	2,893,100	10,455,700
Other	780,800	82,600	863,400
<b>Total</b>	<b>\$37,343,800</b>	<b>\$13,525,400</b>	<b>\$50,869,200</b>

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

## **Issue # 3**

### ***Reserve Transactions***

Fiscal Services provides for payment to reserves, including:

- Payment of \$300,000 into the Service Improvement Reserve;
- Payment of \$2,985,200 into reserve funds as interest on reserve balances;
- Payment of \$3,285,000 to cover insurance premiums, insurance costs and the funding of the HRM self-insurance reserve.

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. HRM is required to pay a fee of \$1,664 for each DNA analysis. Payments for the analysis will be made from this reserve.

In addition, fiscal services includes several new proposed reserves. Business case for these reserves are pending. The proposed reserves include:



- Payment of \$5,000,000 into a new Strategic Growth Reserve;
- Payment of \$1,000,000 into a new Ferry Replacement Reserve;
- Payment of \$1,000,000 into a new Capital Replacement Reserve(s);

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 Reserve are now included within the Solid Waste Business Unit. The Fire Service includes a new Rural Fire reserve.

## **Issue # 4**

### ***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 2001-2002 HRM was notified that it would be required to pay a share of the cost of operating the provincial assessment system. HRM pays an amount equal to the total provincial assessment costs times the average of (1) HRM's share of Uniform Assessment, and (2) HRM's share of assessment accounts. Using this formula HRM budgeted to pay \$4.3 million for 2002-2003. For 2003-2004, the amount budgeted will be about \$4.7 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. HRM's budgeted amount of \$6,791,000 for 2003-2004 is based upon assumed changes in CPI and uniform assessment. This is an increase of \$520,000 over 2002-2003.

## **Issue # 5**

### ***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 that is designed and operated for public fire protection purposes. This charge for 2003-2004 is 3.3¢ per \$100 of taxable and non-taxable assessment as permitted under the MGA Act. Hydrant costs are expected to total almost \$7.4 million.

## **Issue # 6**

### ***Capital and Operating Grants***

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

	<b>2003-2004</b>
Community Grants	\$563,700
Capital Grants	0
<b>Sub-Total</b>	<b>\$563,700</b>
Residential Tax Exemptions	674,000
Non-Profit Tax Concessions	1,640,800
Fire Protection Concessions	78,000
Pre-Amalgamation Agreements	368,800
<b>Sub-Total</b>	<b>\$2,761,600</b>
<b>Total</b>	<b>\$3,325,300</b>

## **Issue # 7**

### ***Operating Surplus/Deficit***

HRM has projected no operating surplus or deficit for 2002-2003. Provincial law requires that any surplus or deficit be included in the 2003-2004 operating budget.

## **Issue # 8**

### ***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 2003-2004 HRM has budgeted for \$28.7 million in Capital from Operating. This is an increase from 2002-2003 when it was \$22.1 million. \$5.7 million of the capital from operating will be placed into a reserve for solid waste cells and equipment.

Included within fiscal services is \$2.2 million to provide for the operating costs associated with new capital projects approved for 2003-2004. At the time of the printing of this book, about one-half of this budget had been transferred to business units. As a result, the budget under cost centre M317 (Operating Costs for New Capital) shows as \$1,148,000 remaining to be transferred.

Also included in fiscal services is \$1.3 million to provide for service enhancements across HRM business units. These funds are to be transferred out to individual business units. At the time of the printing of this book, most of this budget had been transferred out of cost centre M312 with the exception of \$150,000.

HRM has also included Provisions for Uncollected Debts. These amounts include approximately \$2.5 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 \$0.4 million for outstanding assessment appeals, and \$0.4 million for non-tax receivables and related items. 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.

# **HALIFAX REGIONAL SCHOOL BOARD**

## **SUPPLEMENTARY FUND PROPOSED 2003/04 BUSINESS PLAN & BUDGET**

## **INTRODUCTION/PLANNING CONTEXT**

The Halifax Regional School Board provides quality educational opportunities for students. This goal can only be accomplished with appropriate funding. It is a matter of record that by any provincial and national standard on educational funding, the HRSB is at the bottom. Supplementary Funding allows the Board to make up some of the difference, and even provide some programs that, by many standards, are exemplary. But we are hard pressed to meet the needs that exist. The Board acknowledges that educational funding is a provincial responsibility; nonetheless, there is a clear mandate from the public for Supplementary Funding to continue.

Last spring, the Supplementary Fund Task Force completed its report for HRM Council. One of the approved recommendations directed the HRSB to prepare a business plan in accordance with the practices and timelines of the business units within HRM.

The HRSB is pleased to undertake steps that are necessary to inform Council and the public on the valuable programs and services provided by Supplementary Funding. It is also imperative that Council recognize the importance of approving this funding early so that the HRSB can properly plan for the subsequent school year.

The HRSB also undertakes a business planning process within the General Fund (mandatory provincial and municipal funding). While the Board has a responsibility to prepare separate budgets and financial reports for the General Fund and Supplementary Fund, the mission, goals and priorities share some commonality. This commonality will be evident throughout this business plan.

There is also congruence with HRM's themes and priorities. According to HRM's 2003-2004 business planning guidelines, the four themes of HRM are:

- ▶ healthy, sustainable, viable communities
- ▶ excellence in governance
- ▶ excellence in service delivery
- ▶ safe communities

An excellent education system that provides equity across the entire region is one of the most important foundations for healthy, sustainable, viable communities. Municipalities play an important role in supporting excellence in public education. If HRM is to be a "smart city", we need all partners sharing and working towards this vision.

## SERVICE PLAN

### **Program Mission, Strategic Outcomes, and Client Benefits for existing programs and services**

The Halifax Regional School Board is responsible for administering the public school system within the boundary of the Halifax Regional Municipality. The Board operates 139 schools serving over 56,500 students.

Our mission is...

*To ensure that each student develops passion for learning, for achieving personal success, and for building a harmonious global community.*

The belief statements that underpin this mission statement are:

- Every person has value
- Individuals are accountable for their decisions
- Honesty and respect are fundamental to healthy relationships
- Continuous learning is critical to personal growth and an enriched life
- Each person has a valuable contribution to make
- Diversity enriches
- Positive attitude is essential for personal success
- Respect for self is fundamental to respect for others

The premise for setting goals and priorities for the Halifax Regional School Board is that every student can learn and every school can improve.

In accordance with Board policy, the focus of priorities for supplementary funding is:

1. Allocations from the Supplementary Fund will be made for the purpose of augmenting and enhancing programs and services and for providing students with improved opportunities for learning.
2. The board is committed to equity for all students across the region and for equitable access to the resources provided through the existence of supplementary funds.

In accordance with the business plan template, the following table highlights the strategic outcomes from having supplementary funding available for students:

STRATEGIC OUTCOMES	INDICATORS
<p>1. Student achievement will improve in all HRSB schools, contributing to HRM becoming a “smart city”.</p>	<p># of indicators of student success on which the Board provides data to schools</p> <p># of indicators of student success on which schools collect data</p> <p>Level of support for students requiring and receiving specialist support beyond the classroom teacher</p>
<p>2. Public support and confidence in HRSB schools</p>	<p>Satisfaction rate by respondents to survey of education, community and business partners</p>

The second section in this template requires notation of one or more benefits to the “clients” of supplementary funding. In this case, we outline the benefits to students, however, the entire community benefits when children receive a well rounded, quality public education. The benefits to students are:

CLIENT BENEFITS	INDICATORS
<p>1. Students in Halifax and Dartmouth receive enhanced instruction in the following program areas:</p> <ul style="list-style-type: none"> <li>▶ Music</li> <li>▶ French</li> <li>▶ Physical Education</li> <li>▶ Art</li> </ul>	<p>Instructional time in the noted program areas is greater than the time allocated by the Provincial Public School Program.</p>

<b>CLIENT BENEFITS</b>	<b>INDICATORS</b>
2. Students with special needs receive additional supports to allow them to succeed.	Ratio of special needs resources to students in excess of provincial standards
3. Students have increased access to professional library materials and resources.	Number of library technicians in schools
4. Students in Halifax and Dartmouth have an opportunity to participate in exemplary arts programs such as All City Music.	Number of students participating in All City Music
5. Students whose first language is not English are provided enhanced support to learn English.	Students per ESL teacher
6. Class sizes are reduced to provide a more conducive environment for student success.	Average class size
7. Schools have additional program resources to augment student achievement.	Program resources per school



The following summarizes the current financial position for each part of the Fund:

<b>HALIFAX</b>	<b>2003-2004 Budget Request</b>	<b>2002-2003 Budget</b>	<b>2002-2003 Projected</b>
<b>Funding</b>			
<b>School Services</b>			
Salaries & Benefits	\$11,684,300	\$11,048,700	\$11,106,700
Supplies & Materials	1,001,500	1,101,580	1,043,580
	<u>0</u>	<u>233,600</u>	<u>233,600</u>
	<u><b>\$12,685,800</b></u>	<u><b>\$12,383,880</b></u>	<u><b>\$12,383,880</b></u>
	<u><b>\$0</b></u>	<u><b>\$0</b></u>	<u><b>\$0</b></u>
<b>Administration</b>			

<b>DARTMOUTH</b>	<b>2003-2004 Budget Request</b>	<b>2002-2003 Budget</b>	<b>2002-2003 Projected</b>
<b>School Services</b>			
Salaries & Benefits	\$4,894,400	\$4,552,100	\$4,589,000
Supplies & Materials	512,600	546,814	509,914
<b>Student Transportation</b>	75,000	75,000	75,000
<b>Administration</b>	<u>0</u>	<u>99,500</u>	<u>99,500</u>
	<u><b>\$5,482,000</b></u>	<u><b>\$5,273,414</b></u>	<u><b>\$5,273,414</b></u>

**HALIFAX COUNTY-BEDFORD**

	<b>2003-2004 Budget Request</b>	<b>2002-2003 Budget</b>	<b>2002-2003 Projected</b>
<b>Funding</b>	\$3,612,300	\$3,312,000	\$3,312,000
<b>Prior Year Deficit</b>	<u>0</u>	<u>&lt;8,090&gt;</u>	<u>&lt;8,090&gt;</u>
<b>School Services</b>			
Salaries & Benefits	\$3,612,300	\$3,241,010	\$3,082,300
Supplies & Materials	0	0	158,710
<b>Administration</b>	<u>0</u>	<u>62,900</u>	<u>62,900</u>
	<u><b>\$3,612,300</b></u>	<u><b>\$3,303,910</b></u>	<u><b>\$3,303,910</b></u>
			<u><b>\$0</b></u>

**Summary of Last Year's Achievement Against Last Year's Business Plan**

**HALIFAX**

<i>KEY INITIATIVE</i>	<i>STATUS</i>	<i>IMPACT ON STUDENT ACHIEVEMENT</i>
Employ additional staffing to reduce the pupil-teacher ratio.	52.50 FTE's	<p>Additional teaching staff means smaller class sizes that have tremendous impact on each individual child and teacher. Children have better opportunities for success because of:</p> <ul style="list-style-type: none"> <li>▶ Enhanced learning environments</li> <li>▶ Support for children who had been experiencing challenges in larger classes</li> <li>▶ Increased ability to deal with students with behavioral problems.</li> </ul>

<b>KEY INITIATIVE</b>	<b>STATUS</b>	<b>IMPACT ON STUDENT ACHIEVEMENT</b>
<p>Augment the regional level of classroom support in the areas of:</p> <ul style="list-style-type: none"> <li>▶ Classroom Music Instruction</li> <li>▶ Core French</li> <li>▶ Physical Education</li> <li>▶ French Instruction</li> <li>▶ Art</li> <li>▶ All City Music</li> <li>▶ English as A Second Language</li> <li>▶ Youth Foundation</li> </ul>	<p>Music 4.2 FTE's</p> <p>Physical Ed 4.00 FTE's</p> <p>French 5.75 FTE's</p> <p>14.9 Art FTE's</p> <p>All City /Family Fine Arts Specialists 11.40 FTE's</p> <p>7.0 ESL FTE's</p> <p>4.0 FLEC's Teachers</p>	<p>Additional staffing creates better programming possibilities for children by allowing for more school based specialist staff to provide:</p> <ul style="list-style-type: none"> <li>▶ Additional minutes music instruction</li> <li>▶ Choir</li> <li>▶ Additional minutes of physical education</li> <li>▶ Outdoor education programming</li> <li>▶ Early introduction to Core French for Gr. 3</li> <li>▶ Additional minutes of French instruction Gr. 4-6</li> <li>▶ Art instruction – Gr. 4-6</li> <li>▶ Fine arts specialist time</li> <li>▶ Instrumental music</li> <li>▶ ESL instruction</li> <li>▶ Alternative high school education program – Youth Foundation</li> </ul>

<b>KEY INITIATIVE</b>	<b>STATUS</b>	<b>IMPACT ON STUDENT ACHIEVEMENT</b>
<p>Augment the regional level of classroom support for Special Needs Students in the areas of:</p> <ul style="list-style-type: none"> <li>▶ Specialist Teachers</li> <li>▶ 4+ Program</li> <li>▶ Social Workers</li> <li>▶ Student Support Workers</li> <li>▶ Educational Program Assistants</li> </ul>	<p>26.70 FTE Specialists</p> <p>4.0 4+Teachers</p> <p>4.0 Social Workers</p> <p>2.0 Student Support Workers</p> <p>29.85 EPA's</p>	<p>Additional staffing creates better programming possibilities for children by allowing for more regional and school based specialist staff to work with students in smaller groups or on a one-to-one level to provide:</p> <ul style="list-style-type: none"> <li>▶ Special Classes designed for high needs students</li> <li>▶ Specialist teachers in the areas of autism and behavior management</li> <li>▶ 4+ classes with a teacher and EPA to better prepare students academically, socially and emotionally for entry into the public school system</li> <li>▶ Social workers to meet emotional, social and family needs --a service essential in meeting the needs of the whole child</li> <li>▶ Student support workers who provide additional support for students</li> <li>▶ Educational Program Assistants who provide support for high needs students.</li> </ul>
<p>Provide schools with additional staffing support in the areas of library, guidance and resource.</p>	<p>26.80 Library Techs</p> <p>1.50 Guidance</p>	<p>Additional staffing in the area of library support, guidance and resource create much needed supports for students outside of the regular classroom setting:</p> <ul style="list-style-type: none"> <li>▶ All schools have the benefit of library support staff, allowing students direct access to school libraries to support student achievement</li> <li>▶ Additional allocation of resource teachers to serve a growing need. Resource provides an increased ability to provide early intervention with small groups within the school-serving the literacy and behavioral needs of the children</li> <li>▶ Reading Recovery program in selected schools</li> <li>▶ Enhance guidance services in Halifax junior high schools to better meet the needs of junior high students - study skills, health, social and emotional issues.</li> </ul>

<b>KEY INITIATIVE</b>	<b>STATUS</b>	<b>IMPACT ON STUDENT ACHIEVEMENT</b>
Augment staff allocations to provide site-based administrative relief time.	15.1 VP .3 Principal	Additional site-based administrative time contributes to a safe school environment and provides administrators with the opportunity to focus more time on curriculum development resulting in a better learning environment for students. Vice-principal relief time provides: <ul style="list-style-type: none"> <li>▶ Enables a clear focus on a safe and inviting school which sets the context for learning</li> <li>▶ Time to work collaboratively with the Principal to plan and support curriculum</li> <li>▶ Time to better manage the supportive environment necessary for student achievement.</li> </ul>
Provide additional school secretary staff for schools.	5 . 5 Secretaries	Additional secretary support means that there is someone in the office at all times to respond to both student and parent concerns and safety issues. The presence of a secretary means that the principal is able to devote time to more substantive issues.
Provide resources to supplementary fund programs <ul style="list-style-type: none"> <li>▶ Special Education Programs</li> <li>▶ Fine Arts</li> <li>▶ Youth Foundation</li> <li>▶ Point Pleasant Day Care</li> <li>▶ Outdoor Education</li> </ul>	\$157,000	Staffing for programming is most effective when the resources needed to support the program are also available. SF funds are used to provide: <ul style="list-style-type: none"> <li>▶ Resources to support the Fine Arts Program such as student workshops and productions</li> <li>▶ Supplies and materials for students in Fine Art program, such as pottery labs</li> <li>▶ Flexible Learning Center with additional resources to support their programming needs</li> <li>▶ Supplies and materials and other curriculum resources for students in special education programs.</li> <li>▶ Provides financial support for students to participate in outdoor experiences such as rock scrambling, canoeing, sailing and skiing</li> </ul>

<b>KEY INITIATIVE</b>	<b>STATUS</b>	<b>IMPACT ON STUDENT ACHIEVEMENT</b>
Provide resources to the Families of Schools that encourage and promote excellence in the system by supporting the implementation of innovations - Exemplary Fund	\$137,500	Families of schools promote excellence through the Exemplary and Discretionary Funds by providing programs that reflect the specific needs, culture and diversity of their learning community by providing: <ul style="list-style-type: none"> <li>▶ Resources to specialist teachers to make it possible for students with behavioral challenges to be included within a regular classroom</li> </ul>
Provide funds to the Families of Schools to support projects within the Families of Schools-Discretionary Fund	\$115,000	<ul style="list-style-type: none"> <li>▶ Resources to support literacy initiatives</li> <li>▶ Additional technology resources to enhance technology integration</li> <li>▶ Funds for professional development/study groups release time to enhance the teaching practices of staff</li> <li>▶ Funds for drama and dance workshops for students led by professional artists who were paid honoraria from supplementary funding monies</li> <li>▶ Funds peaceful school initiatives—students benefit from programs such as Peer Helping and Bully Smart Journey. Supplementary funding paid for necessary materials, student training sessions, rewards and PD for staff.</li> </ul>

<b>KEY INITIATIVE</b>	<b>STATUS</b>	<b>IMPACT ON STUDENT ACHIEVEMENT</b>
<p>Enhance the per pupil allocation for instructional materials and supplies and support school-based initiatives (i.e. School Improvement Plan).</p>	<p>\$692,080</p>	<p>Schools are provided supplementary funds to augment the GF allocation to supplies and materials schools need to run PSP programming. They also receive a School Fund to be used to support the School Improvement Plan as well as other school base initiatives. It provides:</p> <ul style="list-style-type: none"> <li>▶ Additional supplies and materials</li> <li>▶ Funds to purchase additional resources such as textbooks, software, curriculum resources for science and math, social studies, etc.</li> <li>▶ Initiatives directed at creating a safe, inviting school environment</li> <li>▶ Funds for Bully Smart Training, Peer Mediation and Peer Helping programs</li> <li>▶ Up-to-date computer hardware and software.</li> <li>▶ Improved school grounds and encourage our students to be more ecologically aware</li> <li>▶ Enhanced library resources</li> <li>▶ Support for school improvement plans.</li> </ul>

**DARTMOUTH**

<b>KEY INITIATIVE</b>	<b>STATUS</b>	<b>IMPACT ON STUDENT ACHIEVEMENT</b>
<p>Employ additional staffing to reduce the pupil teacher ratio.</p>	<p>21.7 FTE's</p>	<p>Additional teaching staff means smaller class sizes that have tremendous impact on each individual child and teacher. Children have better opportunities for success because of:</p> <ul style="list-style-type: none"> <li>▶ Enhanced Learning environments for all children</li> <li>▶ Support for children who had been experiencing challenges in larger classes</li> <li>▶ Increased ability to deal with students with behavioral problems.</li> </ul>
<p>Augment the regional level of classroom support in the areas of:</p> <ul style="list-style-type: none"> <li>▶ Specialized Music Instruction</li> <li>▶ Core French</li> <li>▶ Physical Education</li> <li>▶ French Education</li> <li>▶ Art</li> <li>▶ All City Music</li> <li>▶ English as A Second Language</li> </ul>	<p>Music 5.50 FTE's</p> <p>French 3.30 FTE's</p> <p>Physical Ed 2.60 FTE's</p> <p>Art 4.60 FTE's</p> <p>All City/Family Fine Arts Specialists 5.05 FTE's</p> <p>2.50 ESL FTE's</p> <p>3.00 Jr. High Support</p>	<p>Additional staffing creates better programming possibilities for children by allowing for more school based specialist staff to provide:</p> <ul style="list-style-type: none"> <li>▶ Additional minutes music instruction</li> <li>▶ Additional minutes of physical education</li> <li>▶ Additional minutes of French instruction Gr. 4-6</li> <li>▶ Art instruction at elementary and jr. high</li> <li>▶ Instrumental music</li> <li>▶ ESL instruction</li> <li>▶ Junior high program support for at risk students</li> </ul>



KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
<p>Augment the regional level of classroom support for Special Needs Students in the areas of:</p> <ul style="list-style-type: none"> <li>▶ Specialist Teachers</li> <li>▶ 4+ Program</li> <li>▶ Social Workers</li> <li>▶ Student Support Worker</li> <li>▶ Educational Program Assistants</li> </ul>	<p>8.80 Specialist FTE's</p> <p>2.0 Social Workers</p> <p>13.0 EPA's</p> <p>2.0 4+ Teachers</p> <p>1.0 Student Support Worker</p>	<p>Additional staffing creates better programming possibilities for children by allowing for more regional and school based specialist staff to work with students in smaller groups or on a one-to-one level to provide:</p> <ul style="list-style-type: none"> <li>▶ 4+ classes with a teacher and EPA to better prepare students academically, socially and emotionally for entry into the public school system</li> <li>▶ Social workers to meet emotional, social and family needs --a service essential in meeting the needs of the whole child</li> <li>▶ Student support worker who provides additional support for a Family of Schools</li> <li>▶ Educational Program Assistants who provide support for high needs students</li> </ul>
<p>Provide schools with additional staffing support in the areas of library assistants/technicians, guidance and resource.</p>	<p>15.2 Library Technicians</p> <p>.7 Guidance</p>	<p>Additional staffing in the area of library support, guidance and resource create much needed supports for the students outside of the regular classroom setting. (See Halifax for details).</p>
<p>Augment staff allocations to provide site-based administrative relief time.</p>	<p>1.40 VP</p>	<p>Additional site-based administrative time contributes to a safe school environment and provides administrators with the opportunity to focus more time on curriculum development in their school resulting in a better learning environment for students. (See Halifax for details).</p>
<p>Provide additional school secretary staff for schools.</p>	<p>3.2 FTE Secretaries</p>	<p>Additional secretary support means that there is someone in the office at all times to respond to both student and parent concerns and safety issues. The presence of a secretary means that the principal is able to devote time to more substantive issues.</p>

<b>KEY INITIATIVE</b>	<b>STATUS</b>	<b>IMPACT ON STUDENT ACHIEVEMENT</b>
Provide resources to Families of Schools to encourage and promote excellence	\$41,000	Staffing for programming is most effective when the resources needed to support the program are also available. SF funds are used to provide: <ul style="list-style-type: none"> <li>▶ Supplies and materials for students in Fine Art programs</li> <li>▶ Supplies, materials and curriculum resources for students in special education programs.</li> </ul>
Enhance the per pupil allocation for instructional materials and supplies and support school-based initiatives (i.e. School Improvement Plan).	\$505,814	Schools are provided supplementary funds to augment the GF allocation to supplies and materials schools need to run PSP programming. They also receive a School Fund to be used to support the School Improvement Plan as well as other school based initiatives. (See Halifax for details).

**COUNTY/BEDFORD**

<b>KEY INITIATIVE</b>	<b>STATUS</b>	<b>IMPACT ON STUDENT ACHIEVEMENT</b>
Employ additional staffing to enhance learning opportunities.	48.76 total additional staff	Additional teaching staff means smaller class sizes that have tremendous impact on each individual child and teacher. Other support staff address Family of Schools needs.
Augment the regional level of classroom support for English as A Second Language.	1.6 ESL FTE's	Regional ESL support provided for students when needed.
Augment the regional level of classroom support for special needs students in the area of: <ul style="list-style-type: none"> <li>▶ 4+ Program</li> <li>▶ Educational Program Assistants</li> </ul>	14.30 Resource Specialists  1.0 4+ Teacher  1.0 EPA	Additional staffing creates better programming possibilities for children by allowing for more regional and school based specialist staff to work with students in smaller groups or on a one-to-one level to provide: <ul style="list-style-type: none"> <li>▶ 4+ class with a teacher and EPA to better prepare students academically, socially and emotionally for entry into the public school system</li> <li>▶ Educational Program Assistants who provide support for high needs students.</li> </ul>

<b>KEY INITIATIVE</b>	<b>STATUS</b>	<b>IMPACT ON STUDENT ACHIEVEMENT</b>
Provide schools with additional staffing support in the areas of: <ul style="list-style-type: none"> <li>▶ Library</li> <li>▶ Resource</li> </ul>	Within allocations to families	Additional staffing in the area of library support, guidance and resource create much needed supports for the students outside of the regular classroom setting. (See Halifax for details).
Provide additional school secretary staff for schools.	Within allocations to families	Additional secretary support means that there is someone in the office at all times to respond to both student and parent concerns and safety issues. The presence of a secretary means that the principal is able to devote time to more substantive issues.
Provide funds to the Families of Schools to support projects within the Families of Schools.	Within allocations to families	Several schools dedicated SF funds to Professional Development PD days and curriculum leadership positions.
Enhance the per pupil allocation for instructional materials and supplies and support school-based initiatives (i.e. School Improvement Plan).	Within allocations to families	Several schools dedicated SF funds to augment the purchase of supplies and materials provided by the general fund.

## Internal/External Issues Analysis

### Issue #1

#### Equity

The current amount of supplementary funding and the distribution of that funding throughout the region is not equitable. As a result, certain students have access to a greater amount of resources to enhance and augment their learning experience.

Section 530 of the Municipal Government Act outlines provisions for supplementary funding in the former cities of Halifax and Dartmouth. Funds raised in these areas can only be spent in these specific areas within the municipality. The additional education funding in the former Halifax County-Bedford is an area rate and was first introduced in 2000-2001.

The current inequity exists for both students and taxpayers. The supplementary fund tax rate is different in each of the three former municipalities. Since the funds must be spent in the areas raised, it results in different amounts available per student. These indicators of inequity are portrayed in Appendix C – Key Facts.

With amalgamation in 1996, the school board became one jurisdiction covering the entire area of the Halifax Regional Municipality. Resources available to the Board must be allocated equitably throughout the entire region and not be constrained by provisions that existed prior to 1996.

### **Link to HRM Corporate Priority and/or Program Mission**

This issue relates to the municipality's theme of "healthy, sustainable, viable communities". Supplementary funds provide much needed resources to enhance the learning opportunities for children. In terms of this particular issue, students must be provided the same opportunity regardless of where they live in the municipality.

There is also a relationship to the priorities of "fiscal health and sustainability" and "improving customer service". One measure of equity is the supplementary fund tax rate throughout the municipality and equitable access to the services provided by that funding. Reaching a common tax rate provides for greater stability and sustainability.

### **Goal 2003-2006**

Achieve a sustainable level of supplementary funding based on a standard municipal tax rate that is available to be spent equitably across the entire region.

### **Objectives 2003-2004**

- Establish a shared understanding and definition of equitable with a focus on student needs versus regional boundaries.
- Partner with the Halifax Regional Municipality to advocate for amendments to the Municipal Government Act that will provide sustainable and equitable education funding that is distributed equitably among HRSB students.

The Board has established a Task Force to prepare a Position Paper on Supplementary Fund Issues. The Board's goal is to reach consensus with HRM Council on resolution of these issues over the long term.

### **Analysis of Proposed Changes**

Implementing the concept of equitable distribution would result in resources being spent based on student needs. Therefore, some funds may be reallocated to ensure resources are spent where student needs dictate. The overall impact will be explored more fully within the Position Paper.

## **Issue #2**

### **Enhanced Programs and Services**

Provincial and municipal mandatory education is insufficient to provide the level and breadth of programs and services demanded by the public. As well, enhanced and augmented programs and services are necessary for students to contribute to HRM being a “smart city”.

Clearly, the public supports supplementary funding and the enhanced educational opportunities it provides to our students. The key issue is maintaining the level of programming with costs pressures due to negotiated salary and benefit increases, and increased demands based on student needs.

Until the issues in the Position Paper noted above can be resolved, the Board has concluded that the Supplementary Fund budgets in each of the three areas should be prepared on the basis of maintaining the current level of programs, services and resources.

### **Link to HRM Corporate Priority and/or Program Mission**

This issue relates to the theme of “healthy, sustainable, viable communities”. HRM is a large and diverse municipality and it is necessary to allocate resources to enhance the learning opportunities among urban, rural and inner-city learning communities.

There is also a key relationship to the priorities of a regional plan and improving customer (or student) service. The main areas where supplementary funds are spent are:

- ▶ Lower class sizes
- ▶ Library technicians
- ▶ Resource teachers
- ▶ Supplies and materials
- ▶ Professional development
- ▶ English as a Second Language programs
- ▶ 4 Plus program
- ▶ School Support
- ▶ Special Education
- ▶ Augmented classroom support for various programs

### **Goal 2003-2006**

Provide an appropriate enhancement of educational programs and services throughout the region based on student needs.

### **Objectives 2003-2004**

Until the HRM and the HRSB have reached consensus on a long term resolution to the issues to be presented in the Position Paper, the budgets for supplementary funds will continue to be

prepared based on the current programs and service levels in each of the three former municipal units.

Currently, most of the funding in the former Halifax and Dartmouth is allocated under a regional model whereas the funding in the former Halifax County-Bedford is mostly allocated to families of schools who determine how to spend the funds to best enhance student learning opportunities.

### **Analysis of Proposed Changes**

Almost the entire amount of supplementary funding is spent on salaries and benefits. The majority is for teachers' salaries.

The NSTU collective agreement expired December 31, 2001. The agreement has been renegotiated except for salaries which will be subject to an arbitration being held in the very near future. The amount of supplementary funding will need to be increased by negotiated salary settlements for all staff employed by supplementary funding.

All other salaries and benefits have been adjusted based on known or anticipated changes in collective agreements and other arrangements.

# Fiscal Services

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
M110 Debt & Interest Chg	\$47,459,058	\$52,588,090	\$34,821,200	\$52,621,303	\$51,181,500	\$16,360,300	47.0%
M112 External Recoveries Debt Charges	(9,751,135)	(18,303,205)	0	(17,872,364)	(15,298,900)	(15,298,900)	-
M210 Social Assistance	22,000,000	22,000,000	0	0	0	0	-
M230 Correctional Centre	6,103,248	6,293,696	6,271,000	6,568,412	6,791,000	520,000	8.3%
M240 Met. Reg. HousingAut	2,053,080	2,946,819	2,200,000	2,050,000	2,200,000	0	0.0%
M250 World Trade Centre	492,509	473,341	502,600	496,535	528,700	26,100	5.2%
M280 Halifax Regional School Board	59,657,100	59,601,000	60,624,000	63,725,904	66,580,000	5,956,000	9.8%
M284 Supplementary Education- Halifax	11,879,900	11,879,900	12,295,000	12,295,000	12,295,000	0	0.0%
M285 Supplementary Education- Dartmo	5,062,200	5,062,200	5,239,200	5,239,200	5,239,200	0	0.0%
M286 Supplementary Education-County/	2,355,000	3,200,000	3,312,000	3,312,000	3,312,000	0	0.0%
M291 Fire Protection (Hydrants)	6,914,078	7,091,310	7,102,000	7,152,169	7,377,000	275,000	3.9%
M270 Compensation PPP	4,305,502	3,682,125	1,081,000	4,401,166	2,213,550	1,132,550	104.8%
M310 Other Fiscal Serv.	3,054,458	5,272,860	3,258,618	900,875	2,037,252	(1,221,366)	-37.5%
M311 Grants & Tax Concessions	3,800,794	3,871,756	3,793,000	3,780,059	3,325,300	(467,700)	-12.3%
M312 Unallocated Program Costs	0	0	178,400	0	150,000	(28,400)	-15.9%
M315 Trunk Mobile Radio	0	0	249,000	248,811	414,000	165,000	66.3%
M316 Strategic Growth Fund	0	0	3,000,000	3,000,000	5,000,000	2,000,000	66.7%
M317 Operating Costs for New Capital	0	0	0	0	1,148,000	1,148,000	-
M318 Provincial Assessment System	0	0	4,259,000	4,333,357	4,721,000	462,000	10.8%
M319 DNA Reserve	0	0	200,000	200,004	200,000	0	0.0%
M321 Ferry Replacement Reserve	0	0	0	0	1,000,000	1,000,000	-
M322 New Capital Replacement Reserve	0	0	0	0	1,000,000	1,000,000	-
M341 Surplus/Deficit	(3,691,320)	(2,738,817)	(764,000)	(738,274)	0	764,000	-100.0%
M351 Managers Contingency	104,707	87,688	149,300	65,942	149,300	0	0.0%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	69,000	0	0.0%
M320 Insurance Claims	2,471,982	2,384,000	2,985,000	3,248,111	3,285,000	300,000	10.1%
M411 Operating Stabilization Reserve	584,241	0	0	0	0	0	-
M421 Service Improvement Reserve	300,000	432,920	278,300	272,088	300,000	21,700	7.8%
M441 Interest on Reserves	3,791,063	3,876,676	3,105,000	3,102,945	2,985,200	(119,800)	-3.9%
M451 Valuation Allowance	4,335,370	6,577,555	5,000,000	6,594,921	3,251,000	(1,749,000)	-35.0%
M461 Capital Fr Operating	9,707,000	16,176,000	22,089,000	21,604,464	28,682,000	6,593,000	29.8%
M471 Other Transfers	0	2,050,000	300,000	300,000	300,000	0	0.0%
M530 Provision for Allowance	0	0	0	0	1,825,100	0	-
M555 Parkade	0	0	1,446,700	1,082,206	1,446,700	0	0.0%
M580 Other Fiscal	0	0	0	49,346	0	0	-
<b>Total</b>	<b>\$183,057,834</b>	<b>\$194,574,914</b>	<b>\$183,044,318</b>	<b>\$188,175,985</b>	<b>\$203,707,902</b>	<b>20,663,584</b>	<b>11.3%</b>

## Summary by Revenues

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
M210 Social Assistance	(13,200,000)	(18,700,000)	0	0	0	0	-
M284 Supplementary Education- Halifax	(11,817,457)	(12,195,118)	(12,295,000)	(12,518,550)	(12,295,000)	0	-0.0%
M285 Supplementary Education- Dartmo	(3,018,185)	(3,135,694)	(5,239,200)	(5,432,416)	(5,239,200)	0	-0.0%
M286 Supplementary Education-County/	(4,318,658)	(5,168,380)	(3,312,000)	(3,156,787)	(3,312,000)	0	-0.0%
M305 Pension Plan Administration	0	0	0	(71,057)	0	0	-
M310 Other Fiscal Serv.	0	0	0	(34,041)	(96,000)	(96,000)	-
M311 Grants & Tax Concessions	(1,050)	0	0	0	0	0	-
M320 Insurance Claims	(89,377)	0	0	(273,686)	0	0	-
M411 Operating Stabilization Reserve	0	(804,600)	0	0	0	0	-
M421 Service Improvement Reserve	0	(287,004)	0	0	0	0	-
M451 Valuation Allowance	0	0	0	(6,518,686)	0	0	-
M555 Parkade	0	0	(1,446,700)	(1,082,206)	(1,446,700)	0	-0.0%
M580 Other Fiscal	0	0	0	(5,020)	0	0	-
<b>Total</b>	<b>(\$32,444,726)</b>	<b>(\$40,290,795)</b>	<b>(\$22,292,900)</b>	<b>(\$29,092,450)</b>	<b>(\$22,388,900)</b>	<b>(96,000)</b>	<b>0.4%</b>

# Fiscal Services

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
M110 Debt & Interest Chg	\$47,459,058	\$52,588,090	\$34,821,200	\$52,621,303	\$51,181,500	16,360,300	47.0%
M112 External Recoveries Debt Charges	(9,751,135)	(18,303,205)	0	(17,872,364)	(15,298,900)	(15,298,900)	-
M210 Social Assistance	8,800,000	3,300,000	0	0	0	0	-
M230 Correctional Centre	6,103,248	6,293,696	6,271,000	6,568,412	6,791,000	520,000	8.3%
M240 Met. Reg. HousingAut	2,053,080	2,946,819	2,200,000	2,050,000	2,200,000	0	0.0%
M250 World Trade Centre	492,509	473,341	502,600	496,535	528,700	26,100	5.2%
M260 Hlfx. Reg. Port Auth	0	0	0	0	0	0	-
M280 Halifax Regional School Board	59,657,100	59,601,000	60,624,000	63,725,904	66,580,000	5,956,000	9.8%
M284 Supplementary Education- Halifax	62,443	(315,218)	0	(223,550)	0	0	-
M285 Supplementary Education- Dartmo	2,044,015	1,926,506	0	(193,216)	0	0	-
M286 Supplementary Education-County/	(1,963,658)	(1,968,380)	0	155,213	0	0	-
M291 Fire Protection (Hydrants)	6,914,078	7,091,310	7,102,000	7,152,169	7,377,000	275,000	3.9%
M270 Compensation PPP	4,305,502	3,682,125	1,081,000	4,401,166	2,213,550	1,132,550	104.8%
M305 Pension Plan Administration	0	0	0	1,749	0	0	-
M310 Other Fiscal Serv.	3,054,458	5,272,860	3,258,618	866,834	1,941,252	(1,317,366)	-40.4%
M311 Grants & Tax Concessions	3,799,744	3,871,756	3,793,000	3,780,059	3,325,300	(467,700)	-12.3%
M312 Unallocated Program Costs	0	0	178,400	0	150,000	(28,400)	-15.9%
M315 Trunk Mobile Radio	0	0	249,000	248,811	414,000	165,000	66.3%
M316 Strategic Growth Fund	0	0	3,000,000	3,000,000	5,000,000	2,000,000	66.7%
M317 Operating Costs for New Capital	0	0	0	0	1,148,000	1,148,000	-
M318 Provincial Assessment System	0	0	4,259,000	4,333,357	4,721,000	462,000	10.8%
M319 DNA Reserve	0	0	200,000	200,004	200,000	0	0.0%
M321 Ferry Replacement Reserve	0	0	0	0	1,000,000	1,000,000	-
M322 New Capital Replacement Reserve	0	0	0	0	1,000,000	1,000,000	-
M330 Outline Agreements	0	0	0	0	0	0	-
M341 Surplus/Deficit	(3,691,320)	(2,738,817)	(764,000)	(738,274)	0	764,000	-100.0%
M351 Managers Contingency	104,707	87,688	149,300	65,942	149,300	0	0.0%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	69,000	0	0.0%
M320 Insurance Claims	2,382,605	2,384,000	2,985,000	2,974,425	3,285,000	300,000	10.1%
M411 Operating Stabilization Reserve	584,241	(804,600)	0	0	0	0	-
M421 Service Improvement Reserve	300,000	145,916	278,300	272,088	300,000	21,700	7.8%
M441 Interest on Reserves	3,791,063	3,876,676	3,105,000	3,102,945	2,985,200	(119,800)	-3.9%
M451 Valuation Allowance	4,335,370	6,577,555	5,000,000	76,234	3,251,000	(1,749,000)	-35.0%
M461 Capital Fr Operating	9,707,000	16,176,000	22,089,000	21,604,464	28,682,000	6,593,000	29.8%
M471 Other Transfers	0	2,050,000	300,000	300,000	300,000	0	0.0%
M530 Provision for Allowance	0	0	0	0	1,825,100	1,825,100	-
M555 Parkade	0	0	0	0	0	0	-
M580 Other Fiscal	0	0	0	44,326	0	0	-
<b>Total</b>	<b>\$150,613,108</b>	<b>\$154,284,119</b>	<b>\$160,751,418</b>	<b>\$159,083,535</b>	<b>\$181,319,002</b>	<b>20,567,584</b>	<b>12.8%</b>



# Fiscal Services

## Summary by General Ledger Object

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
<b>Expenditures</b>							
Salaries	\$702,328	\$358,681	\$1,250,865	\$62,615	\$2,009,503	\$758,638	60.6%
Wages	6,004	600	0	495	0	0	-
Overtime - Salaries and Wages	141	1,576	0	562	0	0	-
Benefits and Other (Salaries)	812,221	81,531	53,000	(2,251)	822,000	769,000	1450.9%
Benefits and Other (Wages)	1,727	1,220	0	3,517	0	0	-
Retirement Allowance & Severance	4,242,149	3,564,540	978,000	4,321,352	1,079,250	101,250	10.4%
Clothing Allowance, Stipends, Other	0	0	205,000	205,000	0	(205,000)	-100.0%
Office Expenses, less Computers	10,536	(159,212)	(300,000)	7,226	0	300,000	-100.0%
Consulting Fees	37,425	74,197	0	75,007	0	0	-
Other Professional Fees	104,744	383,702	325,000	2,084	200,000	(125,000)	-38.5%
Contract Fees	348,302	478,535	3,824,200	3,391,952	69,200	(3,755,000)	-98.2%
Equipment and Supplies	2,502	6,434	220,000	4,263	19,355	(200,645)	-91.2%
Materials	2,554	830	0	181	0	0	-
Building Repair, Maintenance	22,340	20,463	0	25,090	0	0	-
Electricity	0	0	134,053	0	0	(134,053)	-100.0%
Equipment Repair, Maintenance	22,461	110,017	249,000	313,695	414,000	165,000	66.3%
Vehicle Expenses	159,262	326,268	1,020,000	821,490	0	(1,020,000)	-100.0%
Diesel Fuel	768	0	0	0	0	0	-
Gasoline Fuel	0	0	20,000	20,000	0	(20,000)	-100.0%
Conferences and Travel	338	548	0	18,891	0	0	-
Training and Education	0	1,039	0	1,342	0	0	-
Advertising and Promotion	2,666	0	0	0	0	0	-
Books, Publications and Data	184	0	0	427	0	0	-
Other Goods and Services	258,544	436,057	1,111,000	1,152,527	1,710,300	599,300	53.9%
Transfers Outside Agencies	116,517,115	123,075,461	102,001,800	105,592,743	109,412,700	7,410,900	7.3%
Insurance Costs	2,203,988	1,312,747	2,985,000	2,193,091	3,285,000	300,000	10.1%
Grants and Tax Concessions	2,997,138	3,040,276	3,011,900	2,828,345	3,025,500	13,600	0.5%
Transfer to/from Reserves	5,700,012	12,276,060	9,429,200	15,708,108	16,642,700	7,213,500	76.5%
Principal and Interest Charges	34,501,784	31,373,725	31,861,300	31,764,126	33,071,800	1,210,500	3.8%
Other Loan and Interest Charges	3,206,139	2,911,159	2,959,900	2,984,051	2,810,800	(149,100)	-5.0%
Other Fiscal Charges	11,197,068	14,898,461	21,705,100	16,679,918	29,015,100	7,310,000	33.7%
Interdepartmental - Fleet	0	0	0	0	120,694	120,694	-
Interdepartmental - Other	(2,623)	0	0	0	0	0	-
<b>Total</b>	<b>\$183,057,834</b>	<b>\$194,574,914</b>	<b>\$183,044,318</b>	<b>\$188,175,985</b>	<b>\$203,707,902</b>	<b>20,663,584</b>	<b>11.3%</b>
<b>Revenues</b>							
<b>Taxes, Transfers and Interest:</b>							
Transfers from Governments, Other	(13,200,000)	(19,791,604)	0	0	0	0	-
<b>Departmental:</b>							
Area Tax Rates and Transfers	(19,154,299)	(20,499,191)	(20,846,200)	(21,107,753)	(20,846,200)	0	-0.0%
Parking and Facility Rentals	0	0	(1,446,700)	(1,082,206)	(1,446,700)	0	-0.0%
Environmental Protection/Waste Wat	0	289	0	0	0	0	-
Other Revenues	(90,427)	(289)	0	(6,902,491)	(96,000)	(96,000)	-
<b>Total</b>	<b>(\$32,444,726)</b>	<b>(\$40,290,795)</b>	<b>(\$22,292,900)</b>	<b>(\$29,092,450)</b>	<b>(\$22,388,900)</b>	<b>(96,000)</b>	<b>0.4%</b>
<b>Net Cost</b>	<b>\$150,613,108</b>	<b>\$154,284,119</b>	<b>\$160,751,418</b>	<b>\$159,083,535</b>	<b>\$181,319,002</b>	<b>20,567,584</b>	<b>12.8%</b>

## **HALIFAX REGIONAL LIBRARY MISSION STATEMENT**

### **Who?**

HRM residents of all ages, communities, organizations, business and government

### **Why?**

To enrich the quality of community life, facilitate life long learning, foster an informed, literate community and provide opportunities for social interaction and recreational activity

### **What?**

Halifax Regional Library provides equitable access to a wide range of print, audio-visual and electronic resources through a network of community facilities and electronic services

*To ensure equitable access by HRM residents of all ages and by organizations to a wide variety and range of print, electronic and audio-visual information to enrich the quality of life, facilitate lifelong learning, foster an informed literate community and provide opportunities for social interaction and recreational activity.*

<b>Halifax Regional Library Mission: <i>To ensure equitable access by HRM residents of all ages and by organizations to a wide variety and range of print, electronic and audio-visual information to enrich the quality of life, facilitate lifelong learning, foster an informed literate community and provide opportunities for social interaction and recreational activity.</i></b>	
<b>STRATEGIC OUTCOMES</b>	<b>INDICATORS</b>
Sustainable collections, facilities, programs and services that anticipate and meet community need, demand and expectations	<ul style="list-style-type: none"> <li>• Age of collection</li> <li>• Benchmark comparison with external standards and comparable library systems</li> <li>• # complaints received regarding quantity and quality of collections, facilities, programs and services</li> <li>• Cost/benefit of infrastructure maintenance</li> <li>• # of volumes. added per year</li> <li>• Per capita rate</li> <li>• Ratings in HRM residents survey</li> <li>• Conveniently located / accessible community branches</li> </ul>
Quality public spaces	<ul style="list-style-type: none"> <li>• Building code standards and compliance</li> <li>• Age and condition of facility and furnishings</li> <li>• Comparison with external standards and benchmarks</li> </ul>
Community Diversity recognized, supported and reflected	<ul style="list-style-type: none"> <li>• Staff composition</li> <li>• Collection, programs and services reflecting demographics</li> </ul>
Contributes to Economic Development	<ul style="list-style-type: none"> <li>• Business community feedback</li> </ul>
Contributes to Quality of Life/ Community Development	<ul style="list-style-type: none"> <li>• Customer satisfaction indicated in HRM residents survey</li> </ul>

STRATEGIC OUTCOMES	INDICATORS
Contributes to development of a literate, informed community	<ul style="list-style-type: none"> <li>• Rate of literacy</li> </ul>
Effective Partnerships	<ul style="list-style-type: none"> <li>• \$ value of partnerships and sponsorships</li> <li>• Cost avoidance</li> <li>• # of new partnerships formed annually</li> </ul>
Return on Investment for municipal and provincial funding authorities.	<ul style="list-style-type: none"> <li>• Customer satisfaction indicated in HRM residents survey</li> <li>• Cost per capita comparisons with benchmarks</li> <li>• % of residents registered</li> <li>• # complaints directed to councillors</li> </ul>
Service Access	<ul style="list-style-type: none"> <li>• Comparison with external standards and benchmarks.</li> <li>• Ratings in HRM residents survey</li> <li>• Customer feedback</li> </ul>
Customer Responsive Service	<ul style="list-style-type: none"> <li>• Comparison with external standards and benchmarks</li> <li>• Ratings in HRM residents survey</li> <li>• Customer feedback</li> </ul>

CLIENT BENEFITS	INDICATORS
<ul style="list-style-type: none"> <li>• Access to a wide range of resources and services</li> <li>• Knowledgeable, skilled staff providing assistance</li> <li>• Current and appropriate technologies provided to deliver service</li> </ul>	<ul style="list-style-type: none"> <li>• Fill rate</li> <li>• Waiting time in filling holds and materials</li> <li>• # of complaints</li> <li>• Use stats e.g. - # of visits - circulation</li> <li>• Customer feedback</li> </ul>
<ul style="list-style-type: none"> <li>• Safe environment for social interaction</li> <li>• Community focal point</li> <li>• Comfortable learning environment</li> <li>• Formal/informal meeting spaces</li> </ul>	<ul style="list-style-type: none"> <li>• # room bookings</li> <li>• Customer feedback</li> <li>• Use statistics e.g. # visits, in-house use count</li> </ul>
<ul style="list-style-type: none"> <li>• Support and assistance in adapting to change</li> <li>• Barrier free universal access to service</li> <li>• Access to culturally relevant collections, programs and services</li> <li>• Cultural understanding within communities</li> </ul>	<ul style="list-style-type: none"> <li>• # of programs / services /collections per demographics</li> <li>• Customer feedback</li> <li>• Standards and benchmarks</li> </ul>

CLIENT BENEFITS	INDICATORS
<ul style="list-style-type: none"> <li>• Support/information for small businesses</li> <li>• Presence in communities sustains business.</li> <li>• Presence in communities encourages development within community</li> <li>• Access to job search information.</li> </ul>	<ul style="list-style-type: none"> <li>• Property market values</li> <li>• Vehicular/pedestrian traffic</li> <li>• # questions</li> <li>• Use stats for collection, programs and services relating to business/job search.</li> </ul>
<ul style="list-style-type: none"> <li>• Public consultation and opportunities for public participation</li> <li>• Opportunities for relaxation and enjoyment</li> <li>• Opportunities for lifelong learning, personal growth and enrichment</li> <li>• Support and assistance in adapting to societal change and mastering new technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Customer feedback</li> <li>• # public consultations and participants</li> <li>• Use statistics e.g. circulation, # programs, in house use</li> </ul>
<ul style="list-style-type: none"> <li>• Literacy programs and support</li> <li>• Opportunities for responsible active citizenship</li> <li>• Access to broad collection and a range of views</li> </ul>	<ul style="list-style-type: none"> <li>• # of participants</li> <li>• Use statistics e.g. circulation, programs</li> </ul>

CLIENT BENEFITS	INDICATORS
<ul style="list-style-type: none"> <li>• Service enhancement</li> <li>• Community development</li> </ul>	<ul style="list-style-type: none"> <li>• # of participants</li> <li>• Customer feedback</li> </ul>
<ul style="list-style-type: none"> <li>• Public satisfaction</li> <li>• Public use</li> </ul>	<ul style="list-style-type: none"> <li>• Public use statistics e.g. # of visits, circulation</li> </ul>
<ul style="list-style-type: none"> <li>• Service hours to meet community needs</li> <li>• Alternate service delivery through e-branch</li> </ul>	<ul style="list-style-type: none"> <li>• Use statistics e.g. # visits, circulation, information questions</li> <li>• Customer feedback</li> </ul>
<ul style="list-style-type: none"> <li>• Library service to meet community needs</li> <li>• Welcoming, community environment</li> </ul>	<ul style="list-style-type: none"> <li>• Use statistics</li> <li>• Customer feedback</li> <li>• Rating in HRM residents survey.</li> </ul>

### Internal/External Issue Analysis

#### Issue #1

#### Sustainable Collections

In the 2002 HRM Citizens Survey, 43% of HRM residents identified “more library materials” as the most important library improvement they would like to see.

The current collections budget is 3.1% less than it was in 1996/97 and the per capita expenditure is 10.66% less. In the years since 96/97, the flat-lined collections budget has experienced the impact of multiple increases in service demands coupled with reduced buying power.

- **New library branches:** The budget must now also support collections for an additional library branch, Tantallon, and the expansion of the Keshen Goodman branch to double its former size.
- **Population increased** from 342,966 in 1996 to 359,183 in 2001.
- **Increase in requests placed by the public:** More and more citizens are placing requests for materials. A 24.3% increase was experienced last year in the number of holds placed with an overwhelming increase of 212.42% in the number placed online.
- **Demands for new formats:** The materials budget has to be spread even thinner to provide

residents with new formats such as DVD's, CD-ROM's and computer software.

- **Demands for access to information from the home or office.** Libraries must now provide access to subscription online databases that can be used by the public in the Library or via their computers at home or at work. These databases provide direct access to indexes, abstracts and full text information in books, articles, pamphlets and periodicals.
- **Demands for multilingual materials:** The increasing diversity of the HRM community is creating an increasing demand for materials in languages other than English.
- **Demands for new subject areas:** The budget must accommodate demands for materials in new subject areas. Material on technology is a good example. Demand has increased dramatically in recent years and the technology collections experience a high turnover, but a very short shelf life. No additional funds have been added to cover the cost of such growth areas.
- **Demands for French material:** The increase in French immersion classes and French language schools has resulted in increased demand for French reading material.
- **Reduced buying power:** CPI increased 9.8% between 1996 and 2000; IPI (which includes printing and publishing) increased 10.1%. According to a study by the Library Services Centre, book prices increased 14.05% between 1996 and 2000, exceeding both CPI and IPI.

The consequence of all these factors is that the Library's collection is **losing ground** and cannot meet the diverse demands of the Municipality's public.

- **Halifax spends less on library materials than the average library serving similar populations.** In the latest comparative statistics issued by the Council of Administrators of Large Urban Public Libraries (CALUPL) it was revealed that in 2001, Halifax spent \$3.74 per capita, which ranked 26<sup>th</sup> out of 33 libraries, well below the average of \$5.06.
- **Halifax falls below the lowest provincial standard** for library materials expenditure as a percentage of the operating budget. 'Standards for Nova Scotia Regional Public Libraries' identifies three levels for standards. A (highest), B and C. At 9.8%, Halifax falls below the lowest standard, C, which is 10%.
- **The collection is aging.** 46.3% of the library collection is 11 years old or more, while the bulk of circulation derives from current (1 yr. - 5 yrs.) material.
- **The size of the collection decreased 10.38% since 1996/97.**

#### Link to Corporate Priorities

- Corporate Scorecard Links
  - healthy sustainable viable communities
  - excellence in service delivery



- CAO Priorities
  - improve customer service
- Vision 20/20
  - Dedication to a learning culture
- HRL Mission
  - The place people go for the discovery of ideas, the joy of reading and the power of information

### **Goal 2003/2006**

HRL Collections meet the needs, demands and expectations of all residents.

### **Objective 2003/2004**

Increase collection expenditures by 6% or \$86,700 to match the current materials price inflation rate. If similar or greater sums are added in succeeding years, the resource base will improve. The issue is ongoing and it will take many years of increases to meet provincial and national standards.

### **Analysis of Proposed Changes**

- A 6% increase matches the current materials price inflation rate. With this increase we hope to stop the decline of the collection and, by providing similar or greater increases in succeeding years, begin to improve the resource base.
- Since 1996/97 per capita spending for collections has fallen by 10.66%.
- The budget is 3.1% less and holds on materials have increased by 212.42% placed online and 24.3% in the branches reflecting public demand.
- HRL ranks 26 out of 33 comparable libraries in spending in this area.

### **Performance Measures**

- age of collection
- benchmark comparison with external standards and comparable libraries
- # of customer complaints re: collection quantity / quality
- # of volumes / titles added per year per capita
- ratings in HRM citizen survey
- # of holds placed and wait time for holds to be filled
- circulation statistics

**Issue #2**

**Access to Service**

There are inequities in hours of service provided to residents in many communities and no service provided anywhere in HRM on Mondays and Friday evenings. Since the operating costs of facilities are fixed, this infrastructure investment is not providing maximum return in terms of customer service as access is limited.

In order to fulfill its mission, libraries need to be open when people want to use them. Most facilities are located adjacent to retail outlets and recreation facilities for the convenience of the public. Consequently, library service hours of operation need to be aligned with businesses and other community services and open seven days per week.

**Analysis of Current Hours of Services**

2494 hours/year 50 hours/week September - May 47 hours/week June - August	2391 hours/week 47 hours/week year round	1671 hours/year 33 hours/week year round	1118 hours/year 22 hours/week
<ul style="list-style-type: none"> <li>• Alderney Gate</li> <li>• Bedford</li> <li>• Captain William Spry</li> <li>• Cole Harbour</li> <li>• Keshen Goodman</li> <li>• Sackville</li> <li>• Spring Garden Road</li> <li>• Tantallon</li> <li>• Woodlawn</li> </ul>	<ul style="list-style-type: none"> <li>• Halifax North</li> </ul>	<ul style="list-style-type: none"> <li>• Dartmouth North</li> </ul>	<ul style="list-style-type: none"> <li>• J.D. Shatford</li> <li>• Musquodoboit Harbour</li> <li>• Sheet Harbour</li> </ul>
<p>Mobile Library Stops * .55 minutes every 3 weeks</p> <p>* if a stop is missed due to vehicle mechanical failure, service is reduced to .55 minutes every 6 weeks.</p>			

All libraries within HRM are below the national standard of 69 hours per week from September to May and 65 hours per week from June through August.

**Link to Corporate Priorities**

- Corporate Scorecard Links
  - healthy, sustainable vibrant communities
  - excellence in service delivery

- CAO Priorities
  - Improve customer service
- Vision 20/20
  - Dedication to a learning culture ensuring that learning is accessible to all citizens
- HRL Strategic Plan and Mission

### **Goal 2003/2006**

HRL provides equitable access to service throughout HRM.

### **Objectives 2003/2004**

- Provide Monday service from 10:00 a.m. to 9:00 p.m. at the Keshen Goodman Library.
  - maximizes infrastructure investment
  - provides one 7 day library in the system.
  - serves residents from beyond the immediate catchment area
  - makes better use of staff already scheduled to work due to collective agreement scheduling requirements
  - provides full service to residents
  - advances the library to its goal of meeting national standards.
- Reallocate \$136,000 within the operating budget to fund salaries.

### **Analysis of Proposed Changes**

- Provides one library with service in HRM on Mondays.
- The Keshen Goodman Library serves residents beyond its immediate catchment area from Sackville, Bedford, rural and urban areas. Many will benefit from opening Monday.
- Maximizes the infrastructure investment.
- Some staff already work Mondays even when the Library is closed to meet staff scheduling requirements in the collective agreement.
- Brings one library closer to the national standard.
- A full service resource for residents.
- Meets public requests.

### **Performance Measures**

- # of visits
- # collection use statistics
- comparison with external standards and benchmarks
- HRM Citizen Survey
- # of complaints re hours of service

### **Issue #3**

#### **Facilities**

Library service is delivered through 14 branch facilities that vary in quality and condition. Some are HRM owned; some are leased properties. In general, there has been no continuous improvement program in place or funds available to refurbish an aging infrastructure, replace worn carpets or furniture that is at the end of its life.

Spring Garden Road Library which is a key property within the Capital District poses the greatest problem - a problem that is urgent and growing. Repairs made through HRM's Building Management Services are vital to keeping the facility open, but are a band-aid rather than a solution to the problem.

Due to its dysfunctional layout and space shortage, the Library is unable to put new technologies and services into the building, short-changing its many customers.

### Spring Garden Road Library Replacement Project Background Information

- Status of Project:**
- 1987: Site Analysis Study completed by Duffus Romans Kundzins Rounsfell Ltd. to analyze expansion capability.
  - 1994: Former City of Halifax and Halifax City Library Space and Services: Needs Assessment Study completed by Beckman & Associates.
  - 1996: Towards a New Central Library staff study completed identifying limitations of Spring Garden Road Library and projected central library needs.
  - 1997: Diamond/Schmit Report of Central Library Study completed.

Council Decisions:

- April 1997: Motion approving allocation of \$500,000 in capital budget for preliminary design
- April 16, 1998: Motion to approve revised central library capital budget at a new cost of \$12 million (cost sharing formula)
- October 1998: Motion to defer project to 2001/2002 and reallocate \$500,000 to repair facility
- March 1999: Motion to reallocate bequest from project to the Keshen Goodman Library Project.

Building Issues:

- March 20, 2001: Structural Engineer's report reducing floor loading weights and use to 70%.
- Masonry repairs required
- Emergency lighting required
- Boiler upgrades required
- Elevator repairs required
- On-going issues with asbestos and lead paint
- Heating and air conditioning

**Anticipated Barriers:**

- Public education program and consultation needed to defuse historical feelings and concerns.
- Substantial funding required and Trust funds no longer available for project.
- Fund-raising difficult due to other conflicting campaigns vying for public donations.

### Link to Corporate Priorities

- Corporate Scorecard Links
  - safe communities
  - healthy sustainable, vibrant communities
  - excellence in service delivery

- CAO Priorities
  - regional plan
  - improve customer service
- HRL Mission and Strategic Plan

**Goal 2003/2006**

HRL delivers service to residents in high quality, safe, maintained buildings.

**Objectives 2003/2004**

- Funds allocated within Real Property and Asset Management Capital Budget to install emergency lighting (\$30,000), repair roof (\$25,000) and install door panic hardware (\$15,000).
- Funds allocated within Real Property and Asset Management Capital Budget Property and Asset Management Capital Budget to complete electrical system upgrade (\$35,000) and repair brickwork (\$15,000) at Halifax North Branch.
- Capital funds of \$43,000 approved for completion of facilities Review.

**Long Term Budget Objectives**

1. Replace Spring Garden Road Library - Project deferred to 2006/07 budget

Anticipated Costs for the Project:		2002-2003, 2003-2004, 2004-2005
2002/03	\$0	
2003/04	\$80,000	Facilities Review Plan with public consultation
2004/05	\$100,000	Fund-raising consultant
2005/06	\$500,000	design drawings
2006/07	\$1,000,000	working documents and tender specs
2007/08	\$13,000,000	construction
2008/09	\$12,820,000	construction

2. Relocate Woodlawn Branch to a larger facility at a more central location

Cost estimate: \$1,000,000 2004/05 Project deferred to 2006/07 budget

**Analysis of Proposed Changes**

- Repairs are necessary to keep buildings in service.
- In the case of Spring Garden Road, more and more money will be needed annually until the facility is replaced. Previous studies have concluded that \$12 million would be needed

- to completely renovate existing space.
- Public consultation /needs assessment to determine future of Spring Garden is phase I of building program leading to establishment of a Fund-raising program and development of building plan in third year.
- 2004/05 cost of lease / fit up of replacement of Woodlawn Branch building.

#### **Performance Measures**

- compliance with building codes and standards
- occupational health and safety complaints
- # of customer visits
- cost/benefit of maintenance and repairs
- customer feedback

#### **Issue #4**

#### **Employee Relations**

In 2002/03, a Collective Agreement was negotiated with NSUPE Local 14 without work stoppage or conciliation and within the established mandate. The three year Agreement provides for annual increases of 2.5%. The Board seeks to foster and maintain a positive labour management relationship in order to deliver customer focused service to all residents.

In 2003/04, co-ordinated training programs designed to build staff competencies and compliment the Board's mission, will be the human resources focus.

#### **Link to Corporate Priorities**

- Corporate Scorecard Links
  - excellence in service delivery
- CAO Priorities
  - fiscal health and sustainability
  - improve customer service
- HRL Mission and Strategic Plan

#### **Goal 2003/2006**

HRL delivers service through skilled, knowledgeable, customer focused staff.

#### **Objectives 2003/2004**

- Implement salaries and benefits increases arising from collective bargaining, PDP increases and fund retirement allowance and retirement programs.
- Train the trainers to conduct customer service training throughout the Library.

- Train all employees in Horizon system operations prior to the system going live in 2003.

### **Analysis of Proposed Changes**

- Mandatory increases and entitlements contracted
- Training is tailored to HRL Mission, vision, values and defined employee competencies.
- Essential training for system changeover to maintain customer service quality.

### **Performance Measures**

- # of grievances/ arbitrations
- collective agreement consistent with HRL strategic plan.

### **Issue #5**

#### **Information Technology**

All core functions and public services run on the automated system platform. In 2001/02, the Library began a three year program to reallocate funds internally to effect a system upgrade from the obsolete Dynix system to Horizon. Since Horizon is a PC based system all dumb terminals and all outdated PCs had to be replaced. Now entering the third and final phase in 2003/04 the Horizon software and hardware will be installed and go live.

The first 3M self-checkout systems were installed in the new Keshen Goodman and Tantallon Libraries. In 2002/03, self-check was installed in Alderney Gate and Cole Harbour Libraries. In 2003/04, we propose to add one additional unit in Keshen Goodman and one in Sackville.

These units speed checkout and many people prefer to use the express stations rather than lining up for staff assistance. They also allow the Library to manage circulation increases without adding to the staff complement and, in some areas to reallocate staff to other public service functions.

The fastest growing library service is public access computer use. To date in 2002, HRL has turned away 5,000 people hoping to book a computer for personal use. Booking computers has started to dominate staff time on the information desks and therefore staff are not available to help the public. In 2002, HRL researched public computer booking systems used in other libraries, issued a RFI and RFQ and has selected the software vendor. Once installed, people will be able to book computers using a touch tone phone or on the Internet or a branch express computer. This will help staff cope with other information needs.

#### **Link to Corporate Priorities**

- Corporate Scorecard
  - healthy, sustainable vibrant communities
  - excellence in service delivery



- CAO Priorities
  - improve customer service
- HRL Strategic Plan and Mission

### **Goal 2003/2006**

HRL uses current and appropriate information technology that is sustainable and effectively delivers service to residents

### **Objectives 2003/2004**

- Complete phase three of the Horizon system upgrade.
- Install public computer booking software through loan from Service Improvement Reserve Payment of \$36,000 against purchase cost of \$160,000.
- Install one additional self-check machine at Sackville Library (\$26,000).

### **Analysis of Proposed Changes**

- Horizon replaces the obsolete Dynix system that is the platform for all core businesses and customer service transactions. In 2001/02 HRL began replacing dumb terminals and old PCs with new models. PC replacement will continue through 2004/05. In 2003/04 the server will be leased, software will be installed and the system changeover will occur. \$65,000 has been reallocated within existing accounts to complete phase III self-funding of the upgrade.
- Funds to be borrowed from HRM Service Improvement Reserve; loan repayment of \$36,000 budgeted.
- Self-check machines already in use have proven to be an asset and are popular with customers. High cost/benefit return.

### **Performance Measures**

- # of electronic uses and visits
- # of computer bookings
- system downtime
- cost/benefit
- transaction volume.

### **Issue #6**

#### **Rural Service Delivery**

Library service is currently delivered to rural residents through three branch libraries, mobile

service and books-by-mail.

In 2002/03, one mobile was purchased replacing an old vehicle that required frequent and costly repair. Mobile stops were changed to reflect the opening of the Tantallon Library, reallocating many of the stops within the branch catchment area to the Eastern Shore.

On average mobile service customers receive service for 55 minutes every three weeks. If a vehicle is off-road for repair, the service gap widens to 55 minutes every six weeks. Branch service, while more comprehensive, is not cost effective in sparsely populated areas since the cost of service per capita would be much greater than in urban areas. Books-by-Mail is a less satisfactory but workable solution to service provision.

A Rural Services Review Team is analyzing rural service delivery issues and options. The future of rural service will be impacted by the Team's report and recommendations. Achieving service equity with urban areas remains a formidable challenge.

#### **Link to Corporate Priorities**

- Corporate Scorecard
  - healthy, sustainable vibrant communities
  - excellence in service delivery
- CAO Priorities
  - improve customer service
- HRL Strategic Plan and Mission

#### **Goal 2003/2006**

To stabilize rural service and develop a rural service model for implementation.

#### **Objectives 2003/2004**

- Complete Rural Service Review and evaluate recommendations for implementation.
- Confirm the need to replace one mobile vehicle for the 2004/05 budget.

#### **Analysis of Proposed Changes**

- Use statistics help to determine if stops should be retained or reallocated.
- The Facilities Plan will assist in determining the cost/benefit of rural branches vs bookmobile service.
- New vehicles reduce service disruption and maintenance costs.

## **Performance Measures**

- client use
- # of mobile stops and circulation volume
- # of days vehicles are off road for maintenance

## **Issue #7**

### **Marketing Services**

Branch specific marketing plans are in place, but a corporate plan needs development to promote a consistent image and build support. The Library continuously seeks to grow the percentage of HRM residents that are HRL customers. Focus groups previously held indicate a lack of awareness of service provided; when informed of what is available, people are amazed and impressed and join the Library.

Funds for external consulting assistance are not available and therefore plans, graphics and promotions are all developed in-house with existing resources. The ultimate goal is to generate funding support from all partners.

### **Link to Corporate Priorities**

- Corporate Scorecard
  - healthy, sustainable vibrant communities
  - excellence in service delivery
- CAO Priorities
  - improve customer service
- HRL Strategic Plan and Mission

### **Goal 2003/2006**

HRL is recognized, valued and supported by our community.

### **Objectives 2003/2004**

- Develop and implement a card campaign to increase the percentage of residents who are library members.
- Define the library brand and appropriate relationship marketing messages.

### **Analysis of Proposed Changes**

- Action to be taken to attract new users and promote existing programs and services.
- Improve our visual image to reflect modern services and to attract new partners and

corporate sponsors.

### **Performance Measures**

- # of new registrants
- transaction volume increases
- client feedback
- \$ support from funding partners

## **Halifax Regional Library Trends and Background Issues**

### **External Analysis**

#### **Trends**

#### **Local Presence/Global Access**

Libraries continue to reside at the heart of communities. Libraries are life-long learning centres promoting individual and community growth, but connectivity to the external world is increasingly vital. Statistics indicate that electronic use of the library is the fastest growing segment of the business. Use of high speed Internet access terminals with access to databases and communications tools is becoming the purpose for using the library. With this trend comes demand for interactive computer connections permitting residents to perform functions from remote locations without entering the library.

#### **Digital Kids**

A new generation of children and teens has grown up in a digital world. They have not experienced a world without videos and computers and are much more adept at their use than their parents. These sophisticated users of the library are frustrated by the slow, older technology in use. A trip to the library needs to be entertaining as well as educational.

#### **The Digital Divide**

It was once said that knowledge is power but in today's world, information is power. Access to information is essential to personal empowerment and the creation of a knowledge-based economy. People who have no access are shut-out from opportunity, resulting in a society of the information rich and the information poor. Public libraries can play a very significant role in bridging the digital divide. IT skills training programs, funded by grants, were over-subscribed, and the library is frequently turning people away.

## **Demographics**

Population growth and change have a direct impact on the Library. The oldest baby boomers turned 50 in 1996-97. A boomer turns 50 every 7.5 seconds and will be the majority of the 50-74 Canadian age group by 2005. The largest percentage growth in the HRM population noted in the 2001 Census, is in the 50-64 age group (+20.16%). Baby boomers are “book” people and fuel the demand for traditional service. Boomers continue to dominate government and private sector organizations and their needs and interests in good measure determine service.

In HRM, the largest decrease in growth continues to be shown in the 20-34 age bracket (-11.3% from 1996-2001 and -22.98% since 1991); nevertheless, this group is the second largest percentage of the population at 22.45%. Children and young adults make up 24.73% (down from 26.05% in 1996) and the largest growing segment of this is the 10-15 age bracket (+3.41%). The needs and interests of this group often conflict with those of the boomers.

## **Public Policy Issues**

### **Poverty Lines/Low Income Cut-Offs (LICOs)**

Poverty lines have not been provincially established. The National Council of Welfare refers to the LICOs defined by Statistics Canada as poverty lines for Nova Scotia as follows:

Single employable / disabled person	\$14,107
Singe parent, One child	\$19,123
Couple, Two children	\$27,972

Recognizing the role that public libraries play in addressing community needs, the Bill and Melinda Gates Foundation provided grants to public libraries across the province for technology to increase access to the Internet, especially in low income areas. Public libraries in communities that met the identified Canadian poverty thresholds were eligible to apply for grants. In the HRM, 8 of the then 13 HRL branches met the criteria and received grant funding (Alderney Gate, Cole Harbour, Dartmouth North, Sheet Harbour, Captain William Spry, Thomas Raddall/Keshen Goodman, Halifax North and Spring Garden).

### **Library Implications**

- 8 of 14 branches serve low income areas
- fees for service cannot be implemented
- the library is the sole source of access to information technology for the majority of residents
- library collections are heavily used, particularly by children and students
- community fund-raising opportunities are minimal

## **Literacy**

22% of Canadians are functionally illiterate  
26% of Canadians have limited reading skill

Literacy is the key factor in economic success, active citizenship and healthy lifestyles.  
Improving literacy skills is a significant societal challenge.

## **Library Implications**

- demand for tutoring, literacy programs and supporting collections
- HRL has minimal budget resources and relies on partnerships and grants to provide a program
- the community expects the Library to take an active leadership role
- key target groups are adults with little formal education and youth from lower social economic backgrounds
- stable funding is needed

## **Education Funding Reductions**

Regional School Board budget reductions have all but eliminated school libraries, busing of children to the public library for programs and participation in co-operative joint programs.

## **Library Implications**

- pressure on HRL's acquisitions budget to purchase more curriculum material and texts
- pressure on HRL to provide homework help centres and school assignment assistance
- no contractual agreements in place to transfer funds to HRL to meet increased service demand

## **Immigration / English as a Second Language**

Based on 1996 census data, HRM's immigrant population makes up 6.97% of the population which is an increase of 9.08% from 1991-1996. This is a trend projected to continue.

## **Library Implications**

- pressure on the acquisitions budget to purchase multilingual / multi cultural collections
- strong demand for Arabic (fastest growing segment within HRM; increased by 120% in 1991 and 147.37% in 1996)
- pressure for HRL to play a more active role in assisting immigrants' integration into Canadian society
- need for staff recruitment to reflect changing community composition

### **Unstable Provincial Funding**

The Provincial grant is based on a funding formula set every 3 years. In this past formula ending 2004, the Province has failed to implement the formula or recognize population census increases. The inability to rely on the formula makes budget planning difficult.

# Halifax Regional Library

## Summary by Gross Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
B011 Administrative Services	\$1,181,017	\$1,359,587	\$1,482,900	\$1,386,916	\$1,452,900	(\$30,000)	-2.0%
B012 Technical Services & System	1,799,162	2,008,304	2,196,700	2,270,360	2,362,800	166,100	7.6%
B013 Communications & Marketin	217,746	308,221	334,900	321,223	345,300	10,400	3.1%
B014 Information Services	606,364	603,950	641,100	624,097	647,500	6,400	1.0%
B021 Alderney Gate Adult	960,010	1,005,503	977,100	893,202	985,500	8,400	0.9%
B022 Alderney Gate Youth	394,638	427,196	414,500	358,074	386,900	(27,600)	-6.7%
B031 Spring Garden Road - Genera	304,883	295,647	295,700	298,562	298,700	3,000	1.0%
B032 Spring Garden Road - Adult	678,610	705,275	747,400	728,742	810,300	62,900	8.4%
B033 Spring Garden Road - Youth	353,031	353,841	375,200	337,932	332,000	(43,200)	-11.5%
B041 Branch Library Services	603,077	601,913	623,300	652,970	679,400	56,100	9.0%
B042 Cole Harbour Library	626,350	665,408	679,100	693,596	703,800	24,700	3.6%
B043 Dartmouth North Library	176,831	197,410	197,800	195,434	215,800	18,000	9.1%
B044 Sackville Library	790,538	832,570	833,000	827,470	872,000	39,000	4.7%
B045 Woodlawn Library	459,674	470,820	493,100	504,872	519,800	26,700	5.4%
B046 Bedford Library	503,706	526,000	527,700	532,820	551,300	23,600	4.5%
B047 Captain William Spry Library	608,119	640,308	641,800	650,518	664,600	22,800	3.6%
B048 Halifax North Library	447,288	451,170	472,000	523,938	518,300	46,300	9.8%
B049 Keshen Goodman Library	968,445	1,402,173	1,263,000	1,252,551	1,405,300	142,300	11.3%
B050 Outreach Services	295,077	328,220	327,900	306,313	272,100	(55,800)	-17.0%
B051 Musquodoboit Harbour Libra	164,127	179,256	183,800	198,221	200,100	16,300	8.9%
B052 Shatford Memorial Library	102,640	115,724	108,500	117,920	120,800	12,300	11.3%
B053 Sheet Harbour Library	141,091	147,032	156,500	161,886	171,500	15,000	9.6%
B054 Tantallon Library	0	437,601	749,000	775,959	802,400	53,400	7.1%
B061 Special Projects	261,106	231,679	0	228,045	0	0	-
<b>Total</b>	<b>\$12,643,529</b>	<b>\$14,294,807</b>	<b>\$14,722,000</b>	<b>\$14,841,623</b>	<b>\$15,319,100</b>	<b>597,100</b>	<b>4.1%</b>

## Summary by Revenues

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
B011 Administrative Services	(\$2,982,489)	(\$3,028,390)	(\$3,114,100)	(\$3,021,587)	(\$3,006,600)	107,500	-3.5%
B021 Alderney Gate Adult	(67,028)	(65,126)	(71,100)	(68,587)	(69,800)	1,300	-1.8%
B032 Spring Garden Road - Adult	(108,225)	(110,740)	(105,700)	(109,531)	(107,400)	(1,700)	1.6%
B033 Spring Garden Road - Youth	80	0	0	0	0	0	-
B041 Branch Library Services	0	(5)	0	0	0	0	-
B042 Cole Harbour Library	(40,409)	(42,315)	(42,000)	(43,136)	(41,700)	300	-0.7%
B043 Dartmouth North Library	(4,667)	(5,304)	(5,800)	(6,512)	(6,000)	(200)	3.4%
B044 Sackville Library	(56,268)	(55,380)	(52,600)	(54,122)	(52,200)	400	-0.8%
B045 Woodlawn Library	(32,800)	(32,713)	(33,900)	(36,879)	(33,500)	400	-1.2%
B046 Bedford Library	(31,348)	(32,704)	(33,100)	(32,619)	(30,900)	2,200	-6.6%
B047 Captain William Spry Library	(25,727)	(25,608)	(27,600)	(25,910)	(25,200)	2,400	-8.7%
B048 Halifax North Library	(9,957)	(11,154)	(10,200)	(12,811)	(12,200)	(2,000)	19.6%
B049 Keshen Goodman Library	(54,834)	(64,654)	(58,100)	(85,996)	(79,100)	(21,000)	36.1%
B050 Outreach Services	(964)	0	(1,500)	0	0	1,500	-100.0%
B051 Musquodoboit Harbour Libra	(7,272)	(6,657)	(6,600)	(7,652)	(7,800)	(1,200)	18.2%
B052 Shatford Memorial Library	(10,625)	(8,480)	(7,100)	(7,353)	(6,900)	200	-2.8%
B053 Sheet Harbour Library	(4,360)	(3,525)	(3,600)	(4,415)	(4,000)	(400)	11.1%
B054 Tantallon Library	0	(18,284)	(21,000)	(40,483)	(37,600)	(16,600)	79.0%
B061 Special Projects	(261,084)	(231,679)	0	(228,045)	0	0	-
<b>Total</b>	<b>(\$3,697,976)</b>	<b>(\$3,742,717)</b>	<b>(\$3,594,000)</b>	<b>(\$3,785,639)</b>	<b>(\$3,520,900)</b>	<b>73,100</b>	<b>-2.0%</b>



# Halifax Regional Library

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
B011 Administrative Services	(\$1,801,472)	(\$1,668,803)	(\$1,631,200)	(\$1,634,672)	(\$1,553,700)	77,500	-4.8%
B012 Technical Services & System	1,799,162	2,008,304	2,196,700	2,270,360	2,362,800	166,100	7.6%
B013 Communications & Marketin	217,746	308,221	334,900	321,223	345,300	10,400	3.1%
B014 Information Services	606,364	603,950	641,100	624,097	647,500	6,400	1.0%
B021 Alderney Gate Adult	892,981	940,377	906,000	824,615	915,700	9,700	1.1%
B022 Alderney Gate Youth	394,638	427,196	414,500	358,074	386,900	(27,600)	-6.7%
B031 Spring Garden Road - Genera	304,883	295,647	295,700	298,562	298,700	3,000	1.0%
B032 Spring Garden Road - Adult	570,385	594,535	641,700	619,211	702,900	61,200	9.5%
B033 Spring Garden Road - Youth	353,111	353,841	375,200	337,932	332,000	(43,200)	-11.5%
B041 Branch Library Services	603,077	601,908	623,300	652,970	679,400	56,100	9.0%
B042 Cole Harbour Library	585,941	623,093	637,100	650,461	662,100	25,000	3.9%
B043 Dartmouth North Library	172,164	192,107	192,000	188,922	209,800	17,800	9.3%
B044 Sackville Library	734,271	777,190	780,400	773,348	819,800	39,400	5.0%
B045 Woodlawn Library	426,874	438,107	459,200	467,993	486,300	27,100	5.9%
B046 Bedford Library	472,358	493,296	494,600	500,201	520,400	25,800	5.2%
B047 Captain William Spry Library	582,392	614,700	614,200	624,608	639,400	25,200	4.1%
B048 Halifax North Library	437,331	440,016	461,800	511,127	506,100	44,300	9.6%
B049 Keshen Goodman Library	913,611	1,337,519	1,204,900	1,166,555	1,326,200	121,300	10.1%
B050 Outreach Services	294,112	328,220	326,400	306,313	272,100	(54,300)	-16.6%
B051 Musquodoboit Harbour Libra	156,855	172,599	177,200	190,569	192,300	15,100	8.5%
B052 Shatford Memorial Library	92,014	107,244	101,400	110,567	113,900	12,500	12.3%
B053 Sheet Harbour Library	136,732	143,507	152,900	157,471	167,500	14,600	9.5%
B054 Tantallon Library	0	419,317	728,000	735,476	764,800	36,800	5.1%
B061 Special Projects	22	0	0	0	0	0	-
<b>Total</b>	<b>\$8,945,553</b>	<b>\$10,552,090</b>	<b>\$11,128,000</b>	<b>\$11,055,985</b>	<b>\$11,798,200</b>	<b>670,200</b>	<b>6.0%</b>

# Halifax Regional Library

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
<b>Expenditures</b>							
Salaries	\$7,722,409	\$8,550,637	\$8,948,500	\$8,969,227	\$9,332,300	383,800	4.3%
Overtime - Salaries and Wages	17,746	29,481	0	29,395	0	0	-
Benefits and Other (Salaries)	1,063,268	1,224,783	1,320,000	1,263,441	1,423,100	103,100	7.8%
Benefits and Other (Wages)	43,528	46,469	0	45,212	0	0	-
Retirement Allowance & Severance	12,633	16,137	49,000	53,595	51,500	2,500	5.1%
Office Expenses, less Computers	554,213	545,301	569,700	504,070	546,900	(22,800)	-4.0%
Computers Expenses	213,389	224,908	285,900	245,814	206,300	(79,600)	-27.8%
Other Professional Fees	53,073	66,370	85,000	93,118	75,000	(10,000)	-11.8%
Contract Fees	12,367	18,502	17,700	16,567	18,500	800	4.5%
Equipment and Supplies	33,209	99,334	115,900	77,304	101,000	(14,900)	-12.9%
Materials	2,902	3,694	0	5,559	0	0	-
Building Repair, Maintenance	238,284	206,373	291,900	193,315	243,900	(48,000)	-16.4%
Heating Fuel	23,408	24,257	18,200	40,582	45,000	26,800	147.3%
Electricity	107,024	172,383	127,200	194,299	211,800	84,600	66.5%
Equipment Repair, Maintenance	220,965	259,059	294,100	440,655	407,000	112,900	38.4%
Vehicle Expenses	70,746	82,460	65,600	52,318	65,600	0	0.0%
Diesel Fuel	1,027	9,756	0	9,830	0	0	-
Gasoline Fuel	28,848	11,442	25,300	12,920	32,500	7,200	28.5%
Membership Dues	6,805	5,882	8,000	5,563	6,000	(2,000)	-25.0%
Conferences and Travel	27,288	36,422	33,000	39,713	33,000	0	0.0%
Training and Education	88,157	54,442	70,000	94,755	60,000	(10,000)	-14.3%
Advertising and Promotion	5,241	30,527	23,000	24,030	26,000	3,000	13.0%
Books, Publications and Data	1,238,331	1,475,348	1,445,000	1,402,366	1,531,700	86,700	6.0%
Other Goods and Services	947,098	1,030,872	929,000	925,053	902,000	(27,000)	-2.9%
Transfer to/from Reserves	(90,000)	0	0	0	0	0	-
Other Fiscal Charges	1,571	69,967	0	95,924	0	0	-
Interdepartmental - Other	0	0	0	7,000	0	0	-
<b>Total</b>	<b>\$12,643,529</b>	<b>\$14,294,807</b>	<b>\$14,722,000</b>	<b>\$14,841,623</b>	<b>\$15,319,100</b>	<b>597,100</b>	<b>4.1%</b>
<b>Revenues</b>							
<b>Taxes, Transfers and Interest:</b>							
Transfers from Governments, Other	(2,944,884)	(2,974,701)	(3,094,200)	(2,987,099)	(2,987,100)	107,100	-3.5%
<b>Departmental:</b>							
Other Licenses, Permits and Fines	(389,471)	(418,120)	(405,700)	(474,090)	(451,700)	(46,000)	11.3%
Parking and Facility Rentals	(14,573)	(10,849)	(9,000)	(10,290)	(9,200)	(200)	2.2%
Other Sales Revenue	(26,006)	(25,840)	(39,300)	(22,024)	(22,200)	17,100	-43.5%
Other Revenues	(323,042)	(313,208)	(45,800)	(292,136)	(50,700)	(4,900)	10.7%
<b>Total</b>	<b>(\$3,697,976)</b>	<b>(\$3,742,717)</b>	<b>(\$3,594,000)</b>	<b>(\$3,785,639)</b>	<b>(\$3,520,900)</b>	<b>73,100</b>	<b>-2.0%</b>
<b>Net Cost</b>	<b>\$8,945,553</b>	<b>\$10,552,090</b>	<b>\$11,128,000</b>	<b>\$11,055,985</b>	<b>\$11,798,200</b>	<b>670,200</b>	<b>6.0%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Halifax Regional Library</b>				
CBW00475 Spring Garden Rd Library	0		50,000	50,000
CEW00480 Self Check Equipment	0	26,000	0	0
CBW00481 Facilities Review & Plan Implementations	0	43,000	0	0
CIW00531 Booking Software		160,000		
<b>Provided by Other Business Units:</b>				
CB100066 Regional Library-Facility Upgrades	62,000	120,000	200,000	200,000
Total	<u>62,000</u>	<u>349,000</u>	<u>250,000</u>	<u>250,000</u>

## **HUMAN RESOURCES MISSION STATEMENT**

### **Who?**

The leadership, management and employees of HRM,

### **Why?**

To support the creation of a work environment where employee and organizational objectives are balanced and people can contribute to the achievement of Corporate and Business Unit strategic goals, we....

### **What?**

Provide direct and consulting human resource management services.

*We provide human resource services to management and staff to support the achievement of Corporate goals and have a work environment where employee and organizational objectives are balanced.*

### **Description of Program/Service**

The Service Plan for the Human Resources Services business unit supports the Halifax Regional Municipality's new direction as identified and driven by the Corporate Scorecard. The Plan focuses on our relationships, future trends and how HR will respond to each of these issues. The Service Plan is supportive of the objectives of the Corporate Scorecard. It aims to improve the performance and the employment environment for all staff; including the provision of services and systems which advance these outcomes. It includes provision of support to the implementation of organizational strategies (such as Corporate Scorecard, Integrated City, Customer Service Strategy) and assistance to business units in the accomplishment of business unit and corporate scorecard objectives.

To carry out its mandate, HR will restructure around employee services, strategy & design and consulting services.

**Employee services** will be the day-to-day repeatable functions associated with the normal functional requirements of HR, such as delivery of benefits, payroll, employee information, data management and employee data storage; compensation costing and the reward and recognition of employees; relocations, job requisitions, vacation accruals, etc; these services contribute to improving our accountability on the *Financial Perspective* relative to *Excellence in Service Delivery*

**Strategic services** will be focused on the enhancement of current and future performance and capacity of individuals, teams, business units, and the organization; and on the health, wellness and safety of employees in the organization. The focus in the delivery of programs will largely be relative to the *Excellence in Governance* theme of the scorecard on matters such as change management; and, on HR's stewardship role to our external and diverse communities around inclusiveness and recruitment relative to the *Healthy, Vibrant Sustainable Communities* theme in the Corporate Scorecard.

**Consulting services** is a focus on specialization of services and on the design and direct delivery and coordination of HR services and programs through HR consultants, specialists, and other expertise within HR. Services will include generalist consulting services, investigations, needs analyses, advice on regulatory compliance matters, human resource planning, career management, grievance management, employee safety, employee relations, and performance management; and the focus will be on the *Internal Processes* relative to *Excellence in Service Delivery*.

These three service disciplines align the HR business unit to deliver on the Corporate Scorecard outcomes. HR will be restructuring around the Corporate Scorecard themes and around the service areas identified to support a new direction towards our business unit clients, employees and the corporation. The goal is to achieve both an improved operational (day to day) customer service focus, and a more strategic (long-term) focus in changing how we serve the organization.

<b>Human Resource Services Mission: <i>We provide human resource services to management and staff to support the achievement of Corporate goals and to have a work environment where employee and organizational objectives are balanced.</i></b>	
<b>Strategic Outcomes</b>	<b>Indicators</b>
Productivity and effectiveness of HRM programs supported	<ul style="list-style-type: none"> <li>Absenteeism rates</li> <li>Training budget as % of Corporation's budget</li> </ul>
Improved HRM management/staff relations	<ul style="list-style-type: none"> <li>% of grievances resolved without arbitration</li> <li>Employee Survey 2000 (Question 3K)</li> </ul>
HRM's work environment fosters achievement of organizational and individual goals	<ul style="list-style-type: none"> <li>Employee Survey (Questions 11 (b), (c), (d); 17 (b); 18)</li> </ul>
Competence, morale and health of workforce enhanced	<ul style="list-style-type: none"> <li>Ratio internal vs external hires</li> <li>Absenteeism rates</li> <li>Training &amp; Certification (# Of employees and programs)</li> <li>Employee Survey (Questions 1, 4, 6(b), 10(a)(b), 11(i) )</li> </ul>
Development of an Inclusive Corporate Culture in HRM.	<ul style="list-style-type: none"> <li>Complaints (internal and external) to Workplace Rights and Human Rights</li> <li>Employee Survey (Questions 12 (a) (b); 13 (a) (b); 14 )</li> </ul>
Operational capability of business units strengthened	<ul style="list-style-type: none"> <li>% of trainees and supervisors surveyed 6 months after course is taken who report that training has been useful/very useful on the job</li> </ul>
Succession Planning	<ul style="list-style-type: none"> <li>Ratio internal vs. external hires</li> <li>Employee Survey ( Question 3(e), 9, 11(f), 17(f) )</li> </ul>
Enhanced achievement of b/u goals and organizational effectiveness	<ul style="list-style-type: none"> <li>% of HR recommendations implemented</li> <li># of documented examples of improvements made</li> </ul>

Client Benefits	Indicators
Timely and effective staffing	<ul style="list-style-type: none"> <li>• Staffing cycle times - time between staffing action form to job offer</li> <li>• Employee Survey (Q. 3(e),9,11(f),17(f) )</li> </ul>
Accurate and accessible HR database	<ul style="list-style-type: none"> <li>• Accuracy of HR data (as determined by an audit)</li> </ul>
Career and Employee development services	<ul style="list-style-type: none"> <li>• # hours training per employee</li> <li>• % of employees receiving training</li> <li>• Client feedback - % employees indicating they used training on job 6 months after training completed</li> </ul>
Fair and effective compensation, benefits and payroll programs	<ul style="list-style-type: none"> <li>• % payroll delivered accurately and on time</li> <li>• Employee Survey (Q. 3(b)(c) )</li> <li>• Market study</li> </ul>
Proactive employee health and safety management	<ul style="list-style-type: none"> <li>• Employee Survey (Q. 3(1), 11(s)</li> <li>• # of Health &amp; Safety Training / Awareness Programs</li> <li>• Heart/Health Screening &amp; Back Health Seminars</li> </ul>
Advocacy on behalf of employees and / or the organization	<ul style="list-style-type: none"> <li>• % total Duty to assist accommodate</li> <li>• Employee Survey (Q. 9)</li> </ul>
Corporate / Strategic Organizational Planning	<ul style="list-style-type: none"> <li>• # of business units assisted</li> <li>• Satisfaction level of service provided to SMT /EMT</li> </ul>
Labour relations support and guidance	<ul style="list-style-type: none"> <li>• Client satisfaction (individual business unit and corporation)</li> </ul>

**FTEs**

Human Resources had 39.5 FTEs approved for the 2002/03 budget. The 2003/2004 proposed FTEs is 42.5 pending business case approval.

**Summary of Achievements of Last Year's Business Plan**

Key Initiative	Status
<p><b>A. Customer Service</b></p> <ol style="list-style-type: none"> <li>1. Development of standard template for Service Level Agreements.</li> <li>2. Develop pilot Service Level Agreements.</li> <li>3. Establish performance measures to identify improvements to Service Level Agreements.</li> </ol> <ol style="list-style-type: none"> <li>1. Define and/or clarify roles and responsibilities within HR.</li> <li>2. Review structure of HR to ensure proper alignment of resources to provide service excellence.</li> <li>3. Define customer service standards and behaviors for HR staff and provide appropriate training.</li> </ol> <ol style="list-style-type: none"> <li>1. Internal HR business processes are developed or refined to ensure they are responsive, efficient and effective.</li> <li>2. Roles and responsibilities of HRM staff are clarified and understood.</li> <li>3. Training needs of HR staff are identified and delivered.</li> <li>4. Communications are improved to support clarity/consistency.</li> <li>5. Achievement of efficiencies and effectiveness through appropriate use of technology (i.e.. SAP HR)</li> <li>6. Skills transfer to support business processes.</li> <li>7. HR Service teams integrated to management teams.</li> </ol>	<p>Service Level Agreement templates are being reviewed for piloting in business units</p> <p>HR is restructuring around Corporate Scorecard themes...Changes expected in April 2003</p> <p>Training needs of HR staff are being reviewed. Proposed training around Consulting Services and Competency Development have been highlighted.</p>



Key Initiative	Status
<p><b>B. Employee Data</b></p> <ol style="list-style-type: none"> <li>1. Processes Alignment                             <ul style="list-style-type: none"> <li>• HR data collection and data management process aligned</li> </ul> </li> <li>2. Training - SAP/HR Processes                             <ul style="list-style-type: none"> <li>• SAP/HR Implementation</li> </ul> </li> <li>3. Integration Conversion.</li> <li>4. HRIS data clean-up</li> <li>5. SAP/HR - technical configuration</li> <li>6. SAP/HR Implementation                             <ul style="list-style-type: none"> <li>• Complete Project Plan Milestones</li> </ul> </li> <li>7. Communication Support Plan                             <ul style="list-style-type: none"> <li>• Consultation with users</li> <li>• Education of system uses</li> </ul> </li> <li>8. Store Historical Data</li> </ol>	<p>HRIS data has been cleaned up</p> <p>All payroll, compensation and benefits processes have all been mapped</p> <p>SAP HR blueprinting and Project Plan completed</p>
<p><b>C. Corporate Human Resource Planning and Development</b></p> <p>There is a need to improve the business unit and corporate outcomes in human resource planning and skills development.</p> <p>There is a need for long-term (strategic) human resource planning in HRM</p> <ol style="list-style-type: none"> <li>1. Implementing the Succession Planning model</li> <li>2. Implementing Diversity model</li> <li>3. Recognizing Service and Excellence in HRM</li> <li>4. Improving Labour and Employee Relations</li> <li>5. Health &amp; Safety and Wellness</li> </ol>	<p>Competency validation team and work is ready for presentation to SMT. Competency framework provides a large part of succession planning model.</p> <p>Career EXPO held over the summer.</p> <p>Training and development programs are aligned to address gaps identified through PDP and Educational Advisory Committee observations.</p>

Key Initiative	Status
<p><b>C2. Implementing the Diversity Model</b></p> <ol style="list-style-type: none"> <li>1. Implement a more proactive recruitment strategy. [Overall RHO rollout]</li> <li>2. Identify, implement and support initiatives that support an inclusive culture and develop action plans to address same (Per business unit Diversity Checklist and efforts on the Race Relations Committee, etc.).</li> <li>3. Provide effective educational workshops and programs that promote a diverse work place.</li> <li>4. Promote the relationship of diversity and good customer service /community profile.</li> <li>5. Promote and monitor a fair and equitable workplace.</li> <li>6. Review / Revise / Rollout Workplace Rights Policy</li> </ol>	<p>Cultural Competency II workshops have been developed and training offered to staff. Diversity logo and pins were launched in a media campaign and through internal staff participation. Assistance with targeted recruitment in Fire Services</p>
<p><b>C3. Recognizing Service and Excellence in HRM</b></p> <ol style="list-style-type: none"> <li>1. All business units will have a plan to recognize excellence</li> <li>2. More employees and teams being recognized by management, peers and subordinates.</li> </ol>	<p>All business units have a Recognizing Employees Program except one (1) Formal recognition event being planned for HRM</p>
<p><b>C4. Labour and Employee Relations</b></p> <ol style="list-style-type: none"> <li>1. Support the growth and development of all employees to meet future needs (technological change, succession planning).</li> <li>2. PDP's for unionized employees.</li> <li>3. Increase/improve management's labour relations skills and applications.</li> <li>4. Increased use of alternate dispute resolution (ADR) mechanism to resolve issues.</li> <li>5. More effective and proactive approach to LMR (Labour-Management Relations) meetings.</li> <li>6. All employees, including non-union employees and union representatives, are kept informed on all issues which may affect employees.</li> </ol>	<p>Meetings scheduled to assess which unionized group to begin PDP roll out with. (KB)</p>

Key Initiative	Status
<p><b>C5. Health &amp; Safety and Wellness</b></p> <ol style="list-style-type: none"> <li>1. Develop balanced workplace/worklife measures that can be implemented.</li> <li>2. Increase awareness of health and wellness practices and programs for all employees. Examples: lunch and learn, EFAP (Employee Family Assistance Program), fitness memberships, heart wellness.</li> <li>3. Increase awareness of work related health and wellness practices and programs for management staff. Example: Critical Incident Stress Management (C.I.S.M.).</li> <li>4. Reacting and dealing with emotional and difficult behaviour.</li> </ol>	<p>Balanced Workplace / work life policy developed and included in the HR Policy Manual</p> <p>Health and Wellness Initiatives promoted throughout various business units. Heart wellness programs etc</p>
<p><b>C6. Facilitating and Promoting Organizational Performance</b></p> <ol style="list-style-type: none"> <li>1. Maximizing the benefits of “matrix organization” - sharing resources.</li> <li>2. Developing relevant knowledge and competencies in a changing environment</li> <li>3. Maintain and continuously review organizational structure</li> <li>4. Develop organizational innovation, creativity and excellence.</li> <li>5. Develop a corporate strategy to define and measure service.</li> </ol>	<p>Corporate Scorecard was developed by a team of staff from all units</p> <p>Organizational structure reviewed and new structure in place in 2003</p> <p>Competencies development ongoing-guidebook available</p> <p>Educational Advisory Committee (EAC) re-assembled to address organizational priorities</p>

Key Initiative	Status
<p><b>C7. Create a Workplace Culture That Encourages Employees To Strive For Service Excellence.</b></p> <ol style="list-style-type: none"> <li>1. Innovative contributions and achievements by staff are recognized, rewarded and acknowledged.</li> <li>2. Staff will be encouraged to accept greater responsibility for quality of their own work and use technology to enhance service delivery.</li> <li>3. Personal development opportunities particularly in relation to skills and competency enhancement will be encouraged.</li> <li>4. Competencies will be designed and structured specifically around <b>local government</b> themes for adoption in HRM.</li> <li>5. Human resource management and employee relations policies and procedures will be reviewed to ensure they support the corporate goals and objectives and that they meet Council's policy requirements.</li> </ol>	<p>A lot of work has been accomplished by the Recognizing Excellence Committee and by business unit committees in recognizing employee efforts.</p> <p>HR Policies are being reviewed with a view to align with the Corporate Scorecard. Policies will reflect new direction.</p> <p>Competency framework for local government competencies currently under development.</p>
<p><b>D. Human Resource Information System</b></p> <p>Support for the current HRIS Stargarden system is expiring because the database is non-relational. There are also corporate needs for enhanced functionality and accessibility in a HR information system. To address this, current HR/payroll functionality will be brought into the existing corporate solution of SAP through its HR module and new functionality will be implemented in phases thereafter.</p> <ol style="list-style-type: none"> <li>1. To convert and implement the existing functionality of HRIS Stargarden to the SAP HR module.</li> <li>2. Through the above implementation, improve data integrity and accuracy through clean up and through procedures &amp; training for go-forward operations.</li> <li>3. To scope, plan, and begin to implement additional functionality offered by the SAP HR module. This includes functionality not currently available as well as functionality not currently being used (ie Recruitment, Succession Planning, career development, competency tools, employee self service, training management, etc.).</li> </ol>	<p>SAP HR will be going live on March 6<sup>th</sup> 2003...and Phase II will begin shortly thereafter.</p>

Key Initiative	Status
<p><b>E. Front Line Leadership</b>                      There is a need to further develop skill sets, processes and tools for front line leadership (which includes Team Leaders, Supervisors and Managers); in particular, development needs to be focused on “relationship” skills.</p> <p>Improving the quality of overall front line leadership contributes to better employee relations, teamwork and productivity.</p> <p>This is a key component of establishing accountability and providing the tools to support HRM’s broad concept of “Managers will manage.”</p> <p>1A Establish a competency dictionary reflecting the broad spectrum of competencies required across the organization <i>including those unique to Local Government.</i></p> <p>1B Identify and validate competencies, both functional and behavioural, required for job families within HRM, as well as for specific positions.</p> <p>1C Develop a complete set of job descriptions which reflect functional and behavioural competencies.</p> <p>1D Integrate competencies into:</p> <ul style="list-style-type: none"> <li>• recruitment &amp; selection</li> <li>• succession planning</li> <li>• employee development</li> <li>• performance mgt.</li> </ul> <p>1E Front Line Leaders’ role in recruitment and selection clearly communicated and supported.</p> <p>1F Train managers on processes and tools to further develop their skill sets.</p>	<p>Competency dictionary developed.</p> <p>Competencies now part of PDP; integrated with training and development calendar and guidebook .</p> <p>Recommendations for competencies and specific competency levels have been recommended for the following non-union job families:                      director, manager, supervisor/ team leader, technical/professional, and administrative support. Needs to be validated by all levels.</p> <p>Competencies have been identified for IAFF positions, some recreation positions and others as they become vacant.</p> <p>Police and Fire are using the competencies in their succession planning/management roll out.</p> <p>Front line leadership training is on-going (Zenger Miller)</p>

Key Initiative	Status
2A Attendance management programs developed in conjunction with business unit and, where appropriate, bargaining unit leaders.	An attendance management program has been developed and is being rolled out throughout all business units.
2B Data reporting tools available to front line leaders to support attendance management initiatives.	Some business units are further ahead than others.
2C A disability case management framework developed to serve the needs of the differing business units; staffing levels and roles within HR's Occupational Health, Safety and Wellness section established to reflect the requirement for effective case management support.	Disability case management program is being rolled out.
2D Appropriate training developed and made available to front line leaders to support increased skills in attendance and case management.	Effective grievance handling procedures have been developed for use organizationally
3A Dispute resolution skills further developed at front line leadership level; alternative dispute resolution mechanisms available.	
3B Opportunities identified for joint union-management initiatives to reduce workplace disputes.	
4A An effective grievance handling process finalized, including a shared database of relevant labour relations information, supporting front line leaders in resolving workplace disputes and maintaining positive employee relations.	
4B Introduction of Intranet as method to make employee data and management information available on-line across the organization.	
5A Appropriate responsibility and accountability for workplace safety identified at business unit level.	
5B Increase in effectiveness of Joint Occupational Health & Safety Committees, adapted to reflect evolving organizational structure; safety efforts integrated with front line leadership objectives.	
5C Front line leaders involved in wider integration of wellness initiatives.	

## **Issue # 1**

### **Change Management**

A number of significant changes have impacted HRM in 2003. These range from organizational restructuring changes that have affected virtually every business unit in HRM to major shifts in organization strategy endorsed by EMT and HRM Council. HR's role is to ensure that we assist the organization in dealing with these organizational changes so that the organization is left stronger.

Change management is about helping the organization understand and address the difficulties people will encounter when trying to get them to change the way they do things. It is the process and methods used to help people cope with changes. This involves communications strategies, educational workshops, seminars on how to manage people in transition, holding regular meetings with change agents, talking to individuals about problems they are having with the change adjustments, and a fundamental shift in the alignment of strategies and thinking in how each business unit moves forward.

The most fundamental objective of the change management initiative is to ensure that leaders and managers communicate the vision for change and empower business units and employees to devise new ways of doing their day-to-day business to help the organization accomplish its objectives.

HR's role is specific:

- Foster commitment to the change
- Support employees and business units affected by change
- Develop workforce plans and facilitate change programs
- Promote a learning culture and continuous improvement culture
- Continue to anticipate and respond to changes in internal/external environment

The Corporate Scorecard and Integrated City are two key change strategies to the success of HRM. HR will be playing a significant role in transition management in getting the people and organization to come to terms with the new situation.

#### **Corporate Scorecard**

HRM has changed the way it will be accountable to citizens and to Council for its service delivery. Adoption of the performance measurement system around the Balanced Scorecard is the tool that will drive the new change initiatives in HRM. The performance metrics will be part of a communication process by which everyone in the organization can understand and implement the strategy linked to the four themes of Excellence in Service Delivery, Excellence in Governance, Healthy, Vibrant Sustainable Communities and Safe Communities. The challenge for HR is to facilitate the removal of bureaucratic, hierarchical and top-down organizational structures that hamper this progress and to promote a participatory management culture that is working across organizational boundaries. HR will be working very closely with the CAO's Office on this

stewardship role.

### **Integrated City**

One of the major benefits of the Integrated City is the improvement of communication, information exchange, knowledge management and cooperation within and between business units and with external agencies, supporting complex administrative decision-making.

HR's role with Integrated City has largely to do with changing old behaviours through communication and education that will facilitate the desired cultural change within HRM. This change in behaviour is required to ensure that our integration efforts do not fail because of fiefdoms within separate or siloed business units and further to ensure that everyone has a clear understanding of what Integrated City means and what the gains for the organization will be if this is realized.

HR will be working very closely with the CAO's Office on this stewardship role.

### **Links to Corporate Scorecard / Priorities and/or Program Mission**

- Corporate Scorecard: Excellence in Governance, Excellence in Service Delivery. Through proper communication and effective workshops, the culture of the organization will be impacted positively.
- Integrated City: Excellence in Service Delivery characterized by accessible customer services and e-government, and the potential this concept brings to HRM in terms of achieving its strategic goals.
- Fiscal Accountability through improved resource sharing and human resource planning, HR in partnership with business units, will maximize the use of talent within HRM.
- Sustain fiscal health to meet corporate challenges and address citizen needs through better understanding of the "matrix organization" and the resources within our municipality, we can partner with business units in moving projects forward. This has the added benefit of preparing employees for other future roles in the organization.

### **Goal 2003/2006**

The goal is to rebuild the teams and relationships of the people and business units in HRM and to reduce the stress and anxiety on the organization; and to improve operational efficiency, information exchange, activity reporting, data quality and knowledge management.

### **Objectives 2003/2004**

- to have everyone in the organization understand the strategies and that will help contribute to employee innovation, creativity and learning
- to have the senior management team take a leadership role to ensure the alignment of corporate scorecard and integrated city initiatives within their organizational structures



- to conduct a series of workshops that engage management and employees in solution seeking opportunities

### **Analysis of Proposed Changes**

#### *Service Levels:*

HR business outputs related to these proposals may be slightly lower given that a number of corporate projects are underway concurrently and will require resource sharing. Change management around the Corporate Scorecard and Integrated City is an organizational priority and HR staff will be primarily focussed on education and on changing the behaviours and attitudes that affect the cultural norms of HRM.

#### *Financial / Budget:*

HR will attempt to operate within its budget envelope. These are major corporate initiatives and the funding for this will be undertaken within HR's budget. HR's budget is largely salary driven and thus people resources will be reassigned to deliver on change management initiatives. We are expecting an impact of \$50,000 - \$100,000.

#### *Processes:*

The changes proposed will enhance organizational effectiveness, improve local government leadership, increase matrix partnerships and align our systems

#### *Learning & Growth:*

The learning that will be achieved through understanding the drivers of change will bode well for HRM's unique culture, succession planning, employee development and satisfaction and organizational performance overall.

#### *Internal Service Providers:*

Support required from Shared Services for technology and IT information and expertise.  
CAO's Office - Governance section for strategy direction.

#### *FTE's:*

No change.

#### *2003/2004 Budget:*

Has current budget implications of minimum \$50,000

#### *Performance Measurement:*

- HR's ability to be flexible and responsive
- HR's application to communication, interpersonal and counselling skills
- HR's ability to influence and persuade others

- HR's ability to implement the change initiatives the organization desires

## **Issue # 2**

### **Disability Case Management**

An unexpected and major impact on HR is the regulatory requirement imposed by duty to accommodate (DTA) taken on by HR on behalf of business units. This is a major issue that requires dedicated resources as it consumes many, many hours of HRM management time. HR also expends many more hours mitigating some of the business units responsibilities in this regard. It has been largely left to HR to address this issue with no financial support from the organization. HR would like to have a full-time resource dedicated to the proper management of DTAs and Disability Case Management. This includes appropriate funding levels to place employees in different jobs and allow business units to hire replacements.

The establishment of DTA support will improve the coordination efforts within HRM and provide the necessary expertise to address this regulatory requirement while allowing HR consultants to focus on assisting business units with other strategic HR related work.

### **Links to Corporate Scorecard / Priorities and/or Program Mission**

- Excellence in Service Delivery: This is fiscal accountability through improved productivity and stronger employee relations, HRM reduces unproductive effort and provides best value for dollars spent. HRM will better be able to meet its legal obligations.
- Support and Encourage Customer Focused Service Delivery through clear articulation of expectations (role clarity) coupled with effective performance management, customer focused service delivery is enhanced.
- Create a Workplace Environment That Encourages Employees to Strive for Service Excellence through increasing clarity in roles and expectations of HR staff and a stronger link to client management teams and employee groups, a stronger customer focus in HR contributes directly to creating an environment that encourages employees to strive for service excellence.
- Development of improved customer service is a critical element in attaining the strategic outcomes which flow from the mission of Human Resources Services.

### **Goal 2003/2005**

Duty to Accommodate requirements and case management are documented with client business units and people are rehabilitated and returned to productive work in HRM. Reduction in absenteeism and long-term disability costs to the organization.

### **Objectives 2003/2004**

- Establish agreements with business units on accommodation for DTA candidates.
- Establish review mechanism to identify improvements to DTA and develop standard procedures and a template for use with other business unit clients.
- Hire a Disability Case Manager to address the issues around all WCB, LTD, DTA cases
- Support increased skills in attendance and case management, as well as dispute resolution.
- Opportunities identified for joint union-management initiatives to reduce workplace induced stress leave

### **Analysis of Proposed Changes**

#### *Service Levels:*

The use of a Case Manager will provide clarity around service requirements and provide opportunities to avoid conflicting expectations; effective management programs provide a higher level of service to business units, but also require business units to manage them effectively in partnership with HR. Improved service through better access to data by front line leaders; and through more effective collection and analysis of grievance and related data.

#### *Financial / Budget:*

\$65,000. HR's budget is salary driven and all other budgets are for corporate needs.

#### *Processes:*

Initiatives rely in part on effective data collection and recording at the business unit level; data collection processes will be refined and streamlined and process improvements related to SAP/HR will assist. The effectiveness and efficiency of our processes around case management will improve and the coordinated effort will have direct benefit to business unit clients in time savings and efficiency.

#### *Internal Service Providers:*

No impact.

#### *FTE's:*

1 new FTE

#### *2003/2004 Budget:*

Minimum impact is the requirement for \$65,000 to cover the cost of a Case Manager.

#### *Performance Measurement:*

A documented process with client business units where people are rehabilitated and returned to productive work in HRM. Reduction in absenteeism and long-term disability costs to the organization.

## **Issue # 3**

### **Local Government Leadership Development**

There is a need to enhance capacity and leadership skills, processes and tools primarily for front line leaders (which includes all Supervisors and Managers); in particular, developmental needs are to be focussed on facilitation, mentoring & coaching and local government leadership competencies.

Making a leadership difference that will focus on solution seeking, creating relationships, achieving results and managing change.

Improving the quality of overall front line leadership and HR customer services will contribute to better employee relations, teamwork and productivity.

#### **Links to Corporate Scorecard and/or Program Mission**

- Excellence in Governance: The training will focus on leadership in local government and the key competencies required to be a leader. This will focus on the higher level of public service and promote excellence.
- Excellence in Service Delivery: The competencies required to be an effective leader are embodied in the ability to facilitate solutions, mentor employees and motivate employees. These qualities speak to transformational leadership.
- Implement Council Policies : Fiscal Accountability through improved productivity, reduced absenteeism, stronger employee relations, motivated workforce
- Create a Workplace Environment That Encourages Employees to Strive for Service Excellence through increasing clarity in roles and expectations of front line leaders, the use of a competency framework for employee development, recruiting and selection, performance management and other people-related initiatives including succession planning, contributes directly to creating an environment that encourages employees to strive for excellence.
- Sustain Fiscal Health to Meet Corporate Challenges and Address Citizen Needs through improved management of the organization and growing productivity gains, resulting from better performance management.
- Implement and Integrate Performance Measurement and decision-making that aligns with the Corporate Scorecard themes into Corporate Decision Making, Business Planning and Budgeting by developing the tools and culture of performance measurement into front line operations.
- Development of local government leadership skills is critical to attaining the strategic outcomes of the Corporate Scorecard and the mission of Human Resources Services.

## Goal 2003/2006

Develop strong leaders in HRM who will mentor, coach and develop other employees in HRM on Excellence in Governance and Excellence in Service Delivery. Building leadership capacity in HRM.

## Objectives 2003/2004

- Develop key success factors for good governance and leadership in HRM
- Provide training in a workshop format to all Managers and Supervisors in HRM.
- Develop recommendations to strengthen learning in HRM
- Identify and validate local government leadership competencies required for HRM.
- Establish a competency dictionary reflecting the broad spectrum of competencies required across the organization which includes local government leadership competencies.
- Revise management job descriptions to reflect local government leadership competencies.
- Clearly communicate and support local government leadership training.
- Align local government leadership competencies with Corporate Scorecard outcomes i.e., Excellence in Governance; Excellence in Service Delivery and organizational learning and growth as primary examples.

## Analysis of Proposed Changes

### *Service Levels:*

This is an initiative that will not affect HR service delivery levels.

### *Financial / Budget:*

Required training will be funded by both corporate and business unit training budgets; as well as provided directly by HR and other Senior HRM staff. Some specialist consulting work may be required but will be managed within the budget envelope.

### *Processes:*

This leadership development program is designed to fundamentally change the way we do the business of government and it will focus on alignment with the Corporate Scorecard and on managing and our human and financial resources organizational success factors.

### *Internal Service Providers:*

No impact

### *FTE's:*

No impact.

### *2003/2004 Budget:*

within current envelope.

*Performance Measurement:*

Strong leaders in HRM who will mentor, coach and develop other employees.

## **Issue # 4**

### **Compensation Strategy**

The compensation strategy issue is just one aspect of an integrated HR strategy. The purpose of this strategy is to ensure that HRM is administering its total compensation package (benefits, short-term incentives, long-term incentives, recognition and rewards programs, base pay, etc) in a strategic manner. That is, it must be designed to attract, retain and motivate a quality workforce. It should also provide management with a solid sense of the market value of positions in HRM and a structure that compensates employees fairly relative to competitive and economic conditions in HRM and in support of HRM's Corporate Scorecard culture and objectives. Finally, the structure should be flexible enough to support the organizational and structural changes that will continue as we grow and move forward.

### **Links to Corporate Scorecard / Priorities and/or Program Mission**

- Corporate Scorecard: Excellence in Governance, Excellence in Service Delivery. Through proper communication and effective workshops, the culture of the organization will be impacted positively.
- Integrated City: Coordinated effort with the Corporate Library and all business units in managing our knowledge base and resources. This also entails changing the culture of employees to embrace technology and knowledge transfer.
- Fiscal Accountability through improved resource sharing and human resource planning, HR in partnership with business units, will maximize the use of talent within HRM.
- Support and Encourage Customer Focussed Service Delivery - initiatives include greater use of technology and coaching employees to accept greater responsibility for quality of their own work.
- Create a workplace environment that encourages employees to strive for excellence and success in customer focussed service delivery . This can be achieved through a well thought out Labour Relations Strategy and Compensation Strategy.
- Sustain fiscal health to meet corporate challenges and address citizen needs through better understanding of the "matrix organization" and the resources within our municipality, we can partner with business units in moving projects forward. This has the added benefit of preparing employees for other future roles in the organization.

### **Goal 2003/2006**

A well-designed compensation strategy (including a new benefits plan strategy) that is inclusive of all employees that is a strong source of competitive advantage to HRM. It should help reduce employee turnover, and attract quality candidates to HRM and it will help address some of the fairness and compression issues currently affecting several business units.

### **Objectives 2003/2004**

- Establish benchmark public sector agencies and geographical areas that constitute our competitive market.
- Meet with SMT and EMT to discuss the integration of compensation programs with the HRM objectives and HR strategies
- Assess the current benefits strategy initiative underway with unions to move towards standardized flex benefits in concert with a strategy to contain rising health care costs associated with LTD, absenteeism or other causes.
- Review and discuss results of market analysis to determine how actual position varies from desired position on a “total compensation” basis.
- Develop comprehensive plans for addressing areas of concern - such as bonus pay, unequal benefits for employee groups, etc

### **Analysis of Proposed Changes**

#### *Service Levels:*

HR business outputs related to this proposal will not be affected as the proposal involves the engagement of consulting services. If the organization wishes to take this on in-house, it will require a team of staff working collaboratively with HR and other business partners. The commitment for business unit resources is currently limited given the other corporate projects underway. HR cannot provide this service given the major change management initiatives underway this year overall. A delay only exacerbates current issues associated with employee pay differences.

#### *Financial / Budget:*

This is a major corporate issue and the funding for this study has been budgeted for through Fiscal Services.

#### *Processes:*

The changes proposed will enhance organizational effectiveness, improve employee relations and educate employees on compensation issues relative to our competitors.

#### *Internal Service Providers:*

Cooperation and support is required from other business units to assist in the development of guidelines, tools and training...in an advisory capacity.

*FTE's:*

Possible loss of two FTES if the organization insists that this work be done with no supporting funding.

*2002/2003 Budget:*

Approximately \$117,000 has been identified for the study in fiscal services.

*Performance Measurement:*

Reduced employee turnover. Attraction and retention of quality candidates to HRM. Addressing fairness and compression issues currently affecting several business units.

## **Issue # 5**

### **Labour Relations Strategy**

HRM needs to review its Labour Relations Strategy in view of the Integrated City and Corporate Scorecard alignment of strategies and outcomes in our changing organizational culture. With the Integrated City alone, we will need to explore and evaluate new technology introduction in the workplace and how it will impact labour relations, employee morale and what technology related issues have been dominant in recent collective agreements. There needs to be proactive steps that management and unions can take to ensure a smoother transition to new processes. e.g., incorporating training in collective agreements, managing the impact across multiple business units and facilities,.

The Corporate Scorecard has advanced this municipality into an outcomes based organization driven by performance measurements. Understanding and recognizing union and employee concerns regarding performance measurement and evaluation and defining and reaching agreement on key performance indicators with managers, labour and unions to minimize grievance occurrence requires effectively managing performance monitoring and workplace stress and the resulting impacts on labour relations.

An important labour relations piece is changing legislation and the impact that has on HRM. The recent Meirion Case as an example has had a huge impact on public service. The impact of the duty to accommodate has implications in our highly unionized workplace.

A fourth and very important piece is the development of tools to support a more effective and proactive approach to labour / management relations and increase and improve management's labour relations skills. Proper understanding and analysis of the cause and effect that lead to the breakdown in relationships is critical to developing solutions to overcome the enormous challenges facing both management and labour in the public sector.



### **Links to Corporate Scorecard / Priorities and/or Program Mission**

- Corporate Scorecard: Excellence in Governance, Excellence in Service Delivery. Through proper communication and effective workshops, the culture of the organization will be impacted positively.
- Integrated City: characterized by stakeholder-centric services and e-government, and the potential this concept brings to HRM in terms of achieving its strategic goals.
- Fiscal Accountability through improved resource sharing and human resource planning, HR in partnership with business units, will maximize the use of talent within HRM.
- Support and Encourage Customer Focussed Service Delivery - Competencies will be designed and structured specifically around local government themes for adoption in HRM. Other initiatives include greater use of technology and coaching employees to accept greater responsibility for quality of their own work.
- Create a workplace environment that encourages employees to strive for excellence and success in customer focussed service delivery. This can be achieved through a well thought out Labour Relations Strategy and Compensation Strategy.
- Sustain fiscal health to meet corporate challenges and address citizen needs through better understanding of the "matrix organization" and the resources within our municipality, we can partner with business units in moving projects forward. This has the added benefit of preparing employees for other future roles in the organization.

### **Goals 2003/2006**

- Alignment of Human Resources and Labour Relations strategy and systems with corporate scorecard outcomes and integrated city deliverables
- Development of better communications process between managers, supervisors, employees and union representatives.
- Increased use of alternate dispute resolution (ADR) to resolve issues.
- Better grievance management
- Proactive LMR
- Strong and effective front line leadership
- Employee recognition culture

### **Objectives 2003/2004**

- Promote informal discussion to educate both sides on all the facts around labour relations
- Develop a climate of co-operation instead of conflict
- Explore problem-solving prior to filing grievances.
- Redesign the Alternate Dispute Resolution (ADR) process for HRM
- Maintain and establish better working relationships with unions
- Promote a learning and continuous improvement culture
- Support employees affected by change

- Labour relations/Human resource policies and strategies are designed to support implementation of corporate initiatives
- HR staff understand how their work contributes to the achievement of corporate goals

### **Analysis of Proposed Changes**

#### *Service Levels:*

HR will undertake this in-house. It will require a team effort working collaboratively with HR and other business partners. The commitment for business unit resources is currently limited given the other corporate projects underway. HR will provide this service given the major change management initiatives underway this year. A delay will only accentuate current labour relations .

#### *Financial / Budget:*

HR will undertake this project within its budget envelope. This is a major corporate issue and HR will prioritize its service deliverables to undertake this project.

#### *Processes:*

The changes proposed will enhance organizational effectiveness, improve employee relations and educate employees on the continuous improvement approach to systems and strategy.

#### *Internal Service Providers:*

Cooperation and support is required from other business units to assist in the evaluation and improvement of front line leadership, ensuring accountability and performance measurement and performance management of employees and systems.

#### *Learning & Growth:*

Continuous improvement principles are promoted and practiced. The learning cycle is built into labour relations systems and processes.

#### *FTE's:*

No change.

#### *2002/2003 Budget:*

Will manage within current envelope.

#### *Performance Measurement:*

Productive and effective workforce. Reduced grievances, reduced absenteeism, increased use of alternate dispute resolution (ADR), strong and effective front line leadership, and employee recognition culture.

## **Issue # 6**

### **Human Resource Management System**

There is a need to begin the next Phase of the Human Resources Management System as the technical support of the current HRIS Stargarden system is expiring and the current system houses a significant amount of information necessary to produce reports that EMT and the organization have been asking for since amalgamation in 1996. In addition to the technological needs, there is a need for strategic human resource information in support of EMT's needs and the business needs of the organization particularly career management, succession planning and improved people management. These systems will benefit the whole organization and create the necessary infrastructure do every day business.

Personal development opportunities particularly in relation to skills and competency enhancement will be encouraged.

**Project SAP/HR** - Is currently an approved Corporate Project within HRMS to implement a system that will support and provide accurate, efficient, and integrated business processes related to payroll, succession planning, absenteeism management, and human resources planning data. This system (module) will integrate tightly with Halifax Regional Municipality's existing corporate solution of SAP and eliminate the need for and maintenance of two system interfaces that currently exist between Stargarden HRIS and SAP. The SAP HR module should increase the value of employee data by making it more accessible to end users thereby facilitating the system's use as a tool for improved corporate and individual performance and planning.

Staff will be encouraged to accept greater responsibility for quality of their own work and use technology, where appropriate, to enhance service delivery.

#### **Links to Corporate Scorecard / Priorities and/or Program Mission**

- **Integrated City / Excellence in Service Delivery:** Integrates human resource and financial information to provide high level reporting that will meet the strategic needs of the organization to improve service delivery. For example, managers and supervisors will be able to drill down directly in cost centre reports for find detailed salary/benefits information in Phase I; Phase II will bring the ability to budget for salaries/benefits in SAP HR and transfer those to the SAP CO module (where other budgeting is currently done).
- **Increase the value of employee data by using it as a tool for improved corporate and individual performance and planning.** For example, there is functionality available in the Personnel Development component that allows for online performance review information to be tracked and stored as well as tools for career development. Corporately, SAP HR contains succession planning tools to assist management for future human resource planning.
- **Fiscal Accountability** by providing increased data accessibility, managers and supervisors will

be able to generate reports and base decisions on accurate data, HRM reduces unproductive effort and provides best value for dollars spent because the system is Windows™ based, SAP HR is more user friendly which should enable wider access to reports and information for the average end-user

- Sustain Fiscal Health to meet corporate challenges and address citizen needs through a more accurate, efficient, and integrated Human Resources system and information, HRM is better able to plan and strategize based on accurate information. More time can be devoted to meeting challenges and citizen needs if less time is taken with administrative activities. Integrating HR into SAP will also provide more detailed and timely payroll data on financial reports. For example, grievances can be tracked on SAP HR retaining history and “lessons learned” for use in the future; recruitment tools will automate many manual processes enabling more efficient processes and therefore improved customer service to client business units.
- Support and Encourage Customer Focussed Service Delivery through a system that provides more information with enhanced accuracy about our Human Resources, customer focussed service delivery is enhanced.
- SAP HR is a comprehensive information system that will be a critical tool both for Human Resources Services and for the entire organization. Specifically for Human Resources Services, SAP HR offers technological tools to assist with the following strategic outcomes:
  - ▶ Effective Management - by providing more timely, accurate, and accessible information.
  - ▶ Position management functionality will assist in controlling our employee data and maintaining accuracy as well as enable better reporting i.e. FTE reporting.
  - ▶ Timely, effective and strategic recruitment and staffing - by providing new and enhanced Recruitment functionality that is part of SAP HR.
  - ▶ The Qualifications Catalogue will provide a central location in the system to track training events, skills inventories, and/or competencies for employees. This catalogue is a critical component for career development and succession planning tools.
  - ▶ Accurate and accessible HR database information - by providing a system that can be more readily accessed by management. By ensuring data clean-up is performed to move data from the legacy system into SAP. By acting as the catalyst for creating procedures and/or policies on data integrity in the new system.
  - ▶ Strategic career and employee development services - by providing technical tools within SAP HR to assist in these areas.
  - ▶ The Org Management structure, necessary for payroll, can be further enhanced to store information on job descriptions for both positions and for job families or classifications at HRM so this kind of information will be available to a wide range of end-users.
  - ▶ Effective organizational planning - by providing accurate and timely HR information to enable management and staff to plan effectively.
  - ▶ Well-developed competencies and practices - by providing technical tools to capture and report on HRM-defined competencies and other skills.
  - ▶ Strategic Business Partnerships - external business partnerships will introduce best practices and experiences to HRM initiatives.

### **Goals 2003/2006**

- To implement the SAP HR module to meet the present and future human resources business requirements of HRM while achieving the benefits of integration with the existing SAP system. The implementation will be conducted in phases over approximately 2 years with the last Phase in 2004/2005 where HR SAP will move into the Intranet and Internet for Employee Self Service (ESS).
- To increase the value of employee data by using it as a tool for improved corporate individual performance and planning.

### **Objectives 2003/2004**

- To provide EMT and decision-makers the strategic human resources information they have been seeking since amalgamation
- To convert and implement the existing functionality of HRIS Stargarden to the SAP HR module.
- Through the above implementation, improve data integrity and accuracy through clean up and through procedures & training for go-forward operations and cleanup of current systems and process.
- To scope, plan, and begin to implement additional functionality offered by the SAP HR module. This includes functionality not currently available as well as functionality not currently being used (ie Recruitment, Succession Planning, career development, competency tools, employee self service, training management, etc.). The intent is to provide HRM with the technological tools to manage, analyse, and report on our human resources information and data.
- Communication and consultation with users, integrating business unit and human resources requirements.
- To provide the required training and transition management to enable management and staff to make use of the new technology and new functionality available within SAP HR.
- Process Alignment - HR data collection and data management process aligned.

### **Analysis of Proposed Changes**

#### *Service Levels:*

An improved level of service is expected and a decrease in response time for access to HR information when the project is complete. (During the project, however, due to resource requirements from HR, some HR service levels could be reduced.)

There may also be implications to other business units as time may be required from staff for training, consultation and participation on the project team for extended team members.

#### *Financial/Budget:*

Because it has benefits and impacts through HRM, the project will be funded through corporate financial resources. HR, IS and Shared Service, as project partners, are providing significant further resources through realignment of existing business unit envelopes.

*Processes:*

Report generation and accessibility to strategic data in a timely and effective manner will improve planning efforts and drastically reduce process time and costs associated with report production through time and effort. This will also allow for integrated high level reports from the system.

*Internal Service Providers :*

**Financial Services** - in order to implement Personnel Cost Planning functionality (i.e. the ability to budget within SAP HR for salaries/benefits) there will be consultation and some involvement required from Financial Planning staff in order to accurately capture and implement the business requirements for this component- currently Financial Consultant provides budget/financial advice to the Project as well as the HR business unit. This is expected to continue for 03/04 as per regular operations. Some consultation and testing is anticipated for integration points between the FI/CO and HR modules but is not presently estimated to be a heavy requirement.

**Police** - has currently allocated one resource for the Core Project Team. This requirement will cease at the start of 03/04 budget cycle. Ongoing consultation with end users will be required. There may be a resource requirement for periodic testing which is still to be determined.

**Fire** - has currently allocated one resource for the Core Project Team. This requirement will cease at the start of 03/04 budget cycle. Ongoing consultation with end users will be required. There may be a resource requirement for periodic testing which is still to be determined.

**Shared Services** - has currently allocated one resource to the project team which will carry over into 03/04. Training of staff will impact on some operations, in particular the training (and the learning curve after go-live in April 2004) of HRIS Admin Support staff from Shared Services; possibly a part time or backup trainer to assist in the training roll out if feasible. Data clean up for conversion purposes may require an estimated two FTE's for an estimated 3 week period. Testing will impact heavily especially during parallel runs prior to go-live. There also will be a requirement for consultation with key end users and supervisors for business requirements.

**Shared Services** - Technology Requirement: PC's for project team; resources requirements include ABAP support, Basis support, FI/CO support and consultations, PC Tech support for SAP GUI rollout and desktop capacity, Helpdesk work is anticipated to increase short term for post go-live end user support. IS has already allocated one full time resource to the project team which will carry over into 03/04.

*FTE's:*

SAP/HR Team will consist of nine (9) employees seconded from various business units.

*Performance Measurement:*

Business unit and customer satisfaction with the integrity of employee data and the value-added from using the data as a tool for improved corporate individual performance and planning

## **Issue # 7**

### **HR budget resources and knowledge capital**

A very fundamental issue for HR is its ability to retain qualified staff and its mandate to provide quality consulting services to HRM. While HR management has a plan for leveraging the knowledge and expertise of our current HR staff to create capacity and increase our effectiveness in HRM, there is a serious issue on our business unit's resource capacity to provide the level of support that the business units expect and demand of HR. As an HR group, we have a need for stability in order to serve the HRM better.

The knowledge capital in HR could be summed up by the collective experience of HR's workforce namely, corporate memory, the current mix of HR talent and creative solution seeking. The corporate or institutional memory (what people remember about what the organization has done in the past) is very lacking. We have only three people in human resources that have been employed here continuously since the start of amalgamation; the current mix of know-how (talent pool currently available to meet today's challenges...about 30 hired over the past five years, have varying degrees of HR strength but very little corporate memory) and the future prospects of coming up with creative solutions to HRM's people strategy is being short-circuited by staff doing a lot of administrative type work instead of more strategic services. The collective experience of knowledge, creativity and experience is vital since the pace of change is increasing dramatically.

The scenario above is even more acute when we look at HRM at large and the challenges we face with knowledge capital across the organization. It needs to be managed.

If HR is to be of strategic assistance to HRM the organization, we will have to be more proactive with our services and more analytical about what is needed for organizational effectiveness and professional development of staff. HR will continue to lose good employees if our prospects are challenged to the point that resources are stretched beyond capacity. HR has traditionally been underfunded and the challenges for organizational change and development need to be addressed..

### **Goal 2003/2006**

To have a properly resourced and strong HR team that will move beyond internal consulting to major leadership activities that improve human performance (results); and to be strong change agents.

### **Objectives 2003/2004**

- To make a case for restoration of HR's base budget to an adequate level
- Build bench strength through training and other learning opportunities
- Promote matrix management for HR and HRM

- Create and promote developmental experiences and assignments for succession planning

### **Analysis of proposed changes**

#### *Service Levels:*

HR will deliver a higher level of service and support to the organization as it will be able to restructure its efforts by focusing on performance and solution-seeking analytical work that add value to the organization and improve its effectiveness.

#### *Financial/Budget:*

There is a financial impact of approximately \$150,000 for three additional HR consultants.

#### *Processes:*

A lot of analytical and investigative work needs to be done at the employee level and at the front lines where supervisors and employees interact. There will be improvements to the systems and processes that will enhance employee / management relations

#### *FTE's:*

3 FTEs



# Human Resources Services

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
A205 Administration	\$200,728	\$201,828	\$200,862	\$285,809	\$197,700	(3,162)	-1.6%
A210 Health and Wellness	784,482	639,303	765,562	688,992	1,362,862	597,300	78.0%
A220 Employee Relations	1,210,942	1,342,409	1,437,551	1,358,141	950,895	(486,656)	-33.9%
A221 Client Services Temp Emplo	0	(3,216)	0	0	0	0	-
A230 Total Compensation	638,812	684,117	666,650	631,796	815,143	148,493	22.3%
A235 HR SAP Project	0	567	8,400	(4,915)	2,200	(6,200)	-73.8%
<b>Total</b>	<b>\$2,834,964</b>	<b>\$2,865,008</b>	<b>\$3,079,025</b>	<b>\$2,959,822</b>	<b>\$3,328,800</b>	<b>249,775</b>	<b>8.1%</b>

## Summary by Revenues

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
A205 Administration	\$350	\$0	\$0	(\$285)	\$0	0	-
A210 Health and Wellness	1,043	(1,677)	0	(6,250)	0	0	-
A220 Employee Relations	(2,620)	(5,099)	0	(257)	0	0	-
A230 Total Compensation	(21,638)	(61,763)	(53,000)	(23,641)	0	53,000	-100.0%
<b>Total</b>	<b>(\$22,864)</b>	<b>(\$68,540)</b>	<b>(\$53,000)</b>	<b>(\$30,432)</b>	<b>\$0</b>	<b>53,000</b>	<b>-100.0%</b>

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
A205 Administration	\$201,078	\$201,828	\$200,862	\$285,523	\$197,700	(3,162)	-1.6%
A210 Health and Wellness	785,525	637,626	765,562	682,742	1,362,862	597,300	78.0%
A220 Employee Relations	1,208,323	1,337,310	1,437,551	1,357,884	950,895	(486,656)	-33.9%
A221 Client Services Temp Emplo	0	(3,216)	0	0	0	0	-
A230 Total Compensation	617,174	622,354	613,650	608,156	815,143	201,493	32.8%
A235 HR SAP Project	0	567	8,400	(4,915)	2,200	(6,200)	-73.8%
<b>Total</b>	<b>\$2,812,100</b>	<b>\$2,796,468</b>	<b>\$3,026,025</b>	<b>\$2,929,390</b>	<b>\$3,328,800</b>	<b>302,775</b>	<b>10.0%</b>

# Human Resources Services

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
<b>Expenditures</b>							
Salaries	\$1,757,131	\$2,033,961	\$2,249,904	\$2,151,937	\$2,306,123	\$56,219	2.5%
Wages	19,413	7,725	44,000	150	63,700	19,700	44.8%
Overtime - Salaries and Wages	6,206	2,934	10,000	146,095	35,000	25,000	250.0%
Benefits and Other (Salaries)	249,618	291,724	343,749	319,301	388,669	44,920	13.1%
Benefits and Other (Wages)	26,998	35,909	41,355	42,153	38,595	(2,760)	-6.7%
Retirement Allowance & Severance	8,377	8,742	20,217	48,304	15,313	(4,904)	-24.3%
Clothing Allowance, Stipends, Other	256	10	400	614	400	0	0.0%
Office Expenses, less Computers	94,024	96,491	87,200	85,831	91,200	4,000	4.6%
Computers Expenses	300	3,908	0	0	1,300	1,300	-
Consulting Fees (should also include	62,500	130,762	80,500	111,847	40,000	(40,500)	-50.3%
Other Professional Fees	174,373	106,398	110,000	115,357	158,000	48,000	43.6%
Contract Fees	15,018	11,319	0	33,252	66,000	66,000	-
Equipment and Supplies	536	1,165	1,500	585	1,500	0	0.0%
Building Repair, Maintenance	72	0	0	0	0	0	-
Equipment Repair, Maintenance	3,565	6,129	5,300	1,138	3,400	(1,900)	-35.8%
Vehicle Expenses	216	0	0	0	0	0	-
Membership Dues	4,666	6,906	8,000	6,503	7,500	(500)	-6.3%
Conferences and Travel	355,529	49,563	42,950	69,378	59,300	16,350	38.1%
Training and Education (should also	33,328	309,094	386,000	301,991	412,200	26,200	6.8%
Advertising and Promotion	373	584	0	0	0	0	-
Books, Publications and Data	11,919	6,618	5,800	7,149	5,800	0	0.0%
Other Goods and Services (moved 6	10,545	81,853	97,193	50,017	106,000	8,807	9.1%
Other Fiscal Charges	0	(2,817)	0	3,634	0	0	-
Interdepartmental - Other	0	(323,971)	(455,043)	(535,414)	(471,200)	(16,157)	3.6%
<b>Total</b>	<b>\$2,834,964</b>	<b>\$2,865,008</b>	<b>\$3,079,025</b>	<b>\$2,959,822</b>	<b>\$3,328,800</b>	<b>249,775</b>	<b>8.1%</b>
<b>Revenues</b>							
Other Revenues	(22,864)	(68,540)	(53,000)	(30,432)	0	53,000	-100.0%
<b>Total</b>	<b>(\$22,864)</b>	<b>(\$68,540)</b>	<b>(\$53,000)</b>	<b>(\$30,432)</b>	<b>\$0</b>	<b>53,000</b>	<b>-100.0%</b>
<b>Net Cost</b>	<b>\$2,812,100</b>	<b>\$2,796,468</b>	<b>\$3,026,025</b>	<b>\$2,929,390</b>	<b>\$3,328,800</b>	<b>302,775</b>	<b>10.0%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

### Human Resources

**Provided by Other Business Units:**

CIN00200 SAP Project (HR Phase II, Other)

Total

	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
CIN00200 SAP Project (HR Phase II, Other)	195,000	592,000	750,000	200,000
<b>Total</b>	<b>195,000</b>	<b>592,000</b>	<b>750,000</b>	<b>200,000</b>

## **LEGAL SERVICES MISSION STATEMENT**

### **Who?**

Community, Councils, and Staff

### **Why?**

To enable clients to comply with the law, make legally supportable decisions and to protect the assets of the municipality.

### **What?**

Provide legal services, support and counsel in a timely and effective manner.

*To provide legal services, support and counsel in a timely and effective manner to the Community, Council and Staff, to enable clients to comply with the law, make legally supportable decisions and to protect the assets of the municipality.*

**Description of Program/Service**

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. Legal Services functions 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 complying with all its legislative and legal requirements. The Legal Services business unit reports directly to the Deputy Chief Administrative Officer.

<b>Legal Services Mission Statement: <i>To provide legal services, support and counsel in a timely and effective manner to the Community, Council and Staff, to enable clients to comply with the law, make legally supportable decisions and to protect the assets of the municipality.</i></b>	
<b>STRATEGIC OUTCOMES</b>	<b>INDICATORS</b>
Compliance with municipally enforced laws	<ul style="list-style-type: none"> <li>• # of infractions per capita</li> <li>• # citizen complaints regarding infractions</li> </ul>
Legally sound HRM bylaws, policies and actions	<ul style="list-style-type: none"> <li>• # of bylaws, policies, Council motions and Business unit decisions overturned by legal challenges</li> </ul>
Legal interests and exposure of HRM protected	<ul style="list-style-type: none"> <li>• \$ spent on liability (including defense costs and judgments paid)</li> <li>• \$ claimed versus \$ paid</li> <li>• Annual feedback from insurance adjusters regarding \$ spent on liability benchmarked to industry</li> </ul>
<b>CLIENT BENEFITS</b>	<b>INDICATORS</b>
Charges brought by enforcement agencies processed efficiently and effectively	<ul style="list-style-type: none"> <li>• # charges dismissed due to prosecutorial error</li> <li>• Client survey</li> <li>• Referrals analyzed and processed in accordance with accepted time lines (<i>working towards being able to track this with case management software</i>)</li> </ul>

Timely, accessible, high quality legal advice	<ul style="list-style-type: none"> <li>• % of clients surveyed who are very satisfied, satisfied, not satisfied; <ul style="list-style-type: none"> <li>▶ with promptness of service</li> <li>▶ quality of service</li> <li>▶ accessability of service</li> </ul> </li> </ul>
Legally informed clients	<ul style="list-style-type: none"> <li>• narrative describing approach to preventive law, illustrations of counseling offered</li> </ul>

**FTEs**

Legal Services had 13 FTE's approved for 2002/03. During the latter part of 2001/02 and early 2002/03, a trial process took place whereby a lawyer was seconded on a full time basis from one of our outside legal service providers and funded from the outside legal services budget. This proved successful in terms of net productivity and cost effectiveness but it was concluded that the long term benefits would be achieved only if the position was full time part of the staff establishment. As a result, during 2002/03 that position was added to the staff establishment. In this budget a reduction in the external budget is provided to pay for this position. Accordingly, the Legal Services FTE's now stands at 14.

**Summary of Achievements of Last Year's Business Plan**

Key Initiative	Status
Continued 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 service and the level of customer satisfaction in the Organization	<p>Legal Services to be delivered within budget</p> <p>The provision of Legal Services is very cost effective as benchmarked against other Canadian municipalities.</p> <p>Customer satisfaction was maintained.</p> <p>Extremely successful claims experience.</p> <p>Cooperation with Bylaw Enforcement enhanced.</p>

**Issue #1**

A key aspect of Legal Services' mission is 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 service and the level of customer satisfaction in the Organization.

**Link to Corporate Priority and/or Program Mission**

- EMT's corporate priority to "support and encourage customer focused service delivery".
- Corporate Scorecard theme - "Excellence in Service Delivery".
- Corporate Scorecard theme - "Excellence in Governance" - by providing Regional and Community Councils with sound legal advice to assist them in making legally sustainable decisions.
- Legal Services mission to provide legal services "in a timely and effective manner".

**Goal 2003/2006**

To raise the quality of HRM legal services to a level that is a benchmark for other municipalities across the country and to increase the level of customer satisfaction such that 90% of the clients are satisfied or very satisfied with the service delivery level.

**Objectives 2003/04**

- Determine the current national benchmarks for the delivery of legal services.
- Improve level of customer satisfaction over that surveyed in 2002.

**Performance Measures**

Benchmarks collected

Client survey results

**Analysis of Proposed Changes**

*Service Levels:*

Based on budget envelope, no significant change in service level in the short term. Anticipate over time that service level and customer satisfaction will increase.

*Financial/Budget:*

No significant changes.

*Processes:*

No significant changes identified at this time; Determination of benchmarks may disclose necessary process changes..

*Internal Service Providers:*

No change.

*FTE:*

There was an increase in FTE's from 13 to 14 during fiscal 2002/03. This was accomplished within

the budgetary envelope. No further changes in FTE's anticipated for 2003/06.

## **Issue #2**

The effective enforcement of the laws of the Municipality and thereby sustaining and promoting community standards and expectation contributes to safe, healthy, sustainable and vibrant communities. The effective enforcement of laws begins with developing by-laws which not only reflect the aspirations of the Municipality but which are legally and administratively enforceable. Thereafter the enforcement staff need to have the appropriate technical, investigative and communication skills as well as a customer service motivation. Thereafter, the prosecution arm of Legal Services must be professionally proficient and diligent in the presentation of the cases brought forward for prosecution to the courts. While the role of Legal Services in the prosecution area is self-evident, Legal Services will have a vital role to play in the development and rationalization of the Municipality's By-laws and the education and development of the skills of the enforcement personnel.

### **Link to Corporate Priority and/or Program Mission**

Corporate Scorecard themes - "Safe Communities & Healthy, Sustainable, Vibrant Communities". Legal Services will work closely with responsible business units during the By-law Rationalization process to help ensure that by-laws are effective and enforceable so that they are useful tools in protecting people and property and support desired community standards. Legal Services will work closely with by-law enforcement agencies to enhance the ability of such agencies to achieve compliance with community standards.

### **Goals 2003/2006**

- To enhance the ability of Law enforcement agencies to achieve compliance with community standards by developing the skills of the enforcement staff in the field carrying out investigations, collecting evidence, preparing cases and presenting evidence.
- Develop a closer working relationship with enforcement agencies to more anticipate service demands so that the business unit may respond more effectively.

### **Objectives 2003/2004**

- Increase percentage of referrals from enforcement agencies which are moved forward for prosecution on the first referral.
- All referrals analyzed and processed in accordance with accepted time lines.

### **Performance Indicator:**

Data collected from referral tracking system.



## **Analysis of Proposed Changes**

### *Service Levels:*

Based on budget envelope, no significant change in service level in the short term. Anticipate over time that service level will increase.

### *Financial/Budget:*

No significant changes.

### *Processes:*

No significant changes.

### *Internal Service Providers:*

Legal Service involvement in both the By-law Rationalization Project and the training assistance to by-law enforcement officer is integral to Environmental Management Services, Planning and Development and Fire Services achieving some of its goals.

*FTE:* No changes in FTE is identified.

## **Issue #3**

HRM's evolution into a major city region presents governance challenges in sustaining the quality of urban life in the region as well as HRM's competitive attractiveness compared to other city regions. HRM's ability to govern is limited by legislation which severely restricts what the municipality can do in response to complex issues and how it can do it. HRM needs the flexibility of governmental authority to address complex social and economic issues without concern as to whether the issue falls within the shopping list of powers set out in the *Municipal Government Act* and the ability to raise revenues beyond the limited means now available to it. HRM has a need for enabling legislation that would allow it to become a responsible layer of government with a specific mandate to deliver a local level of service to communities in whatever way it deems appropriate along with the financial resources to meet those service needs.

### **Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard themes - "Excellence In Governance".

### **Goals 2003/2006**

- The Director of Legal Services will take the lead position in working with the Province in support of its initiative to review municipal roles and responsibilities.
- The Director will take the lead position in developing a proposal on governance to the

Province that would better meet the needs of the municipality.

#### **Objective 2003/2004**

Develop enabling legislation to be presented for consideration by the Province that would allow the Municipality to become a responsible level of government with a mandate to deliver a local level of service to communities in whatever way it deems appropriate along with the financial resources to meet those service needs, such that HRM has the flexibility of governmental authority to address complex social and economic issues and the ability to raise revenues beyond the limited means now available to it.

#### **Performance Indicator:**

Legislation developed, approved by Regional Council and delivered to the Province.

#### **Analysis of Proposed Changes**

##### *Service Levels:*

Based on budget envelope, no significant change in service level with respect to development of legislative package.

##### *Financial/Budget:*

No significant changes.

##### *Processes:*

No significant changes.

##### *Internal Service Providers:*

Legal Service will work with Financial Services to translate their financial initiatives into legislative form and shall consult with other business units respecting their governance issues.

##### *FTE:*

No changes in FTE is identified.

#### **Issue #4**

At present approximately 20% of the budget for legal services is spent on outside counsel. This represents a reduction from one-third two years ago and approximately one-half at the time of amalgamation. There will always be a need and an advantage for HRM to employ outside counsel for specific projects but because the cost of such service is much higher than for in-house service, our objective will be to minimize this as much as possible. At the present time, only a few major pieces of litigation are being out-sourced.

### **Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme - "Excellence in Service Delivery".
- Legal Services mission to provide legal services "in a timely and effective manner".

### **Goal 2003/2006**

Balance between internal counsel and outsourcing to make the best use of municipal resources.

### **Objective 2003/2004**

Carry out a full analysis of out-sourced work to determine optimum means of handling such assignments.

### **Performance Indicator:**

Analysis performed.

### **Analysis of Proposed Changes**

#### *Service Levels:*

Based on budget envelope, no significant change in service level

#### *Financial/Budget:*

No significant changes.

#### *Processes:*

No significant changes.

#### *Internal Service Providers:*

No other service providers involved.

#### *FTE:*

No changes in FTE is identified.

### **Issue #5**

We have over the last few years hoped to have undertaken the development of an electronic case management system. This is closely associated with the proposed IRM document management pilot project. In the long term, Legal Services would anticipate being a part of that system. Since the implementation of the municipal wide document management will not likely be approved as a corporate project this year, Legal Services will want to process to implement its own system in the

short term which it is anticipated will be compatible with any future enterprise system, To do this, Legal Services will need access to a corporate server.

**Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme - “Excellence in Service Delivery”.
- Legal Services mission to provide legal services “in a timely and effective manner”.

**Goal 2003/2006**

Legal Services part of municipal-wide IRM document management pilot project.

**Objective 2003/2004**

Legal Services electronic case management system implemented.

**Performance Indicator:**

Electronic case management system installed and operational

**Analysis of Proposed Changes**

*Service Levels:*

Based on budget envelope, service level should increase.

*Financial/Budget:*

No significant changes.

*Processes:*

Access to corporate server required.

*Internal Service Providers:*

Assistance of Shared Services required providing and maintaining server.

*FTE:* No changes in FTE is identified.

**Issue #6**

There is an on-going pressure in Legal Services as in other business units to achieve more with less.

**Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme - “Excellence in Service Delivery”.

- Legal Services mission to provide legal services “in a timely and effective manner”.

### **Goal 2003/2006**

Analyze all aspects of Legal Services operations to discovery room for efficiencies in operations.

### **Objective 2003/2004**

Carry out analysis of library needs.

### **Performance Indicator:**

Assessment of Library completed.

### **Analysis of Proposed Changes**

#### *Service Levels:*

Based on budget envelope, service level should increase.

#### *Financial/Budget:*

No significant changes.

#### *Processes:*

No process changes known at this time.

#### *Internal Service Providers:*

Analysis will be carried out by Legal Services staff.

*FTE:* No changes in FTE is identified.

### **Issue #7**

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. Over the last year, a review of the professional compensation package has been implemented and this will make it more attractive for senior legal staff to defer early retirement which will help bridge the time until younger lawyers gain more experience. As well, the junior lawyers are more likely to choose to make a career with HRM rather than seek employment with alternate employers such as the Province of Nova Scotia as has been the case in the past. However more work is required to increase the business awareness of junior legal staff in order to “fast-track” their development in anticipation of eminent retirements.

**Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme - “Excellence in Service Delivery”.
- Legal Services mission to provide legal services “in a timely and effective manner”.

**Goal 2003/2006**

Increase the skills of junior lawyers so that they are ready to assume responsibilities handed on by retiring senior legal staff.

**Objective 2003/2004**

In concert with Human Resources to develop an appropriate on the job training program for junior legal staff.

**Performance Indicator:**

Training program developed.

**Analysis of Proposed Changes**

*Service Levels:*

Based on budget envelope, service level should increase.

*Financial/Budget:*

No significant changes.

*Processes:*

No significant changes

*Internal Service Providers:*

Assistance of Human Resources staff will be required to develop training program.

*FTE:*

No changes in FTE is identified.

# Legal Services

## Summary by Gross Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
A101 Administration	\$105,989	\$109,746	\$126,308	\$111,956	\$0	(\$126,308)	-100.0%
A110 Legal Services	1,220,417	1,394,685	1,336,202	1,551,124	1,481,743	145,541	10.9%
<b>Total</b>	<b>\$1,326,406</b>	<b>\$1,504,432</b>	<b>\$1,462,510</b>	<b>\$1,663,079</b>	<b>\$1,481,743</b>	<b>19,233</b>	<b>1.3%</b>

## Summary by Revenues

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
A101 Administration	(\$5)	(\$51)	\$0	(\$162)	\$0	0	-
A110 Legal Services	(24,036)	(18,475)	(24,000)	(65,067)	(24,000)	0	-0.0%
<b>Total</b>	<b>(\$24,041)</b>	<b>(\$18,526)</b>	<b>(\$24,000)</b>	<b>(\$65,229)</b>	<b>(\$24,000)</b>	<b>0</b>	<b>-0.0%</b>

## Summary by Net Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
A101 Administration	\$105,984	\$109,695	\$126,308	\$111,793	\$0	(126,308)	-100.0%
A110 Legal Services	1,196,381	1,376,211	1,312,202	1,486,057	1,457,743	145,541	11.1%
<b>Total</b>	<b>\$1,302,365</b>	<b>\$1,485,906</b>	<b>\$1,438,510</b>	<b>\$1,597,850</b>	<b>\$1,457,743</b>	<b>19,233</b>	<b>1.3%</b>

# Legal Services

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
<b>Expenditures</b>							
Salaries	\$614,585	\$735,300	\$769,000	\$777,531	\$845,962	76,962	10.0%
Overtime - Salaries and Wages	1,256	116	0	0	0	0	-
Benefits and Other (Salaries)	84,681	98,471	110,450	105,485	122,334	11,884	10.8%
Benefits and Other (Wages)	7,967	10,935	11,500	11,995	12,934	1,434	12.5%
Retirement Allowance & Severance	0	0	3,500	4,188	4,657	1,157	33.1%
Office Expenses, less Computers	18,780	26,730	31,400	23,183	34,000	2,600	8.3%
Computers Expenses	0	365	3,500	0	3,500	0	0.0%
Consulting Fees	1,693	0	0	0	0	0	-
Other Professional Fees	520,137	540,169	420,702	610,021	326,813	(93,889)	-22.3%
Contract Fees	8,895	13,394	19,500	43,898	29,500	10,000	51.3%
Building Repair, Maintenance	2,035	2,624	3,000	840	3,000	0	0.0%
Equipment Repair, Maintenance	0	106	0	122	0	0	-
Membership Dues	23,140	21,255	35,500	24,893	35,500	0	0.0%
Conferences and Travel	8,772	14,652	14,200	16,037	16,700	2,500	17.6%
Training and Education	538	122	7,000	1,426	8,200	1,200	17.1%
Advertising and Promotion	0	146	0	0	0	0	-
Books, Publications and Data	29,928	37,935	30,200	35,163	35,200	5,000	16.6%
Other Goods and Services	3,999	863	3,058	1,752	3,443	385	12.6%
Other Fiscal Charges	0	0	0	3,483	0	0	-
Interdepartmental - Other	0	1,250	0	3,060	0	0	-
<b>Total</b>	<b>\$1,326,406</b>	<b>\$1,504,432</b>	<b>\$1,462,510</b>	<b>\$1,663,079</b>	<b>\$1,481,743</b>	<b>19,233</b>	<b>1.3%</b>
<b>Revenues</b>							
Other Sales Revenue	(24,000)	(18,000)	(24,000)	(24,000)	(24,000)	0	-0.0%
Other Revenues	(41)	(526)	0	(41,229)	0	0	-
<b>Total</b>	<b>(\$24,041)</b>	<b>(\$18,526)</b>	<b>(\$24,000)</b>	<b>(\$65,229)</b>	<b>(\$24,000)</b>	<b>0</b>	<b>-0.0%</b>
<b>Net Cost</b>	<b>\$1,302,365</b>	<b>\$1,485,906</b>	<b>\$1,438,510</b>	<b>\$1,597,850</b>	<b>\$1,457,743</b>	<b>19,233</b>	<b>1.3%</b>



## **PLANNING & DEVELOPMENT MISSION STATEMENT**

### **Who?**

Council(s), General Public, Development Industry

### **Why?**

Direct land development and construction so that it enhances the quality of life in HRM by supporting liveable communities which are consistent with HRM's vision and priorities.

### **What?**

Develop and implement policies, regulations and procedures which are required for planning the region's settlement pattern, establishing/maintaining community character and constructing safe/accessible buildings and infrastructure. This is done through consultative processes with stakeholders and in a manner which is consistent with federal, provincial and municipal mandates.

### **Planning & Development Services Mission Statement**

*For the benefit of HRM Council(s), general public and development industry, Planning and Development Services produces and administers land development and building/infrastructure construction policies/regulations which support the creation of liveable communities.*

**Description of Program/Service**

The Department's range of services includes:

1. The *development of policy* relative to where, how and when development shall occur throughout the region;
2. Developing appropriate methods of *implementing these policies* (e.g. writing bylaws and development agreements etc.);
3. *Administration of policies and bylaws* by reviewing the design of all development proposals for compliance (e.g. approx.1,200 subdivision applications/year and 10,000 building permits/year etc);
4. *Inspection and enforcement* of development to ensure proper construction and maintenance - 20,000 inspections/year (e.g. appearance, life safety, land use etc.); and
5. *Acceptance of new HRM infrastructure and parkland* during subdivision of land.

<b>Planning &amp; Development Mission:</b> For the benefit of HRM Council(s), general public and development industry, Planning and Development Services produces and administers land development and building/infrastructure construction policies/regulations which support the creation of liveable communities.	
<b>STRATEGIC OUTCOMES</b>	<b>INDICATORS</b>
HRM Vision and Priorities for Planned Growth, Transportation, Infrastructure, Heritage, Citizen Participation and Public Safety are implemented	The Project Manager of Regional Planning accepts work as being accurate, informative, and useful  % of assignments as per work plan that has been completed within the required time frame
Development is environmentally and financially sustainable	% of streets accepted during the subdivision process which meet life cycle expectations  Lineal metres of street accepted during new subdivision construction which required maintenance within the warranty period
Buildings are safe, healthy and accessible	% of successful insurance claims compared to total # of permits issued

CLIENT BENEFITS	INDICATORS
Timely, accurate and useful information which is presented concisely and in plain language to citizens, development industry and decision makers	% of supplementary reports compared to the number of original reports, where corrections or missing information was required from the original report
Timely, accurate, consistent and fair implementation of policies and regulations	Time elapsed between when the application was received and the permit was issued for new single unit residential construction
Consultative processes which ensure effective stakeholder participation in the development and decision making process for policies and regulations	% of Council, PAC, WAB and HAC committee members surveyed who report that the policy development process, recommendations & advice significantly contributes to decision making

**FTEs**

Planning and Development had 122 FTE's in the 2002/03 budget and will have 124 FTE's in 2003/04 without any additional funding required from the general tax rate. One position has been transferred out the department and two additional ones are being created for a net increase of one FTE. The following highlights the FTE changes:

- One vacant position has been transferred to Community Projects to fund a Community Standards Officer to carry out land use investigations on behalf of Planning and Development;
- One Planner position has been devoted to Master Planning/Capital Cost Charge areas. This allows their salary to be charged as a recoverable from the Capital Cost Charge Capital account. The salary freed up from this position has been reallocated to Project Planning to allow the creation of one additional Planner assigned to rezoning/development agreement applications and urgent/critical Council projects which arise during the year;
- One additional Planner position will be created to work on property disposals with Real Property Services. This Planner will carry out any amendments to Municipal Planning Strategies, rezonings or development agreements which are required in conjunction with HRM's property disposal strategy. The salary for this position will be funded from revenue associated with the sale of these properties;
- One additional research position for housing issues is being funded from an approved federal housing grant; and
- One or two additional Building Inspector or Engineering Technician positions may be created in conjunction with adoption of new Blasting Bylaw and increased fees. (These are not included in the proposed FTE count at this point.) This work is being carried out in 2002/03 and a decision will be made before new fiscal year. No net increase to Operating Budget expected.

**Summary of Achievements of Last Year's Business Plan**

Key Initiative	Status
Regional Planning	<ul style="list-style-type: none"> <li>• Summary of regional planning programs elsewhere in North America - Complete</li> <li>• Growth management issues paper - Complete</li> <li>• Growth management goals statements - Complete</li> <li>• Brownfield development opportunities and constraints research - Complete</li> <li>• 9 community planning case studies - Complete</li> <li>• Five year population distribution projection - Complete</li> <li>• 25 year population distribution projection - Underway</li> <li>• Water resource management plan:               <ul style="list-style-type: none"> <li>- Consultant's report - Completed</li> <li>- Commencing review with Watershed Advisory Boards</li> </ul> </li> <li>• Greenfield opportunities and constraints study - Underway</li> <li>• Rural opportunities and constraints study - Underway</li> <li>• Industrial and commercial development potential study research - Underway</li> </ul>
Develop Capital Cost Contribution Policy	<ul style="list-style-type: none"> <li>• Industry/public consultation - Complete</li> <li>• Develop policy and methodology - Complete</li> <li>• Council Adoption - Complete</li> <li>• Regional Council request to include Parks and Recreation in policy:               <ul style="list-style-type: none"> <li>- Research and report - Completed</li> <li>- MGA amendment option - Awaiting Provincial response</li> <li>- Area rate charge option - Transferred to Tax Structure Committee</li> <li>- 10% subdivision fee option- Transferred to Parks and Recreation to conduct public consultation and develop policy</li> </ul> </li> </ul>

Key Initiative	Status
Complete Three Master Plans	<ul style="list-style-type: none"> <li>• Wentworth/Bedford South Master Plan:               <ul style="list-style-type: none"> <li>- Infrastructure capacity/cost analysis - Completed</li> <li>- Draft MPS/LUB policies and regulations - Completed</li> <li>- Public consultation - Completed</li> <li>- Council adoption - Completed</li> <li>- Development agreement for first two phases - Public Hearing December 02</li> <li>- Discussions re: Provincial cost sharing of interchange - Ongoing</li> <li>- Develop Capital Cost Charge - December/02</li> <li>- Adoption of Subdivision Bylaw amendment - January/03</li> </ul> </li> <li>• Governor's Lake:               <ul style="list-style-type: none"> <li>- Nine Mile River sewage capacity study - Underway</li> <li>- Alternative sewage allocation to Harbour treatment site added to Greenfield Study - Underway</li> <li>- Traffic Impact upon study - Underway</li> </ul> </li> <li>• Morris-Russel Lake               <ul style="list-style-type: none"> <li>- Capital Cost Contribution study on hold pending approval of interchange funding</li> </ul> </li> </ul>
Install Corporate Land Information System (Permits and Subdivisions)	<ul style="list-style-type: none"> <li>• Stabilization of Cityview system - Completed</li> <li>• Adopt Halifax Case Outline system in all offices as interim solution for managing and identifying planning cases - Completed</li> <li>• Development agreement registry - Completed</li> <li>• Map building permit and subdivision business processes - Completed</li> <li>• Choose system options - Completed</li> <li>• Design screen layouts - Completed</li> <li>• Second round of system testing - Underway</li> <li>• Preparation of Training Manuals - Underway</li> <li>• Final system testing - Begins January</li> <li>• Training - Begins February</li> <li>• Data conversion - February</li> <li>• Go live - March 1/03</li> </ul>

Key Initiative	Status
Construction and Demolition Disposal Bylaw	<ul style="list-style-type: none"> <li>• Region-wide Policy               <ul style="list-style-type: none"> <li>- Develop options for Council and SWRAC - Completed</li> <li>- Public Consultation - Completed</li> <li>- Prepare MPS/LUB amendments - Completed</li> </ul> </li> <li>• Three site specific applications               <ul style="list-style-type: none"> <li>- Develop two site - specific MPS/LUB amendments - Completed</li> <li>- Public Consultation for two sites - Completed</li> <li>- Council adoption - Complete</li> <li>- MPS amendments for Dartmouth site on hold pending receipt of complete application</li> </ul> </li> </ul>
Regional Subdivision Bylaw	<ul style="list-style-type: none"> <li>• Second round of industry and internal stakeholder consultations - Completed</li> <li>• Bylaw revisions - Complete December/02</li> <li>• Council presentation and adoption of Public Consultation Process for adoption - February/03</li> <li>• Public Hearing - March-April/03</li> </ul>
Regional Residential Occupancy Standards Bylaw	<ul style="list-style-type: none"> <li>• Bylaw drafted</li> <li>• Review by Bylaw Rationalization Committee - December/02</li> <li>• Public Hearing - January/February - 03</li> </ul>
Capital District	<ul style="list-style-type: none"> <li>• One planner full-time and one manager part-time funded and seconded:               <ul style="list-style-type: none"> <li>- Details contained in Capital District Summary Of Achievements</li> </ul> </li> </ul>
Harbour Solutions	<ul style="list-style-type: none"> <li>• One manager funded and seconded part-time to project for Environmental Approvals               <ul style="list-style-type: none"> <li>- Secondment to be complete by end of fiscal year</li> </ul> </li> </ul>
Regional Lot Grading Bylaw	<ul style="list-style-type: none"> <li>• Prepare interim Bylaw amendments</li> <li>• Council adoption - Completed</li> <li>• Review all Lot Grading and Sediment/Erosion Control Bylaws to develop regional bylaw in 2003</li> </ul>
Sackville Drive Secondary Planning Strategy	<ul style="list-style-type: none"> <li>• Draft MPS/LUB Amendments - Completed</li> <li>• Public Consultation - Completed</li> <li>• Council adoption - Completed</li> </ul>

Key Initiative	Status
Building Permit Process Improvements	<ul style="list-style-type: none"> <li>• Multi-unit, institutional, commercial and industrial permits               <ul style="list-style-type: none"> <li>- Industry/staff consultation - Completed</li> <li>- Application manual - Completed</li> <li>- Pilot testing - Completed</li> <li>- Full implementation - Completed</li> <li>- Industry education - Ongoing</li> </ul> </li> <li>• Electronic Valuation System for all Building Permits to Accurately Assess Building Construction Value and Building Permit Fees:               <ul style="list-style-type: none"> <li>- Pilot test of two systems - Completed</li> <li>- Implement new system - Completed</li> </ul> </li> </ul>
Halifax Waterfront Master Plan	<ul style="list-style-type: none"> <li>• Draft MPS/LUB policies and regulations - Finalizing some parking policies</li> <li>• Public participation - On hold pending final discussions regarding HRM contribution to open space and review of WDC financial plan</li> <li>• Public participation - possible in February/March</li> <li>• Council adoption - Adoption April/May</li> </ul>
Land Use Compliance	<ul style="list-style-type: none"> <li>• Test alternative enforcement/investigation models - Completed</li> <li>• Adoption of Community Projects Case Management system for land use compliance - Completed</li> <li>• Develop new job description for Community Standards Officers - Completed</li> <li>• Roles for Community Projects and Planning and Development - Completed</li> <li>• Awaiting hiring of new staff, training and implementation</li> <li>• Participation on Bylaw Rationalization Committee - Ongoing</li> </ul>
Regional Sign Bylaw	<ul style="list-style-type: none"> <li>• 6 month extension to industry consultation by Council - Completed</li> <li>• Draft Bylaw and C.O.W. presentation - Completed</li> <li>• Review with Councillors - Underway through December/02</li> <li>• Review by Bylaw Rationalization Committee - Underway through December/02</li> <li>• Second C.O.W. presentation - February 03</li> <li>• Public Hearing - March/April 03</li> </ul>

Key Initiative	Status
Woodland Ave East Community Plan	<ul style="list-style-type: none"> <li>• Draft MPS/LUB amendments- Completed</li> <li>• Public participation - Completed</li> <li>• Regional Council adoption - Completed</li> <li>• Traffic/interchange study - Completed</li> <li>• Funding for traffic improvements - Report to Council December 02</li> </ul>
Quality of the Workplace	<ul style="list-style-type: none"> <li>• Training and Equipment Plan for Planners and Planning Technicians:               <ul style="list-style-type: none"> <li>- Develop new report format - Completed</li> <li>- Need assessment with staff and managers - Completed</li> <li>- Develop Training Plan -Implementation January 03</li> </ul> </li> <li>• Departmental Communication Plan               <ul style="list-style-type: none"> <li>- Developed and implemented</li> </ul> </li> <li>• Rewards and Recognition Program               <ul style="list-style-type: none"> <li>- Ongoing informal rewards and recognition by managers and staff</li> <li>- Departmental Rewards and Recognition Committee formed - Recommended plan expected February 03</li> </ul> </li> <li>• Diversity and Workplace Rights Awareness               <ul style="list-style-type: none"> <li>- Competency included in all job descriptions and interviews</li> <li>- Diversity Awareness Plan developed</li> <li>- Implementation of Plan - January onwards</li> </ul> </li> </ul>
Alignment 2000 (Ongoing)	<ul style="list-style-type: none"> <li>• Agreement with Public Works on roles, responsibilities and procedures to respond to sewer cross connections</li> <li>• Review roles/responsibilities with Public Works re: permit volumes and types               <ul style="list-style-type: none"> <li>- exploring option of transferring all driveway cuts and some additional encroachment responsibilities to Planning and Development</li> </ul> </li> </ul>
Housing Issues	<ul style="list-style-type: none"> <li>• Support Housing Coalition</li> <li>• Federal grant approved to hire researcher for housing issues</li> <li>•</li> </ul>



Key Initiative	Status
<p>Maintain Capacity to Respond to Issues of Critical Importance to Council/Community Which Arise During the Year and Site Specific Plan Amendments</p> <p><i>(These projects are in addition to the normal workload related to development agreements, rezonings and info reports)</i></p>	<ul style="list-style-type: none"> <li>• Bedford West Master Plan               <ul style="list-style-type: none"> <li>- Preliminary infrastructure capacity study - Completed</li> <li>- Master Plan process initiated by Regional Council</li> <li>- Public Information meeting on community issues - Completed</li> <li>- Determine geographic scope of study - Underway (report to Council January 03)</li> </ul> </li> <li>• Harmonized Swimming Pool Bylaw:               <ul style="list-style-type: none"> <li>- Drafted and Approved by Regional Council</li> </ul> </li> <li>• Blasting Bylaw               <ul style="list-style-type: none"> <li>- Revise administrative procedures- Completed</li> <li>- Review Bylaw requirements and draft amendments - Ongoing for March completion</li> </ul> </li> <li>• Smoking Bylaw:               <ul style="list-style-type: none"> <li>- Two Information Reports, Advisory Committee Terms of Reference and draft bylaw to ban smoking</li> </ul> </li> <li>• LUB amendment Peninsula Halifax to exclude townhouses in R-2 Zone               <ul style="list-style-type: none"> <li>- Drafted and adopted by Community Council</li> </ul> </li> <li>• Amendments to all LUB's to prohibit use of shipping containers as accessory buildings               <ul style="list-style-type: none"> <li>- Drafted and adopted by all community councils</li> </ul> </li> <li>• Amend height requirements in St Margarets Bay commercial zone:               <ul style="list-style-type: none"> <li>- Drafted and adopted by Community Council</li> </ul> </li> <li>• LUB amendment re: zoning of infilled water lots in Halifax               <ul style="list-style-type: none"> <li>- Drafted and adopted by Community Council</li> </ul> </li> <li>• Downtown Dartmouth house keeping amendments               <ul style="list-style-type: none"> <li>- Drafted and adopted by Community Council</li> </ul> </li> <li>• MPS amendment for former Glen Moir School to facilitate land sale               <ul style="list-style-type: none"> <li>- Drafted and approved by Council</li> </ul> </li> <li>• Prepare public participation options for Councillors Whalen and Sloane               <ul style="list-style-type: none"> <li>- Terms of Reference - Being Drafted</li> </ul> </li> <li>• Autobody shops in C-2 zones of Peninsula North Halifax</li> </ul>

Key Initiative	Status
<p>(Continued from previous page.....) Maintain Capacity to Respond to Issues of Critical Importance to Council/Community Which Arise During the Year and Site Specific Plan Amendments</p> <p><i>(These projects are in addition to the normal workload related to development agreements, rezonings and info reports)</i></p>	<ul style="list-style-type: none"> <li>• Direct portion of building permit fees to fund public art               <ul style="list-style-type: none"> <li>- Research - Completed</li> <li>- No legal authority - Transferred to Tourism, Culture and Heritage for funding</li> </ul> </li> <li>• Bedford MPS/LUB amendments re: waterfront infill zoning and floodplains:               <ul style="list-style-type: none"> <li>- Initiation report - Completed</li> <li>- Drafting amendments and public participation - Underway</li> </ul> </li> <li>• Eastern Passage/Cow Bay amendments re: seniors housing:               <ul style="list-style-type: none"> <li>- Amendments drafted and awaiting public hearing</li> </ul> </li> <li>• Region - wide LUB amendments to waive lot frontage for existing private cemeteries:               <ul style="list-style-type: none"> <li>- Amendments drafted and awaiting public hearing</li> </ul> </li> <li>• Restrict outdoor display courts west of Millwood:               <ul style="list-style-type: none"> <li>- Draft amendments - Underway</li> </ul> </li> <li>• Residential development on Wright's Cove industrial lands:               <ul style="list-style-type: none"> <li>- Draft report - Completed</li> <li>- Awaiting Community Council review</li> </ul> </li> <li>• Restrict apartment development on through lots in Mainland South Halifax               <ul style="list-style-type: none"> <li>- Draft amendments - Underway</li> </ul> </li> <li>• Increase minimum lot size in Wedgewood Park:               <ul style="list-style-type: none"> <li>- Options report - Completed</li> <li>- Draft amendments - Underway</li> </ul> </li> <li>• Water service Boundary expansion in Fall River to address water quality/quantity problems:               <ul style="list-style-type: none"> <li>- Initiation report - Completed</li> <li>- Public participation and drafting - Underway</li> </ul> </li> <li>• Waverley hazard lands and water service boundary expansion to address site reclamation and arsenic contamination:               <ul style="list-style-type: none"> <li>- Options report - Completed</li> <li>- Public participation and drafting - Underway</li> </ul> </li> <li>• High Street Bedford MPS amendment for unzoned streets:               <ul style="list-style-type: none"> <li>- Draft Report - Completed</li> </ul> </li> </ul>

Key Initiative	Status
<p>(Continued from previous page.....) Maintain Capacity to Respond to Issues of Critical Importance to Council/Community Which Arise During the Year and Site Specific Plan Amendments</p> <p><i>(These projects are in addition to the normal workload related to development agreements, rezonings and info reports)</i></p>	<ul style="list-style-type: none"> <li>• Permit increased accessory building height in Beaver Bank, Hammonds Plains, Upper Sackville:               <ul style="list-style-type: none"> <li>- Draft amendments - Underway</li> </ul> </li> <li>• Private Members Bill to allow subdivision of Seaforth estate:               <ul style="list-style-type: none"> <li>- Endorsed by Council</li> </ul> </li> <li>• Water quality study for Springvale Lake:               <ul style="list-style-type: none"> <li>- Work not commenced until conclusion of Water Resource Management Study and funding approval</li> </ul> </li> <li>• Feasibility of Sackville River Watershed Study:               <ul style="list-style-type: none"> <li>- Report drafted and being edited</li> <li>- Submit to Regional Council December 02</li> </ul> </li> <li>• Facilitate review of Engineering "Red Book" standards:               <ul style="list-style-type: none"> <li>- Bi-weekly meetings with industry and Public Works - Completed</li> <li>- Educational workshop - Completed</li> </ul> </li> <li>• Dartmouth Greenway Study:               <ul style="list-style-type: none"> <li>- Consultants report - Completed</li> <li>- Preliminary cost estimates for infrastructure and trail - January 03</li> <li>- Public consultation - Spring 03</li> <li>- Council adoption - Spring 03</li> </ul> </li> <li>• Hammonds Plains Reserve and Service agreement with Shubie Band:               <ul style="list-style-type: none"> <li>- Draft agreement - Completed</li> <li>- Awaiting response from Band Council</li> <li>- Regional Council review - Winter 03</li> </ul> </li> <li>• Provincial electoral boundaries review:               <ul style="list-style-type: none"> <li>- Historic and projected development trends and preparation of maps - Completed</li> </ul> </li> <li>• Municipal electoral review committee:               <ul style="list-style-type: none"> <li>- Historic/projected development trends and block data analysis of population for each Municipal electoral district - Completed</li> </ul> </li> <li>• Eliminate flag lots in Cole Harbour:               <ul style="list-style-type: none"> <li>- Draft amendments - Underway</li> </ul> </li> <li>• Designate collector road in MPS maps for Beaver Bank, Hammonds Plains, Upper Sackville to allow land reserve:               <ul style="list-style-type: none"> <li>- Draft amendments - Completed</li> <li>- Draft Report - Completed</li> <li>- Project cancelled when Public Works decided they didn't want a collector road</li> </ul> </li> </ul>

Key Initiative	Status
<p>(Continued from previous page.....) Maintain Capacity to Respond to Issues of Critical Importance to Council/Community Which Arise During the Year and Site Specific Plan Amendments</p> <p><i>(These projects are in addition to the normal workload related to development agreements, rezonings and info reports)</i></p>	<ul style="list-style-type: none"> <li>• Site specific MPS amendment to permit warehousing on non-conforming property in Cole:               <ul style="list-style-type: none"> <li>- Options report - Completed</li> <li>- Draft amendments - Underway</li> </ul> </li> <li>• Review Watershed Advisory Committee boundaries:               <ul style="list-style-type: none"> <li>- Options report - Completed</li> <li>- Meeting with Committees - Ongoing</li> <li>- Council approval of changes - Spring 03</li> </ul> </li> <li>• Bane Street redevelopment study and HRM land disposal:               <ul style="list-style-type: none"> <li>- Consultant hired</li> <li>- Public consultation - On hold pending Africville negotiations</li> </ul> </li> <li>• Halifax West High School land disposal:               <ul style="list-style-type: none"> <li>- preliminary site design - Completed</li> <li>- prepare 3 design options - December 02</li> <li>- public information meeting - January 03</li> <li>- Draft MPS and LUB amendments to allow residential redevelopment - To be determined</li> </ul> </li> <li>• Springvale Avenue land disposal:               <ul style="list-style-type: none"> <li>- several public meetings and reports - Completed</li> <li>- MPS and Bylaw amendments not necessary</li> </ul> </li> <li>• Dartmouth Rehabilitation Centre land disposal:               <ul style="list-style-type: none"> <li>- Work not started</li> </ul> </li> <li>• MPS amendment to redevelop Gladstone Street Halifax Peninsula:               <ul style="list-style-type: none"> <li>- Public information meeting held</li> <li>- Awaiting Additional work from Canada Lands</li> </ul> </li> <li>• Plan amendment request to allow lounges in Halifax RC-2 zone:               <ul style="list-style-type: none"> <li>- No work done to date</li> </ul> </li> <li>• MPS amendment to allow redevelopment of Beaver Bank Villa:               <ul style="list-style-type: none"> <li>- No work to date</li> </ul> </li> </ul>

Key Initiative	Status
<p>(Continued from previous page.....) Maintain Capacity to Respond to Issues of Critical Importance to Council/Community Which Arise During the Year and Site Specific Plan Amendments</p> <p><i>(These projects are in addition to the normal workload related to development agreements, rezonings and info reports)</i></p>	<ul style="list-style-type: none"> <li>• MPS amendment South Street Halifax to allow apartment development which retains existing buildings: <ul style="list-style-type: none"> <li>- Plan amendment initiation report - Completed</li> <li>- Public information meeting-Complete</li> <li>- Second public information meeting required due to project changes - December 03</li> </ul> </li> <li>• MPS amendment to allow commercial redevelopment of former Talahasee school site: <ul style="list-style-type: none"> <li>- Initiation report - Completed</li> <li>- Public information meeting - January 03</li> </ul> </li> <li>• MPS amendment to include CSAP Dartmouth Elementary School in service boundary: <ul style="list-style-type: none"> <li>- On hold pending other priorities</li> </ul> </li> <li>• MPS amendment to allow church on Woodland Road Dartmouth: <ul style="list-style-type: none"> <li>- New application</li> </ul> </li> <li>• MPS amendment re: service boundary at Main Street and Golf View: <ul style="list-style-type: none"> <li>- New application</li> </ul> </li> <li>• MPS amendment to include Loon Lake land in Cole Harbour/Westphal water service boundary</li> <li>• MPS amendment to allow seniors complex in Spryfield: <ul style="list-style-type: none"> <li>- 2 public information meetings - Completed</li> </ul> </li> <li>• MPS amendment to consider redevelopment of 4 nonconforming apartment buildings: <ul style="list-style-type: none"> <li>- Initiation report completed</li> </ul> </li> <li>• MPS amendment at Quinpool/Windsor to consider height and density increase <ul style="list-style-type: none"> <li>- New application</li> </ul> </li> </ul>
<p>Performance Measures</p>	<ul style="list-style-type: none"> <li>• Implementation of three strategic and three client performance measures as part of Program and Service Review process</li> </ul>

## **Internal/External Issue Analysis**

### **Issue #1**

#### **Regional Planning**

##### **Link to Corporate Priority and/or Program Mission**

Regional Planning is linked to the following Council Priorities:

- Planned Growth
- Infrastructure
- Transportation
- Fiscal Accountability

Regional Planning is Linked to the following EMT Corporate Priority Projects:

- Regional Planning
- Capital Cost Charges

Regional Planning is also linked to Planning and Development's mission to:

- Direct land development and construction so that it enhances the quality of life in HRM by supporting liveable communities which are consistent with HRM's vision and priorities.

##### **Goal 2003/2006**

- Develop a "Regional Growth Management Strategy " that reflects the goals of HRM Council; and
- Implement master plans and capital cost charges in the region.

##### **Objectives 2003/2004**

###### Community Stakeholder Committee

Assign full-time management, professional and technical staff to the Regional Planning Project Office to assist the Community Stakeholder Committee in developing and making recommendations to Regional Council. Specifically:

- Assist Community Stakeholder Committee in developing principles and goals to guide the project;
- Assist Community Stakeholder Committee in the design and delivery of public consultation process;
- Develop and evaluate alternative growth scenarios as required to help develop principles and

- goals or to implement principles and goals;
- Assist other professional staff and Committee in developing and evaluating sewer, water, transportation and transit plans to ensure integration with land use plans;
- Develop service boundaries and growth management policies which implement the desired land use and settlement pattern;
- Assist other professional staff and Committee in identifying the range of services and service levels in rural, suburban and urban areas;
- Prioritize and integrate CCC projects, revenues, and expenditures with the capital budget program; and
- Implement business & financial processes to collect, track and disburse capital monies.

### Master Planning

Continue Master Planning processes by:

- Recommending to Regional Council whether Municipal Planning Strategy, Land Use Bylaw and Capital Cost Charge amendments should be approved for Governor's Lake;
- Recommending to Regional Council whether Municipal Planning Strategy, Land Use Bylaw and Capital Cost Charge amendments should be approved for Bedford West;
- Finalize Morris-Russel Lake master plan by developing capital cost charge if funding and construction of interchange is approved; and
- Ensuring the Community Stakeholder Committee is aware of staff work and recommendations regarding master plan areas.

### Capital Cost Charges

- Make recommendations to Regional Council on whether to initiate infrastructure capacity studies for site specific as-of-right, rezoning and development agreement projects which contain "oversized" services.
- Manage consultants and coordinate interdepartmental staff input to such studies.
- Recommend Capital Cost Charge rate and Subdivision Bylaw amendments to Regional Council; and
- Ensuring the Community Stakeholder Committee is aware of staff work and recommendations regarding infrastructure planning and funding through designation of capital cost charge areas.

### **Analysis of Proposed Changes**

#### *Service Levels*

- Will not be initiating any new community Municipal Planning Strategy reviews. This has been the case since 2001/02.
- Provide adequate infrastructure at the time it is required to avoid deterioration in service levels (e.g. traffic) and correcting the problem after the fact from public funds.

### *Financial/Budget*

- Within existing Budget.
- Significant long term capital cost savings and improved ability to anticipate/plan
- Costs of Master Plans is recoverable through collection of capital cost charges. One Planner assigned to Bedford West and Governor's Lake. Salary costs are recoverable at time of capital cost charge being collected, allowing the position to be backfilled and new hire to work on applications and projects.

### *Processes*

Need to integrate CCC with Planning Applications, Subdivision Bylaw, Capital Budget Process, and Financial Administration

### *Internal Service Providers*

- Shared Services - collection of fees/charges
- PWT - co-ordination with Capital Budget program (expenditures & tenders)
- Finance - development & administration of new financial processes

### *FTE's*

- The responsibilities and focus of staff within the Community Planning Division are shifted to this project for its duration.
- Master Plans to be done by consultants, funded from Capital Budget and repaid through capital cost charges.
- Implementation and administration of capital cost charges will be done by existing staff.

### *2003/2004 Budget*

- Staffing costs were reallocated in 2001/02 and 2002/03 budgets. No further change expected in 2003/2004.
- Capital - 1.5 million, "seed" money approved in 2002/03 for sharing infrastructure costs and undertaking master plans. No further changes expected.
- Assignment of Planner costs to Capital Cost Charges for each Master Plan began in 2002/03 and will continue during 2003/04.

## **Issue #2**

Maintain acceptable Project Planning and Community Planning service levels during regional planning project.

### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

This issue is linked to the following EMT Corporate Priority Project:

- Customer Focussed Service Delivery

This issue is linked to the Planning Development Mission:

- Develop and implement policies, regulations and procedures required for planning the



region's settlement pattern, establishing/maintaining community character and construction of safe/accessible buildings and infrastructure

### **Goals 2003/2006**

- Provide timely and effective public consultation and Committee/Council advise on project applications (e.g. development agreement and rezonings) which have been submitted by citizens.
- Maintain capacity to respond to critical Community Planning Issues and site specific Plan amendments which arise for Council/Community.
- Provide seconded staff and professional/technical services to Capital District.
- Provide planning advice and planning amendments to Real Property Services for HRM land which is being disposed of and redeveloped.

### **Objectives 2003/04**

- Maintain 4-6 month processing time for rezonings and development agreement applications of average complexity and 6-9 months for more complex applications and site specific plan amendments.
- Complete active Council projects listed in the 2002/03 "Summary of Achievements" business plan.
- Commence and complete new Community Planning projects of an urgent or critical nature in a timely manner.
- Support Capital District work by funding secondment of one Planner and prepare Plan and Bylaw amendments required to implement Urban Design Study.
- Assign one Planner to work with Real Property Services to complete Plan and Bylaw amendments for four large existing HRM property disposal projects (i.e. Starr, Bane Street, Halifax West, Dartmouth Rehabilitation Centre) and additional property disposal projects which will arise during the year.

### **Analysis of Proposed Changes**

#### *Service Levels*

Will not be initiating any new community Municipal Planning Strategy reviews. This has been the case since 2001/02.

#### *Financial/Budget*

- Within existing Budget.
- Additional Planner for Real Property Services projects (described below) will be funded by Real Property Services from revenue of associated land sales.
- Additional Planner for applications and critical/urgent projects (described below) will be funded from reassigning funds from Community/Regional Planning.

*Processes*

Not applicable

*Internal Service Providers*

Not applicable

*FTE's*

Two additional FTE's. Duties and funding as described below:

- One Planner position has been devoted to Master Planning/Capital Cost Charge areas. This allows their salary to be charged as a recoverable from the Capital Cost Charge Capital account. The salary freed up from this position has been reallocated to Project Planning to allow the creation of one additional Planner assigned to rezoning/development agreement applications and urgent/critical Council projects which arise during the year; and
- One additional Planner position will be created to work on property disposals with Real Property Services. This Planner will carry out any amendments to Municipal Planning Strategies, rezonings or development agreements which are required in conjunction with HRM's property disposal strategy. The salary for this position will be funded from revenue associated with the sale of these properties.

*2003/2004 Budget*

Funds were reallocated in 2001/02 and 2002/03 budgets. No further change expected in 2003/2004.

**Issue #3**

**Regulatory Compliance**

**Link to Corporate Priority and/or Program Mission**

Land Use Compliance is linked to:

- Council's priorities for Public Safety; and
- EMT's Priorities for Customer Focus and Service Delivery.

Planning & Development's Mission relates to maintaining community character, safe buildings & infrastructure.

**Goal 2003/2006**

Develop and implement a program of effective enforcement of land use regulations, residential occupancy standards and blasting.

**Objectives 2003/2004**

- Complete investigations of outstanding land use complaints, gather adequate evidence and

- refer violations to Legal services for prosecution.
- Implement pro-active enforcement of proposed new Sign and Blasting bylaws.
- Initiate investigations of rooming houses, gather adequate evidence and refer land use violations for prosecution.
- Provide Building Code knowledge and inspection services to enforcement of Residential Occupancy Bylaw and remedies which are ordered.
- Effective administration of amended Blasting Bylaw (Being drafted and adopted in Winter 2003).
- Continue staff participation on Bylaw Rationalization Committee.

### **Analysis of Proposed Changes**

#### *Service Levels*

- Council & public dissatisfied with time to respond to complaint and resolve alleged violations.
- Improvements expected in sign enforcement and outstanding complaints.
- Improvements regarding illegal rooming houses, apartments and residential occupancy standards will require additional staff and reallocation of priorities of existing staff.
- Reduce property damage and nuisance complaints about blasting.

#### *Financial/Budget*

- Funding for sign enforcement from increased sign revenue. Revenue will be assigned to Community Projects cost centre.
- Additional funding for Community Standards Officers to carry out investigations to be determined during budget process. Cost estimates in Community Projects Business Plan.
- One or two additional Building Inspector or Engineering Technician positions may be created in conjunction with adoption of new Blasting Bylaw and increased fees. This work is being carried out in 2002/03 and a decision will be made before new fiscal year. No net increase to Operating Budget expected.

#### *Processes*

Ongoing process improvements will be implemented with Community Projects, Fire Services, Legal Services, Finance, Public Works, Community Services and Dept of Environment and Labour.

#### *Internal Service Providers*

Legal, Fire, Finance, Public Works & Community Projects

#### *FTE's*

- Additional Community Standards Officers, assigned to Community Projects, required to improve service levels. These are described in Community Projects Business Plan
- One or two additional Building Inspector positions may be created in conjunction with adoption of new Blasting Bylaw and increased fees. This work is being carried out in 2002/03 and a decision will be made before new fiscal year. No net increase to Operating Budget expected.

### 2003/2004 Budget

No additional funding in Planning and Development.

## Issue #4

### Rationalize Fees

#### Link to Corporate Priority, Long Term Capital and/or Program Mission

This issue is related to:

- Council Priority for Fiscal Accountability;
- EMT priority for Customer Focus and Service Delivery;
- Economic Development; and
- Department's mission since building permits are integral to delivery of one of our core services.

#### Goals 2003/2006

- Permit Fees:
  1. Determine whether low density residential, commercial, institutional and multi-unit residential building permit fees which are currently based upon floor area and value of construction should function as a form of tax or whether they should be a user fee based upon the cost to provide the service;
  2. Determine whether multitude of development fees (e.g. development permit, plumbing permit, building permit, streets and services permit etc.) required for each project should be harmonized into a standardized fee structure for each type of development;
  3. Review purpose of sewer redevelopment fee, rate/method of calculation and appropriate time of collection (e.g. subdivision or construction) and determine if sufficient funds are being collected and does its impact upon market with the introduction of capital cost charges;
  4. Review planning application fees and subdivision fees (e.g. development agreements and rezonings) and determine whether there should be a move towards user-pay and versus funding of the service from general revenue.
- "Revenue Smoothing" Establish budget and revenue structure which minimizes the unpredictable and/or negative effects upon annual revenue projections and actuals created by annual fluctuations in winter/spring construction starts due to weather conditions.

#### Objectives 2003/2004

- Analyse permit revenues for each major type of construction.
- Determine average Municipal expenditure for each type of construction.
- Conduct North American survey of building permit fees and the principles used to establish them.
- Consult with industry and business community to obtain input on fair principles for permit fees.
- Assess potential impacts of amended fee structure upon industry, business community,

consumers and Municipal revenue.

- If fees are determined to be on the basis of a user fee, determine the appropriate degree of cost recovery and public subsidy for the service.
- If fees are determined to be on the basis of a tax, determine the appropriate rates for the various types of construction.
- Revenue smoothing objectives to be determined in conjunction with Financial Services.

### **Analysis of Proposed Changes**

Implementation of changes will be considered in 2004/05 after research, consultation and impact assessment.

#### *Service Levels*

No change in service levels proposed.

#### *Financial/Budget*

No Budget change in 2003/04. Implementation of any changes will be considered in 2004/05 after research, consultation and impact assessment.

#### *Processes*

No change in processes proposed.

#### *Internal Service Providers*

Research and analysis requires assistance of Financial Services.

#### *FTE*

Not applicable

#### *2003/2004 Budget*

No additional funding required. Impact upon projected revenue for future budgets will be considered as part of analysis.

## **Issue #5**

### **Land Information System**

#### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

The Land Information System is linked to:

- EMT priority for Customer Focus and Service Delivery;
- EMT Corporate Project;
- EMT Corporate Project for Corporate Data and Information Management;
- EMT Corporate Priority for Performance Measurement; and
- Department's mission through supporting effective delivery of our core services.

## Goals 2003/2006

- Implementation of an effective and stable Land Management Module of the Corporate Land Information system.
- Use Land Management Module to introduce customer service enhancements.
- Use Land Management Module to more effectively measure and manage of service performance as well as resource demand/allocation.

## Objectives 2003/2004

- Post implementation monitoring of the Land Management Module (data, program, network and users).
- Follow up user training in the workplace and classroom.
- Implement appropriate reporting systems for each level of organization to manage service performance and resource allocation.
- Design and implement system to review data accuracy and completeness to ensure usefulness of data for other corporate users.
- Adopt Code Enforcement module in conjunction with Community Projects and Legal Services to coordinate bylaw enforcement investigations and prosecutions.
- Implement customer self service for permit and inspection status via phone and internet.
- Implement escrow accounts for bonds and deposits.

## Analysis of Proposed Changes

### *Service Levels*

- System will "go-live" March 1/03, therefore there is likely to be a dip in service levels for a period after that as staff become accustomed to system and bugs are worked out.
- Improved resource allocation to respond to regional fluctuations in work volumes will assist in maintaining adopted performance levels for permits.
- Increase percentage of permits which are reviewed within service level parameters due to decreased breakdowns and lost staff time.
- Self service inquiries will save industry time/money and free up staff time for other work.
- Improved service to agencies who use building permit/subdivision data such as Assessment Department, CMHC and real estate/market analysts.

### *Processes*

Process changes such as creation of escrow accounts and improved tracking of bonds/deposits will be implemented in conjunction with go-live date of Land Management Module.

### *Internal Service Providers*

- LIS Project Team
- Shared Services - property attribute data and collection of fees and technical support
- Finance - Deposits, area rates
- Community Projects and Legal Services for Code Enforcement
- Emergency services will rely upon basic street, property and building information collected

*FTE*

No additional FTE's. One LIS Coordinator funded in 2002/03 for ongoing training, system access approval, reports and implementation of additional functionality.

*2003/2004 Budget*

No increase.

# Planning & Development Services

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
C410 Director's Office	\$180,796	\$323,871	\$360,678	\$269,549	\$276,177	(84,501)	-23.4%
C420 Subdivision & Development	1,189,132	1,281,993	1,415,890	1,320,196	1,383,440	(32,450)	-2.3%
C430 Permits & Inspection	1,955,524	2,163,811	2,401,640	2,427,363	2,480,562	78,922	3.3%
C450 Development Engineering	222,772	882,928	917,415	912,500	942,715	25,300	2.8%
C310 Planning & Applic.	2,223,552	1,122,374	1,160,900	1,095,456	1,280,411	119,511	10.3%
C320 Regional Community Plannin	400	728,070	1,012,840	985,274	1,012,340	(500)	-0.0%
<b>Total</b>	<b>\$5,772,177</b>	<b>\$6,503,047</b>	<b>\$7,269,363</b>	<b>\$7,010,338</b>	<b>\$7,375,645</b>	<b>106,282</b>	<b>1.5%</b>

## Summary by Revenues

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
C410 Director's Office	\$0	(\$2,500)	\$0	\$0	\$0	0	-
C420 Subdivision & Development	(141,536)	(141,825)	(131,200)	(149,135)	(131,200)	0	-0.0%
C430 Permits & Inspection	(2,883,521)	(2,641,231)	(2,735,000)	(3,062,251)	(2,770,500)	(35,500)	1.3%
C450 Development Engineering	(15,250)	(290,603)	(223,800)	(363,301)	(230,800)	(7,000)	3.1%
C310 Planning & Applic.	(70,512)	(52,125)	(35,000)	(54,917)	(35,000)	0	-0.0%
C320 Regional Community Plannin	0	(7,530)	0	(42,946)	0	0	-
<b>Total</b>	<b>(\$3,110,819)</b>	<b>(\$3,135,813)</b>	<b>(\$3,125,000)</b>	<b>(\$3,672,551)</b>	<b>(\$3,167,500)</b>	<b>(42,500)</b>	<b>1.4%</b>

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
C410 Director's Office	\$180,796	\$321,371	\$360,678	\$269,549	\$276,177	(84,501)	-23.4%
C420 Subdivision & Development	1,047,595	1,140,168	1,284,690	1,171,061	1,252,240	(32,450)	-2.5%
C430 Permits & Inspection	(927,997)	(477,420)	(333,360)	(634,888)	(289,938)	43,422	-13.0%
C450 Development Engineering	207,522	592,325	693,615	549,198	711,915	18,300	2.6%
C310 Planning & Applic.	2,153,041	1,070,249	1,125,900	1,040,539	1,245,411	119,511	10.6%
C320 Regional Community Plannin	400	720,540	1,012,840	942,328	1,012,340	(500)	-0.0%
<b>Total</b>	<b>\$2,661,358</b>	<b>\$3,367,234</b>	<b>\$4,144,363</b>	<b>\$3,337,787</b>	<b>\$4,208,145</b>	<b>63,782</b>	<b>1.5%</b>



# Planning & Development Services

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
<b>Expenditures</b>							
Salaries	\$4,169,739	\$4,765,265	\$5,514,400	\$5,182,093	\$5,532,700	\$38,300	0.7%
Wages	41	0	0	0	3,300	3,300	-
Overtime - Salaries and Wages	58,453	38,972	32,300	28,240	52,300	20,000	61.9%
Benefits and Other (Salaries)	650,431	755,621	863,900	838,639	901,600	37,700	4.4%
Benefits and Other (Wages)	71,829	106,761	121,240	133,121	132,960	11,720	9.7%
Retirement Allowance & Severance	22,032	31,879	58,950	46,925	35,102	(23,848)	-40.5%
Clothing Allowance, Stipends, Other	450	(4)	0	(20)	0	0	-
Office Expenses, less Computers	208,399	243,856	290,175	238,959	274,575	(15,600)	-5.4%
Computers Expenses	2,222	1,717	4,500	4,982	4,500	0	0.0%
Consulting Fees	173,505	111,824	19,000	104,971	35,510	16,510	86.9%
Other Professional Fees	12,867	7,918	5,500	6,024	5,500	0	0.0%
Contract Fees	103,908	12,284	0	3,023	0	0	-
Equipment and Supplies	4,042	5,583	12,900	4,983	12,900	0	0.0%
Materials	152	177	0	0	0	0	-
Building Repair, Maintenance	8,809	2,864	7,500	2,978	7,500	0	0.0%
Equipment Repair, Maintenance	3,749	4,127	500	7,391	500	0	0.0%
Vehicle Expenses	14,623	28,567	152,000	79,426	157,000	5,000	3.3%
Membership Dues	13,318	13,653	16,600	14,887	16,600	0	0.0%
Conferences and Travel	156,027	171,998	39,360	89,683	55,264	15,904	40.4%
Training and Education	17,395	27,258	30,100	21,227	35,100	5,000	16.6%
Advertising and Promotion	28,548	34,810	28,500	39,663	28,500	0	0.0%
Books, Publications and Data	3,052	3,472	9,900	7,304	9,900	0	0.0%
Other Goods and Services	22,798	54,805	44,938	49,753	34,938	(10,000)	-22.3%
Other Fiscal Charges	0	2,895	0	21,930	0	0	-
Interdepartmental - Fleet	25,787	24,746	17,100	58,157	19,396	2,296	13.4%
Interdepartmental - Other	0	52,000	0	26,000	0	0	-
<b>Total</b>	<b>\$5,772,177</b>	<b>\$6,503,047</b>	<b>\$7,269,363</b>	<b>\$7,010,338</b>	<b>\$7,375,645</b>	<b>106,282</b>	<b>1.5%</b>
<b>Revenues</b>							
Building Permits	(2,706,199)	(2,548,413)	(2,670,000)	(2,950,789)	(2,716,500)	(46,500)	1.7%
Other Licenses, Permits and Fines	(322,120)	(451,133)	(351,200)	(523,101)	(347,200)	4,000	-1.1%
Parking and Facility Rentals	(522)	0	0	0	0	0	-
Other Sales Revenue	(53,119)	(61,379)	(55,000)	(47,185)	(35,000)	20,000	-36.4%
Environmental Protection/Waste Wat	(14,800)	(48,700)	(48,800)	(48,800)	(48,800)	0	-0.0%
Other Revenues	(14,060)	(26,189)	0	(102,726)	(20,000)	(20,000)	-
<b>Total</b>	<b>(\$3,110,819)</b>	<b>(\$3,135,813)</b>	<b>(\$3,125,000)</b>	<b>(\$3,672,551)</b>	<b>(\$3,167,500)</b>	<b>(42,500)</b>	<b>1.4%</b>
<b>Net Cost</b>	<b>\$2,661,358</b>	<b>\$3,367,234</b>	<b>\$4,144,363</b>	<b>\$3,337,787</b>	<b>\$4,208,145</b>	<b>63,782</b>	<b>1.5%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

<b>Planning &amp; Development Services</b>	<b>Past Budgets</b>	<b>2003-04 Gross Expenditures</b>	<b>2004-05 Gross Expenditures</b>	<b>2005-06 Gross Expenditures</b>
CDC00111 Oversized Streets	2,450,000	750,000	50,000	0
Total	<u>2,450,000</u>	<u>750,000</u>	<u>50,000</u>	<u>0</u>

## **PUBLIC WORKS AND TRANSPORTATION SERVICES**

### **DRAFT MISSION STATEMENT**

*We plan, construct, maintain and regulate the effective use of public infrastructure and transportation facilities such as streets, sidewalks, sewers, transit & ferry systems for the purposes of addressing public transportation, safety, infrastructure life cycle costs and legislated requirements, for citizens, businesses and visitors*

#### **Who?**

Citizens, businesses and visitors

#### **Why?**

To provide and coordinate services to satisfy legislated requirements, client safety, improved life cycle costs, risk management and the appropriate infrastructure to support present and future service requirements.

#### **What?**

Plans, constructs, maintains and regulates the effective use of public infrastructure, such as streets, sidewalks, sewers and pollution control plants.

## Description of Program/Service

Formulated under Alignment 2000, Public Works and Transportation Services (PW&T) was created to consolidate all critical and operational services with respect to management of the Municipality's infrastructure. A further Organizational Restructuring that took effect on January 1, 2003 realigned operations of Transit Services with PW&T.

The Director of PW&T acts as Municipal Engineer/ City Engineer on behalf of Halifax Regional Municipality (HRM) as per the Municipal Government Act, as well as represents HRM interests at provincial, national, and other outside agency levels.

Based on the new organizational structure effective January 1, 2003, the broad range of services provided by PW&T includes:

- a) **Design and Construction Services:** Coordinates 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) **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 responsible for the maintenance of street lights.
- d) **Streets and Roads:** 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, and 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.

- e) **Traffic and Transportation:** Responsible for transportation planning, traffic control, and traffic signal maintenance. **Transportation planning** deals with the planning, expansion and assessment of new demands on the Municipality's transportation infrastructure. **Traffic control** involves the safe and efficient management of vehicle and pedestrian traffic flow within the existing transportation system. Traffic control also includes **Traffic signal** maintenance, as their efficient performance is vital to the outcome and success of traffic control.
- f) **Transit Services:** Provides public transportation services within HRM through conventional transit, community transit, ferry services and Access-A-Bus services. (Effective January 1, 2003)

<p><b>Business Unit Mission: PW&amp;T</b>  <i>We plan, construct, maintain and regulate the effective use of public infrastructure and transportation facilities such as streets, sidewalks, sewers, transit and ferry services for the purposes of addressing public transportation, safety, infrastructure life cycle costs and legislated requirements, for citizens, businesses and visitors.</i></p>	
STRATEGIC OUTCOMES	INDICATORS
Public health and the environment protected	<ul style="list-style-type: none"> <li>• Sewage treatment plant discharge compliance statistics</li> <li>• Number of sewage spills/ backups</li> </ul>
A safer street and sidewalk system	<ul style="list-style-type: none"> <li>• Accident statistics</li> <li>• Number of liability claims</li> </ul>
An effective and efficient transportation system that optimizes travel time	<ul style="list-style-type: none"> <li>• Benchmarked level of service standards for transportation</li> </ul>
Public Investment protected at reduced long term cost	<ul style="list-style-type: none"> <li>• Measure change in overall condition assessment of asset inventory (streets)</li> </ul>



Key Initiative	Status
Optimize Infrastructure Upgrade Capital Funds	1- Implementing numerous infrastructure rehabilitation alternatives, i.e. microsurfacing on chipseal, foamed asphalt on full depth reclamation, expanding microsurfacing program, etc. 2- Provincial contribution to paving program outside the Core.
Develop Database for LIS	1- Request for funding to collect all infrastructure data by 2005 is being submitted for consideration in 2003/04 Capital Budget. 2- Software is becoming operational according to the following: <ul style="list-style-type: none"> <li>(1) Sewer/Drainage Asset Management</li> <li>(2) Work Orders for Pavement/Curb/Sidewalk</li> <li>(3) Pavement/Curb/Sidewalk Asset Management</li> <li>(4) Work Orders for Pavement/Curb/Sidewalk</li> <li>(5) Other Asset Management Systems to be implemented according to priority and resources.</li> </ul>

Key Initiative	Status
<p>Harmonize Policies &amp; By- Laws for Sewer &amp; Drainage Systems</p>	<p>1- A draft policy was sent to the Watershed Advisory Board and a presentation was made to the committee in January, 2003. Follow up meetings with the Board are already scheduled. The Board is scheduled to return any comments by March, 2003. The report will be presented to HRM Council soon thereafter. Once it is approved by Council, the report will be available to support the Regional Planning project. Harmonized by-law respecting drains is being reviewed by Legal Services and is soon expected to be ready for the By-law Harmonization Committee review. Also, staff has representation on the HRM By-law Rationalization Committee, and harmonization and enforcement improvement activities are supported.</p> <p>2 -The process to implement the policies and programs of the Water Resource Management Policy Study will begin after acceptance of the policy by HRM Council. Many of the tools required are planning policies, the implementation of which will be facilitated by the Regional Planning process.</p> <p>3- Procedure for First Response - Sanitary Sewer Emergencies utilized on as-needed basis. Procedure in use for two years now and review with all staff carried out.</p>
<p>Develop Long-Term plans for Aerotech Water System</p>	<p>1- Joint Planning Committee discussions ongoing 2- Study postponed to 2003/04 due to re-allocation of funding. Lake levels have recovered to a modest degree. 3- Staff will recommend increasing Aerotech /Airport water and sewer rates by \$1.00 / 1000 gal. Recommendation to Council early 2003 for implementation effective April 1, 2003.</p>
<p>Dev Long-Term Plans for Biosolids Management</p>	<p>Biosolids facility rescheduled to 2005. Interim 2-3 year sludge removal contract has been awarded.</p> <p>1- Capital financing not in place - Have applied for Canada / NS Infrastructure funding. WWT study will identify other funding options.</p> <p>2- The Terms of Reference for the Design project is now complete and the RFP has been issued.</p>



Key Initiative	Status
Master Plan for Upgrading existing Wastewater Treatment Facilities	<ol style="list-style-type: none"> <li>1- Finalize North Preston STP upgrade.</li> <li>2- First phase, sludge management facility / Aerotech STP Upgrade.</li> <li>3- Capital Equipment Replacement.</li> <li>4- Eastern Passage Overflow Modification.</li> <li>5- WPCP long-term requirement study.</li> </ol>
Harbour Solution Project	Transferred to Real Property & Asset Management (RPAM)
Regional Planning / Capital Cost Contribution Support	<p>1 - Staff continues to support the Regional Planning project by membership on all the task force committees and activities such as issues and options identification, research, greyfield and brownfield studies, etc. Priorities for sewer modeling analysis will soon be available with the partial completion of the Greenfield Study expected in June, 2003 (Phase 1 now complete). Treatment Plant and Pumping station studies RFP's have been issued. Designed unique methodology for assigning infrastructure cost responsibilities based on traffic generation characteristics of specific land uses.</p>
Implement Capital Budget in the Year of Approval	Achieved. Interim Capital Budget approval has improved completion statistics for 2002/03.
Streamline Permitting System under ROW Approval section	<ol style="list-style-type: none"> <li>1- Define areas for which ROW will be specific contact.</li> <li>2- Propose specific internal reorganization.</li> <li>3- Evaluate system adjustments.</li> </ol>
Complete Stormwater / Wastewater Infrastructure Records	<ol style="list-style-type: none"> <li>1- Three GIS Technicians have been retained for three to four year term to carry out this activity. Current priority is attribute information for data collection in Dartmouth. Target completion date: February, 2003.</li> <li>2- Survey of Port Wallace and parts of Cole Harbour is now 95% complete, with the remaining 5% to be finished once snow cover is gone (est. April, 2003).</li> <li>3- Wastewater Pumping Station and force main study being completed. Project was awarded to SNC-Lavalin with a target completion date of August, 2003.</li> </ol>

Key Initiative	Status
Pollution Prevention Initiatives	<p>1- Inspections &amp; monitoring to control discharges have been initiated and are ongoing.</p> <p>2- Database is developed and will be updated with data from inspections &amp; monitoring.</p> <p>3- Specific initiatives have been implemented for targeted problems such as oil, fats and grease.</p> <p>Other priority has been a number of lake and watercourse contamination emergencies. Term position has been filled to assist with by-law enforcement activities.</p>
Rationalize Street Classification System	<p>1- Upon review by Regional Planning, seek Council approval.</p>
Develop Strategies to Improve Capacity of the Transportation System.	<p>1- Established foundation for Transportation Demand Management (TDM) implementation through the Regional Planning process, involving two pilot installations of transit priority signals, initiation of a bicycle master plan, and hiring a bicycle/pedestrian coordinator.</p> <p>2- Several localized capacity improvement projects completed, including Victoria/Nantucket, Chebucto/North, and coordinated half-signals on Quinpool Rd.</p>
Develop Strategy to Improve Street Cleanliness	<p>Increased service level provided by increasing resources through partnering with BIDC and Parks and Open Spaces. Poster and graffiti removal initiative continues.</p>
Develop Procedures for Better Management of Salt	<p>Snow and Ice Coordinator position approved by the Director and will be called shortly.</p> <p>Funding requests for items 1 to 4 will again be included in 2003/04 budget submissions.</p>
Continue Wastewater / Stormwater Benchmarking Exercise	<p>Items 1 &amp; 2 re operational data completed. Recommend continuing program to effect program improvements.</p>
Transportation Study for HRM	<p>Contributing baseline data and technical assistance to a consultant who is updating the regional roadway network trip simulation model. This model will be employed in the development of the transportation component of the Regional Plan.</p>

Key Initiative	Status
Capital District Task Force	1- Funding being secured - design and construction management provided. 2- Ref item #16.
Study Organizational Structure of PW&T	1- Building rationalization study to be undertaken. 2- Evaluate BU divisional structure, reporting relationships and succession planning. 3- Implement employee recognition program. 4- Continued support of SAP HR initiative. 5- Support Employee Survey Action plan initiatives.
Trunked Mobile Radio System (TMR)	Project is moving forward through equipment supply to HRM Fire Services.
Service Delivery Deficiencies	1-To identify service level shortfalls in conjunction with the business planning/budgeting process.

## METRO TRANSIT

<b>TRANSIT SERVICES MISSION</b>	<i>To ensure personal mobility and provide an alternative mode of transportation to the single occupant vehicle, HRM Transit Services provides sustainable, equitable, affordable public transportation to residents, businesses and visitors within the transit service area regardless of age, income or physical ability.</i>		
<b>STRATEGIC OUTCOMES</b>	<b>INDICATORS</b>	<b>CLIENT BENEFITS</b>	<b>INDICATORS</b>
Significant contribution to quality of life related to mobility and clean air	Passenger kilometres travelled (passengers using transit reduce exhaust emissions and help address traffic congestion and neighbourhood short cutting issues)	Safe, convenient, cost effective access to work, education, medical and social travel.	Ridership (measure of usage).
Economic benefits related to access to employment locations	Passengers who use transit for work.	Mitigation of road/traffic congestion.	Car trips avoided by passengers using transit.

STRATEGIC OUTCOMES	INDICATORS	CLIENT BENEFITS	INDICATORS
Fiscal benefits related to mitigating need for street/road infrastructure	Passengers (passengers on a bus can replace 50 cars).	Cleaner air (reduced health problems) compared to putting the same number of people in cars.	Exhaust emissions avoided by offering alternative to single occupancy vehicle.
Provide Charter Service	Charters booked.	Tourism / user benefits related to access to special events, sight seeing, conventions and community activities.	Special events served. Ridership to special events.

#### Summary of Achievements of Last Year's Business Plan to Date

Key Initiatives	Status
Seek Council Adoption of Transit Principles	Presented Study results to Program & Service Committee.
Adopt Long Term Infrastructure Plan	Completed Transit Study & incorporated infrastructure replacement plan & budgeted year 1 for 2003/04
Develop Multi-year plan to expand Park & Ride capacity	Recommended action plan from Transit Study being built into future capital budgets.
Develop Multi-year Strategy to reduce fleet age.	Submitted a five transit fleet replacement program to meet average fleet age targets.
Replace transit scheduling Software.	With the assistance of Shared Services (IS) & Financial Services (Purchasing) an RFP has been issued.
Replace fare collection technology.	Cost of replacing the fare technology has been incorporated in the Transit Services multi-year capital expenditure estimates. It is proposed to replace the current manual technology with mechanical fareboxes, electronic transfer dispensers and card readers. This new equipment will be introduced over a three year period starting in 2004/05.
Key Initiatives	Status

<p>Develop multi-year plan to address service deficiencies.</p>	<p>First "no cost" changes have been introduced in Cole Harbour - November 2002. A five year strategy to introduce changes to be developed as part of 2003/04 Business Plan. In 2003/04 it is planned to introduce a new Crosstown Route between Burnside &amp; Bayers Lake, improved service to the Universities, and off peak service in Cole Harbour.</p>
<p>Coordinate Traffic &amp; Planning staff so transit issues are considered in road &amp; land developments.</p>	<p>Staff have established regular meetings with Traffic &amp; Transportation staff to discuss transit road priorities projects. The 2003/04 Capital Budget includes funds to study and implement Transit Priority Projects. Staff have established a working relationship with Planning &amp; Development staff to provide transit input on subdivision &amp; development plans.</p>
<p>Budget Sufficient Resources to ensure the efficient hiring and training of new operators.</p>	<p>Appointed Employee Services Supervisors trained in recruiting and employee staff training.</p>
<p>Seek opportunities to keep employees informed about Transit Service activities.</p>	<p>Regularly post news items from General Manager &amp; started employee bulletin. Use impromptu information sessions in operators lobby to answer questions and installed a bulletin board for general information.</p>
<p>Address employee attendance.</p>	<p>Appointed new Manager of Employee Services who implemented an employee attendance program that includes monitoring, frequent follow up with employees, referencing further professional assistance, and expanded "alternate" work hardening program.</p>
<p>Redeploy resources to coordinate internal and external communications.</p>	<p>Appointed new Manager, Public Affairs to coordinate transit communications.</p>

## Internal/External Issues Analysis

### Issue #1

#### Effective Infrastructure Management / Rehabilitation

(On-going from 2002/03)

Despite annual efforts through the Capital Budget Program, the overall condition of HRM's street inventory and related infrastructure continues to decline. The average street SDI index has dropped from 7.8 in 1997 to 7.30 in 2002.

#### Link to Corporate Priority, Long Term Capital and/or Program Mission

- Infrastructure condition is vital to economic growth and vibrant, sustainable communities.
- Council Priority on Infrastructure (ensuring infrastructure maintained at approved standards).
- EMT Priority on customer focused service delivery.
- PW&T Mission and strategic outcome on implementing effective infrastructure management.

#### Goal 2003/2006

To complete the condition updating of all existing infrastructure over a two-year period. This will be essential in determining the overall condition and required appropriate allocation of annual capital funding resources to maintain infrastructure condition to an acceptable level.

#### Objectives 2003/04

- Implement the Hansen Pavement Management and sewer asset management systems by fall, 2003.
- Continue to review existing options for infrastructure renewal funding.
- Pursue/develop new alternatives for infrastructure reinvestment.

#### Analysis of Proposed Changes

##### *Service Levels:*

Updating the asset database will improve infrastructure maintenance planning and information retrieval for budget planning, while improving customer service.

##### *Processes:*

New Hansen asset management systems.

*Internal Service Providers:*

Continue to work with Shared Services (Information Services) on the LIS project.

*FTE:*

No changes in staffing proposed.

*Financial (long-term):*

Explore options within the capital budget for desired level of infrastructure renewal.

*2003/04 Budget:*

The proposed 2003/04 Capital Budget for streets & sidewalks reflects an approximate 23% decline in funding allocation towards paving renewals and resurfacing from the approved funding levels allocated in the 2002/03 Capital Budget. This is not the direction we should be going in light of the declining condition of our streets inventory.

## **Issue # 2**

### **Continued Support of LIS Corporate Initiative**

PW&T must continue to support the LIS project to ensure infrastructure condition data is available, updated on a regular basis, and processes are in place to effectively utilize this new comprehensive asset management software to enable enhanced infrastructure rehabilitation decisions.

In addition, the service request tracking system should be expanded to include utilization by all sections of PW&T in conjunction with Shared Services - Dispatch and Call Centre staff.

### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

An expanded and more integrated infrastructure management system complies with and supports the Business Unit Mission Statement referencing the effective use of public infrastructure while meeting the Council/EMT priorities of developing and maintaining infrastructure, fiscal accountability, improved customer focussed service delivery and maintaining healthy, sustainable and vibrant communities.

### **Goal 2003/2006**

Implement a corporate integrated Land Information System that would encompass PW&T infrastructure management needs.



## **Objective 2003/04**

Implement the Hansen pavement management system and storm/sanitary sewer data system.

### **Analysis of Proposed Changes**

#### *Service Levels:*

An enhanced infrastructure management system will better facilitate the management of HRM's infrastructure, resulting in better allocation and use of resources.

#### *Processes:*

New Hansen system software and appropriate staff training.

#### *Internal Service Providers:*

Shared Services (Information Services) in conjunction with the various Business Units participating in this new LIS system.

#### *FTE:*

1 new Engineering Assistant position proposed for 2003/04 for the TUGS section relating to the sewers component of LIS.

#### *Financial (long-term):*

It is anticipated that additional staff and funding resources will be required to properly implement and operate this new LIS system. The extent of those additional resources has not yet been quantified.

#### *2003/04 Budget:*

Additional funding incorporated in proposed 2003/04 Operating Budget for one new FTE position.

## **Issue #3**

### **Comprehensive Review of Snow & Ice Operations**

There are a number of issues within our existing Snow & Ice Operations that require review:

1. The existing levels of service and the implications on cost.
2. The need for better management of road salt in light of Environment Canada's declaration of road salt as Canadian Environmental Protection Agency (CEPA) toxic.
3. Issues relating to winter parking that impact on snow & ice removal operations along with the issues of sidewalk snow removal.

### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

- Council's Corporate Priorities for "Public Safety" by ensuring HRM citizens feel and are safe to move within their community and for "Economic Development" by delivering appropriate services which encourage the growth of business.
- EMT's Corporate Priority to "Support and Encourage Customer Focussed Service Delivery" by providing citizens with a meaningful sense of the results attained with their tax dollars.
- PW&T's Mission and Strategic Outcomes of maintaining and regulating the effective use of streets and sidewalks by providing a safer, healthier municipality through effective and efficient service delivery to ensure an efficient transportation system.

### **Goal 2003/2006**

To provide an effective and efficient snow & ice management program which meets Council's service standards within established budget guidelines.

### **Objectives 2003/04**

- Revise HRM's existing Salt Management Program by the spring of 2004 that supports the objectives of the Federal Salt Management Guidelines.
- Improved and expand training for snow and ice personnel in salt management practices to ensure the objectives of the salt management plan can be achieved.
- Working with HR, commence the review and preparation of issues that have operational and cost implications as part of the 2004 CUPE Collective Agreement negotiations.
- Review options for budget resource allocation including existing service standards relating to snow & ice to ensure that both are compatible.
- Undertake a review of sidewalk snow removal operations within peninsular Halifax.
- Review options for winter parking.

### **Analysis of Proposed Changes**

The proposed objectives for 2003/2004 will be championed by the PW&T's Snow & Ice Coordinator, through a philosophy of continual improvement and stakeholder communication.

#### *Service Levels:*

An improved, more cost-effective and environmentally responsible snow & ice program is expected while continuing to meet HRM's Snow & Ice Service Standards.

#### *Processes:*

Upon completion of the review (and should an alternative delivery model be chosen) existing processes may change. For salt management, the process will be one of continual improvement

following a cycle that starts with the HRM Salt Management Plan & Guidelines and then proceeds through review and analysis of existing practices and resources, implementation of changes, education and training of employees, monitoring and analysing of results, and management review of results. The cycle would then begin again and continue on an ongoing basis. It can be expected that a number of initiatives would occur simultaneously.

*Internal Service Providers:*

RPAM - Fleet Services assistance with Snow & Ice skills inventory and salt equipment operation training.

*FTE:*

An existing FTE position has been revised in 2002/03 to create a new position - that of Snow Coordinator - to spearhead the coordination and implementation of the new Federal Government Salt Management Program. For 2003/04, the budget envelope proposed one new night-shift supervisor for the West region.

*Financial (long-term):*

Capital funding will be required for upgrading salt storage facilities, implementation of Road Wealth Information System (RWIS), and implementation of pre-wetting technology. These requirements have been previously submitted to the Long Term Capital Committee.

*2003/04 Budget:*

No budget impact for 2003/04.

## **Issue #4**

### **Strategies to Improve Transportation System Options / Capacity**

In conjunction with the Regional Planning Initiative, develop fiscally sustainable strategies to improve the capacity of the existing Transportation system options to meet growing demand, and ensure that expansion of the transportation network supports the overall growth strategy.

#### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

This links to Regional Planning Strategy to "Develop a comprehensive regional transportation plan which supports the desired direction of growth articulated in the regional growth strategy."

#### **Goal 2003/2006**

Completion of a comprehensive transportation strategy fully integrated with the HRM Regional Plan.

## Objective 2003/04

The objective for 2003/04 is to develop a set of short-term deliverables for the regional transportation plan. This includes:

1. Development of a roadway classification system
2. Establishment of criteria for identifying transportation projects that may proceed separate from the Regional Plan
3. Implementation of pilot TDM measures
4. Initiation and implementation of the Blueprint for a Bicycle Friendly Halifax which will encompass:
  - ▶ adapting existing and planned infrastructure including roads and trails to ensure that the safety and encouragement of cyclists are taken into account;
  - ▶ developing and maintaining a network of on-street and off-street bicycle routes;
  - ▶ where possible, combining implementation of the Bicycle Plan with other planned work to maximize cost-effectiveness;
  - ▶ providing facilities that support bicycling such as bicycle parking, signage, and connections to other modes of transportation;
  - ▶ providing programs that support bicycling safety, education, and promotion, and;
  - ▶ incorporating planning for cyclists into all relevant municipal activities and facilities.

## Analysis of Proposed Changes

### *Service Levels:*

The intention is to retain satisfactory service levels provided by the roadway network in the face of growing demand. It is clear, however, that the fiscal and socioeconomic impacts of expanding the roadway network to meet this increasing demand are too great and development alternative modes for providing transportation services is required.

For those currently using alternative modes of transport, such as bicycle, car pooling or transit, an improvement in service will be evident. This improvement in service is a necessity if these alternative modes are to result in meaningful reductions in vehicle trips.

### *Processes:*

A system for measuring and benchmarking the level of service of the roadway network and the split of trips between various modes will be developed and initiated. Measurements will be taken annually to identify trends and make comparisons to results from other Canadian cities.

### *Internal Service Providers:*

Transit priority measures may have some positive impact on transit operations.

*FTE:*

One new FTE proposed for the development, implementation, monitoring, and coordination of TDM activities as well as implementing HRM's new proposed HRM Bicycle Plan.

*Financial ( long-term ):*

Two capital programs have been proposed to develop bicycling and other TDM measures: Bikeway Master Plan Implementation, and TDM Program.

*2003/04 Budget:*

Initial funding of \$180,000 has been proposed for the two programs combined in 2003-04, although these are intended to be ongoing programs.

## **Issue #5**

### **PW&T Depot Rationalization Study**

As part of an ongoing review of the operations of PW&T, the Business Unit, in conjunction with RPAM, will be implementing a comprehensive review of our existing field depot facilities for the purposes of ensuring that these facilities are strategically and appropriately located to efficiently service the existing and future geographic areas of HRM. This review will examine the benefits of moving away from our present east, west, and central geographic service delivery to an east/west geographic service delivery with one new strategically located depot facility located within each of the two new service delivery areas.

#### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

- Council Priority on Fiscal Accountability (maximizing value for dollars spent).
- EMT priorities on customer focussed service delivery.
- PW&T Mission and client benefit of effective and efficient service delivery.

#### **Goal 2003/2006**

To review the operational functions, succession planning issues, reporting relationships and facilities adequacy from which a new short-term and long-term operational and organizational plan will be devised to improve service provision and optimize resource utilization.

#### **Objective 2003/04**

Field Depot Rationalization study to be undertaken to evaluate PW&T facility adequacy and location and examination of a Business Unit divisional and reporting structure will follow to ensure proper

realignment to fit any geographic operational changes.

### **Analysis of Proposed Changes**

#### *Service Levels:*

When implemented, the new operational service areas and Business Unit structure will promote efficient and cost-effective service delivery.

#### *Processes:*

When implemented, sectional realignment will result in different work practices (realigned work practices must address implementation of Hansen systems).

#### *Internal Service Providers:*

Facility study to be undertaken in conjunction with RPAM.

#### *Financial ( long-term ):*

Funding for commencement of the depot rationalization study available in the 2002/03 budget. Study recommendations may require implementation through Capital Budget funding for facility construction/upgrading.

#### *2003/04 Budget:*

Funding required for new proposed Night Shift Supervisor incorporated into requested Operating Budget. Additional support funding for the depot rationalization study also included within the 2003/04 proposed budget.

## **Issue #6**

### **Metro Transit**

In June 2002, the IBI Consultant Group completed a strategic review of Metro Transit's operation and recommended several strategies to be implemented over five years to address three general issues:

- Recent Capital Budgets have not been sufficient to replace aging Transit Infrastructure
- Operating & Capital Budgets have not permitted Transit to adequately expand service in many of HRM's growing urban areas, and
- Interest in public transit is growing and service levels not keeping pace with passenger demand.

#### Capital Budgets

The Strategic Transit Study (2002) identified that much of the transit infrastructure (buses, shelters

& terminals) are approaching the end of their cost-effective life requiring a multi-year replacement plan. The result of the aging infrastructure has been increased costs to support and operate the equipment and reduced service reliability. The aging infrastructure also detracts from the public's image of transit and does not promote it as a modern, aesthetically pleasing alternative to single occupant vehicle use.

### Service Coverage

Because Operating and Capital Budgets for public transit have not been in keeping with the pace of development growth in the HRM urban area, developing areas do not have the same level of service as many of the more established neighbourhoods. This affects both the walking distance to transit service and the service frequency once residents reach the bus route. The IBI Consultants' Study identified Service Standards to address service inequities and recommended a phased five year service plan to meet these standards.

### Public Transit Interest & Demand

Transit ridership increased by almost 3.0% during the 2002 calendar year. September and October are the months people frequently consider alternate travel options as they return from vacations, start school, etc. Looking at this period to provide an indication of potential ridership growth, Metro Transit recorded a 28% increase in 2002 of reported overloads where the scheduled bus could not accommodate all passengers waiting along the route.

### **Link to Corporate Priority and/or Program Mission**

- Council Priorities: HRM's Transportation System supports the desired development patterns and alternative forms of transportation & HRM develops and provides infrastructure to maintain approved standards.
- -HRM 20/20: Protecting our natural environment - Have a diverse public transit strategy to encourage environmental sustainability & economic prosperity - best value for tax dollars.
- EMT Priority: Support & encourage excellence in service delivery.

### **Goal 2003/2006**

Implement the multi-year plan recommended in the Strategic Transit Study to:

1. Replace costly, aging infrastructure
2. Increase service levels to meet appropriate Service Standards (note - this requires additional infrastructure and increased operating expenditures), and
3. Maintain transit's productivity and current farebox revenue recovery.

## Objective 2003/2004

Begin to implement multi-year service plan by:

1. Introducing the Crosstown Route
2. Working with Saint Marys University to implement a U-Pass
3. Enhancing service to the Universities & Hospitals
4. Improving service coverage in the Cole Harbour area
5. Increasing peak service to better match the service to the growing passenger demand, and
6. Increase Access-A-Bus service to reduce the number of trip requests that cannot be accommodated.

## Analysis of Proposed Changes

### *Service Levels:*

Measure progress in meeting Service Standards.

### *Financial Budget:*

Increase Capital and Operating Budgets as recommended in the Strategic Transit Study.

### *Processes:*

The changes identified in the 2003/04 Objectives will require extensive public consultation and information. As well as the FTE identified for Public Communications, display units would be installed at key bus stops to advise passengers of bus times and other information on the service changes.

### *Internal Service Providers:*

HR (Payroll), Shared Services - Information Services (GoTime), Finance, & RPAM

### *FTE's:*

The Business Plan for 2003/04 made provision for additional conventional transit operators to address fleet expansion as well as one Access-A-Bus Operator and one Part Time (0.5) Access-A-Bus Dispatcher to support the additional service proposed by the Transit Strategy, subject to funding from the first year's Transit Study recommendation. One additional FTE has been included to support the public communication of this initiative.

### *2003/04 Budget:*

Increased transit service proposed in the Transit Strategy will impact on other Business Units and in particular RPAM. The operating costs and RPAM's cost to support this 300,000 kilometres of additional service has been included in the Strategic Transit Project funding proposal.

Should the U-Pass Referendum by Saint Mary's University students be approved, additional service will be required to meet the increased ridership demand. The \$110 price of the U-Pass would cover



the cost of operating and supporting this increased service.

## **Issue # 7**

### **Staff Relations / Planning**

Within the next 10 years, a significant percentage of experienced PW&T staff will be eligible for retirement. For Metro Transit, that number equates to approximately 150 or half of the existing staff complement. For PW&T, this translates into many of the existing experienced management, supervisory and field worker personnel. This, coupled with other forms of attrition, will require almost continuous hiring and training of new staff. Coupled with this natural phenomenon, establishing and maintaining good workplace relations and fostering a work environment of pride and respect will be essential for staff morale and productivity.

### **Links to Corporate Priority, Long Term Capital and/or Program Mission**

- Maintaining a sufficiently trained body of staff is essential to meeting the corporate challenges and needs of our citizens.
- Good workplace relations go directly to the corporate goals/objectives of excellence in governance and excellence in service delivery.

### **Goals 2003/2006**

- Budget sufficient resources to ensure the efficient training of new and succession employees.
- Foster improved workplace relations between supervisory staff and the respective unionized employees.
- Promote opportunities to keep employees informed about Business Unit activities and opportunities for succession planning.
- Continue to enhance ongoing internal communications for all Business Unit employees.
- Continue to address the issues surrounding employee attendance.
- Begin planning for PW&T Rewards and Recognition Program.

### **Objectives 2003/2004**

- Promote to all employees of the Business Unit the significance of improved respect and understanding of service delivery.
- Continue to work at improving employee attendance.
- Negotiate a new collective agreement with the Amalgamated Transit Union.

### **Analysis of Proposed Changes**

*Service Levels:*

Continue to replace bus operators as required and carry forward attendance management program. Improved workplace relations will result in enhanced service delivery.

*Financial/ Budget:*

A successful attendance management program and improved workplace relations translates to operational savings to the Business Unit resulting in more cost-effective service delivery.

*Processes:*

Continual liaison and training with staff to achieve stated objectives.

# Public Works & Transportation

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
R101 Administration	\$343,672	\$467,359	\$549,506	\$486,488	\$544,900	(\$4,606)	-0.8%
R701 Dir. of Operations	33,004	6,013	0	(0)	0	0	-
R702 Nat. Gas Distributio	72,731	47,339	195,500	208	4,000	(191,500)	-98.0%
R112 Rights of Way Approval	470,607	221,096	228,400	218,708	230,100	1,700	0.7%
R110 Design Admin.	235,729	172,330	314,500	266,585	321,500	7,000	2.2%
R120 Construction Ser	1,008,096	981,192	1,012,070	784,910	1,008,970	(3,100)	-0.3%
R140 Surveying	800,517	844,895	901,100	791,985	893,400	(7,700)	-0.9%
R150 Drafting	395,168	349,899	438,300	239,031	256,550	(181,750)	-41.5%
R170 Transportation Serv.	270,920	298,114	329,600	307,169	329,500	(100)	-0.0%
R172 Traffic Serv.	461,369	467,347	510,500	530,099	582,000	71,500	14.0%
R827 Traffic Lights	1,040,922	1,175,170	1,082,100	1,142,013	1,105,300	23,200	2.1%
R715 Administration - Streets & Ro	1,356,899	2,278,393	848,394	2,413,076	1,435,865	587,471	69.2%
R720 Street Sweeping	551,026	640,205	588,074	666,410	603,554	15,480	2.6%
R721 Litter Pickup/Basket	815,075	842,540	950,993	868,876	968,893	17,900	1.9%
R722 Leaf Pick Up	187,371	205,730	194,286	188,482	201,566	7,280	3.7%
R730 Chip Sealing	438,406	400,906	464,790	321,375	464,790	0	0.0%
R731 Patching	1,452,247	1,438,518	1,655,568	1,628,925	1,732,658	77,090	4.7%
R732 Gravel Road Maintenance	762,560	1,190,659	828,894	1,052,953	894,444	65,550	7.9%
R733 Right of Way Maint.	95,428	77,486	91,900	92,402	100,000	8,100	8.8%
R735 Guardrail	222,114	169,032	248,989	265,771	253,699	4,710	1.9%
R738 Waverley Sidewalks	0	326	5,200	641	5,200	0	0.0%
R739 Fall River Sidewalks	95,223	52,874	115,280	70,578	126,100	10,820	9.4%
R740 Concrete Sidewalks	759,858	649,352	697,989	680,493	702,089	4,100	0.6%
R741 Asphalt Sidewalks	54,647	30,067	233,795	83,793	237,395	3,600	1.5%
R742 Brick Sidewalks	84,478	88,987	181,681	53,885	196,581	14,900	8.2%
R743 Asphalt Curb	65,366	91,858	99,151	27,407	101,521	2,370	2.4%
R746 Street Name Signs	51,103	16,052	97,073	28,408	98,963	1,890	1.9%
R747 Traffic Signs	506,538	639,955	708,378	635,920	729,938	21,560	3.0%
R748 Traffic Markings	366,500	342,960	436,494	313,300	439,184	2,690	0.6%
R899 Streets Job Costing Clearing	72,882	171,492	0	(116,739)	(124,100)	(124,100)	-
R761 Ice Control	6,418,200	5,956,250	3,666,533	7,186,039	3,942,481	275,948	7.5%
R762 Plowing	3,538,613	3,345,068	2,413,772	3,985,003	2,625,438	211,666	8.8%
R763 Snow Removal	(1,612,494)	215,840	858,114	382,064	873,114	15,000	1.7%
R764 Swk Plow/Ice Control	2,375,588	2,070,199	2,063,075	2,569,323	2,390,181	327,106	15.9%
R765 Related Program Cost	946,717	1,098,730	550,174	1,252,575	568,774	18,600	3.4%
R766 District 15 Sidewalk Snowplo	0	0	30,305	64,488	126,574	96,269	317.7%
R767 District 16 Sidewalk Snowplo	0	0	0	0	190,380	190,380	-
R811 Administration	639,748	604,121	408,209	587,343	453,465	45,256	11.1%
R812 Inspection & Monitor	360,091	326,896	473,215	262,227	612,715	139,500	29.5%
R814 Mains	1,001,591	1,042,859	1,264,042	1,234,273	1,495,046	231,004	18.3%
R817 Pumping Stations	1,998,623	2,119,340	2,426,130	2,467,276	2,512,340	86,210	3.6%
R818 Sewer Laterals	1,587,210	1,827,399	1,445,896	2,508,141	2,226,566	780,670	54.0%
R820 Manholes	657,083	734,452	1,107,020	584,150	1,015,120	(91,900)	-8.3%
R821 Catchbasins	909,723	1,099,402	1,304,339	1,042,152	1,381,939	77,600	5.9%
R822 Ditches,Drains,Culve	723,637	1,016,851	1,342,276	975,483	1,519,776	177,500	13.2%
R823 Flood Control	145,765	222,998	255,725	338,760	302,544	46,819	18.3%
R898 Sewers Job Costing Clearing	57,741	0	0	51,596	0	0	-
R825 Streetlighting	3,584,329	3,851,058	4,096,840	4,234,558	4,244,340	147,500	3.6%
R826 Streetlighting-Rural	701,010	726,873	647,547	754,632	742,547	95,000	14.7%
R622 Public Relations	113,988	113,244	113,100	114,555	208,700	95,600	84.5%
R631 Gen. Transit Admin.	847,910	926,295	565,900	602,208	10,445,600	9,879,700	1745.8%
R635 Operator's Expense	12,936,729	22,820,432	22,528,100	24,984,790	15,153,200	(7,374,900)	-32.7%
R636 Support Services - Transit	635,408	665,513	1,399,300	1,328,200	1,320,000	(79,300)	-5.7%
R637 Scheduling	143,911	101,349	394,000	327,058	364,200	(29,800)	-7.6%
R638 Gen. Operations Exp.	1,092,723	1,095,295	714,500	795,898	812,100	97,600	13.7%
R651 AAB-Gen. Expense	28	0	0	0	0	0	-
R652 AAB-Scheduling/Disp.	241,021	258,463	246,700	259,715	262,900	16,200	6.6%
R653 Contracted AccessBus	259,516	281,596	300,000	235,366	300,000	0	0.0%
R654 AAB Operations	928,789	1,457,236	1,407,900	1,595,371	1,540,600	132,700	9.4%
R661 Gen. Ferry Expense	461,317	473,677	566,700	577,191	568,300	1,600	0.3%
R668 Ferry Crew Expense	1,128,514	1,599,941	1,732,300	1,662,095	1,793,900	61,600	3.6%
R671 Metro Tr. Debt Chrg	2,254,305	2,190,322	2,299,100	2,299,120	2,016,600	(282,500)	-12.3%
<b>Total</b>	<b>\$59,004,886</b>	<b>\$73,428,681</b>	<b>\$71,754,017</b>	<b>\$80,532,484</b>	<b>\$77,771,200</b>	<b>6,017,183</b>	<b>8.4%</b>

# Public Works & Transportation

## Summary by Revenues

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
R101 Administration	(\$40,008)	(\$164,004)	(\$234,323)	(\$326,652)	(\$200,500)	33,823	-14.4%
R701 Dir. of Operations	(224,008)	(119,508)	0	0	0	0	-
R702 Nat. Gas Distributio	(31,299)	(35,351)	(195,500)	0	(4,000)	191,500	-98.0%
R112 Rights of Way Approval	(213,978)	(291,703)	(222,000)	(141,965)	(222,000)	0	-0.0%
R110 Design Admin.	(91)	(30)	0	(5,143)	0	0	-
R150 Drafting	(6,846)	(2,570)	(10,000)	(4,611)	0	10,000	-100.0%
R170 Transportation Serv.	0	(120)	0	(700)	0	0	-
R172 Traffic Serv.	(81,021)	(3,510)	0	(6,245)	(4,000)	(4,000)	-
R827 Traffic Lights	(75)	2,104	0	0	(8,000)	(8,000)	-
R715 Administration - Streets & Ro	(35,977)	3,011	0	737	0	0	-
R721 Litter Pickup/Basket	2,545	4,460	0	1,655	0	0	-
R731 Patching	(420)	0	(30,000)	(20)	0	30,000	-100.0%
R733 Right of Way Maint.	(21,062)	0	0	0	0	0	-
R735 Guardrail	(356)	0	0	0	0	0	-
R738 Waverley Sidewalks	(5,422)	(4,521)	(5,200)	(4,591)	(5,200)	0	-0.0%
R739 Fall River Sidewalks	(114,332)	(113,313)	(115,280)	(114,730)	(126,100)	(10,820)	9.4%
R746 Street Name Signs	0	(1,125)	0	(1,890)	0	0	-
R747 Traffic Signs	(3,471)	(8,451)	0	(8,950)	0	0	-
R899 Streets Job Costing Clearing	1,153	0	0	0	0	0	-
R761 Ice Control	(92,000)	0	0	(250,019)	0	0	-
R762 Plowing	(1,804)	(374)	0	2,109	0	0	-
R764 Swlk Plow/Ice Control	(572,695)	(1,434,540)	(1,518,700)	(1,563,260)	(1,741,391)	(222,691)	14.7%
R766 District 15 Sidewalk Snowplo	0	0	(30,305)	0	(126,574)	(96,269)	317.7%
R767 District 16 Sidewalk Snowplo	0	0	0	0	(190,380)	(190,380)	-
R811 Administration	(639,748)	(601,177)	(2,558,301)	(587,343)	(2,499,507)	58,794	-2.3%
R812 Inspection & Monitor	(360,091)	(325,248)	(345,900)	(262,227)	(492,260)	(146,360)	42.3%
R814 Mains	(1,001,590)	(1,042,816)	(815,900)	(1,234,273)	(1,066,044)	(250,144)	30.7%
R817 Pumping Stations	(1,998,635)	(2,119,098)	(2,195,490)	(2,467,276)	(2,320,900)	(125,410)	5.7%
R818 Sewer Laterals	(1,587,210)	(1,827,399)	(1,371,500)	(2,508,141)	(2,157,100)	(785,600)	57.3%
R820 Manholes	(657,083)	(734,452)	(923,900)	(584,150)	(857,100)	66,800	-7.2%
R821 Catchbasins	(909,722)	(1,099,402)	(757,100)	(1,042,152)	(857,300)	(100,200)	13.2%
R822 Ditches,Drains,Culve	(723,637)	(1,016,804)	(808,400)	(975,483)	(1,004,200)	(195,800)	24.2%
R898 Sewers Job Costing Clearing	0	0	0	(51,596)	0	0	-
R825 Streetlighting	228	(9)	0	0	0	0	-
R826 Streetlighting-Rural	(665,047)	(821,861)	(647,547)	(649,691)	0	647,547	-100.0%
R622 Public Relations	(312,777)	(282,781)	(285,000)	(206,607)	(220,000)	65,000	-22.8%
R631 Gen. Transit Admin.	(18,101,883)	(18,517,434)	(18,713,800)	(19,319,731)	(19,617,200)	(903,400)	4.8%
R638 Gen. Operations Exp.	0	(180)	0	(1,704)	0	0	-
R641 Community Transit Services	(270,949)	(290,029)	(325,800)	(304,128)	(331,500)	(5,700)	1.7%
R654 AAB Operations	(919)	(2,385)	0	0	0	0	-
R661 Gen. Ferry Expense	(1,905,027)	(1,742,161)	(1,750,000)	(1,638,450)	(1,776,100)	(26,100)	1.5%
R668 Ferry Crew Expense	(257)	(600)	0	(1,833)	0	0	-
<b>Total</b>	<b>(\$30,925,218)</b>	<b>(\$32,968,627)</b>	<b>(\$34,236,407)</b>	<b>(\$34,737,746)</b>	<b>(\$36,260,056)</b>	<b>(2,023,649)</b>	<b>5.9%</b>

The expenditure requirements for Underground and Technical Services (TUGS) has increased significantly over the last several years due to a change in HRM policy relating to sewer lateral replacements. The current Wastewater/Stormwater Rate is no longer sufficient to cover this expanded service provided by HRM. The Projected Revenue for 2003/04 has been adjusted to match the expenditures as TUGS must net to zero with funding from the Wastewater/Stormwater Management Reserve (Q106) to address this issue.

# Public Works & Transportation

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
R101 Administration	\$303,664	\$303,355	\$315,183	\$159,836	\$344,400	29,217	9.3%
R701 Dir. of Operations	(191,004)	(113,496)	0	(0)	0	0	-
R702 Nat. Gas Distributio	41,432	11,988	0	208	0	0	-
R112 Rights of Way Approval	256,629	(70,607)	6,400	76,743	8,100	1,700	26.6%
R110 Design Admin.	235,638	172,300	314,500	261,442	321,500	7,000	2.2%
R120 Construction Ser	985,472	981,192	1,012,070	783,994	1,008,970	(3,100)	-0.3%
R140 Surveying	800,517	844,895	901,100	791,985	893,400	(7,700)	-0.9%
R150 Drafting	388,322	347,329	428,300	234,420	256,550	(171,750)	-40.1%
R170 Transportation Serv.	270,920	297,994	329,600	306,469	329,500	(100)	-0.0%
R172 Traffic Serv.	380,348	463,837	510,500	523,854	578,000	67,500	13.2%
R827 Traffic Lights	1,040,847	1,177,273	1,082,100	1,142,013	1,097,300	15,200	1.4%
R715 Administration - Streets & Ro	1,320,922	2,281,404	848,394	2,413,812	1,435,865	587,471	69.2%
R720 Street Sweeping	551,026	640,205	588,074	665,556	603,554	15,480	2.6%
R721 Litter Pickup/Basket	817,620	847,000	950,993	870,531	968,893	17,900	1.9%
R722 Leaf Pick Up	187,371	205,730	194,286	188,482	201,566	7,280	3.7%
R730 Chip Sealing	438,406	400,906	464,790	321,375	464,790	0	0.0%
R731 Patching	1,451,826	1,438,518	1,625,568	1,628,905	1,732,658	107,090	6.6%
R732 Gravel Road Maintenance	762,560	1,190,659	828,894	1,052,953	894,444	65,550	7.9%
R733 Right of Way Maint.	74,365	77,486	91,900	92,402	100,000	8,100	8.8%
R735 Guardrail	221,758	169,032	248,989	265,771	253,699	4,710	1.9%
R738 Waverley Sidewalks	(5,422)	(4,195)	0	(3,949)	0	0	-
R739 Fall River Sidewalks	(19,109)	(60,439)	0	(44,152)	0	0	-
R740 Concrete Sidewalks	759,858	649,352	697,989	680,493	702,089	4,100	0.6%
R741 Asphalt Sidewalks	54,647	30,067	233,795	83,793	237,395	3,600	1.5%
R742 Brick Sidewalks	84,478	88,987	181,681	53,885	196,581	14,900	8.2%
R743 Asphalt Curb	65,366	91,858	99,151	27,407	101,521	2,370	2.4%
R746 Street Name Signs	51,103	14,927	97,073	26,519	98,963	1,890	1.9%
R747 Traffic Signs	503,067	631,503	708,378	626,970	729,938	21,560	3.0%
R748 Traffic Markings	366,500	342,960	436,494	313,300	439,184	2,690	0.6%
R899 Streets Job Costing Clearing	74,035	171,492	0	(116,739)	(124,100)	(124,100)	-
R761 Ice Control	6,326,200	5,956,250	3,666,533	6,936,020	3,942,481	275,948	7.5%
R762 Plowing	3,536,809	3,344,694	2,413,772	3,987,112	2,625,438	211,666	8.8%
R763 Snow Removal	(1,612,494)	215,840	858,114	382,064	873,114	15,000	1.7%
R764 Swlk Plow/Ice Control	1,802,893	635,659	544,375	1,006,063	648,790	104,415	19.2%
R765 Related Program Cost	946,713	1,098,714	550,174	1,250,657	568,774	18,600	3.4%
R766 District 15 Sidewalk Snowplo	0	0	0	64,488	0	0	-
R811 Administration	0	2,944	(2,150,092)	0	(2,046,042)	104,050	-4.8%
R812 Inspection & Monitor	(0)	1,648	127,315	0	120,455	(6,860)	-5.4%
R814 Mains	0	43	448,142	0	429,002	(19,140)	-4.3%
R817 Pumping Stations	(11)	241	230,640	0	191,440	(39,200)	-17.0%
R818 Sewer Laterals	(0)	0	74,396	0	69,466	(4,930)	-6.6%
R820 Manholes	(0)	0	183,120	(0)	158,020	(25,100)	-13.7%
R821 Catchbasins	1	0	547,239	(0)	524,639	(22,600)	-4.1%
R822 Ditches,Drains,Culve	0	47	533,876	(0)	515,576	(18,300)	-3.4%
R823 Flood Control	(0)	(0)	48,564	(0)	41,344	(7,220)	-14.9%
R898 Sewers Job Costing Clearing	57,741	0	0	(0)	0	0	-
R825 Streetlighting	3,584,557	3,851,050	4,096,840	4,234,558	4,244,340	147,500	3.6%
R826 Streetlighting-Rural	35,963	(94,988)	0	104,942	742,547	742,547	-
R622 Public Relations	(198,789)	(169,538)	(171,900)	(92,052)	(11,300)	160,600	-93.4%
R631 Gen. Transit Admin.	(17,253,974)	(17,591,139)	(18,147,900)	(18,717,523)	(9,171,600)	8,976,300	-49.5%
R635 Operator's Expense	12,855,489	22,781,665	22,488,100	24,945,390	15,103,200	(7,384,900)	-32.8%
R636 Support Services - Transit	635,408	665,513	1,399,300	1,328,200	1,320,000	(79,300)	-5.7%
R637 Scheduling	143,911	101,349	394,000	327,058	364,200	(29,800)	-7.6%
R638 Gen. Operations Exp.	1,092,723	1,095,115	714,500	794,195	812,100	97,600	13.7%
R641 Community Transit Services	(29,728)	(60,500)	0	41,489	0	0	-
R651 AAB-Gen. Expense	28	0	0	0	0	0	-
R652 AAB-Scheduling/Disp.	140,949	147,801	117,400	162,876	141,400	24,000	20.4%
R653 Contracted AccessBus	259,516	281,596	300,000	235,366	300,000	0	0.0%
R654 AAB Operations	927,871	1,454,850	1,407,900	1,595,371	1,540,600	132,700	9.4%
R661 Gen. Ferry Expense	(1,443,710)	(1,268,484)	(1,183,300)	(1,061,259)	(1,207,800)	(24,500)	2.1%
R668 Ferry Crew Expense	1,128,257	1,599,341	1,732,300	1,660,262	1,793,900	61,600	3.6%
R671 Metro Tr. Debt Chrg	2,254,305	2,190,322	2,299,100	2,299,120	2,016,600	(282,500)	-12.3%
<b>Total</b>	<b>\$28,079,668</b>	<b>\$40,460,054</b>	<b>\$37,517,610</b>	<b>\$45,794,738</b>	<b>\$41,511,144</b>	<b>3,993,534</b>	<b>10.6%</b>

# Public Works & Transportation

## Summary by General Ledger Object

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
<b>Expenditures</b>							
Salaries	\$13,869,422	\$15,881,579	\$4,970,400	\$16,863,976	\$15,843,500	10,873,100	218.8%
Wages	10,798,020	9,409,557	20,973,311	10,184,800	11,789,552	(9,183,759)	-43.8%
Overtime - Salaries and Wages	3,982,370	4,204,600	3,291,100	4,729,869	3,586,815	295,715	9.0%
Benefits and Other (Salaries)	2,602,492	2,845,333	1,079,230	3,032,285	1,123,500	44,270	4.1%
Benefits and Other (Wages)	2,726,329	2,732,027	4,590,570	3,004,733	5,343,910	753,340	16.4%
Retirement Allowance & Severance	324,890	314,811	396,050	333,235	149,720	(246,330)	-62.2%
Clothing Allowance, Stipends, Other	72,691	76,117	(33,000)	20,079	(87,100)	(54,100)	163.9%
Office Expenses, less Computers	681,207	633,460	632,550	675,896	652,950	20,400	3.2%
Computers Expenses	78,900	53,164	150,770	145,354	132,570	(18,200)	-12.1%
Consulting Fees	1,405	17,826	55,000	49,976	49,900	(5,100)	-9.3%
Other Professional Fees	268,961	281,897	300,000	236,678	300,000	0	0.0%
Contract Fees	5,108,814	5,924,533	4,861,005	7,894,181	6,523,626	1,662,621	34.2%
Equipment and Supplies	764,107	522,696	597,600	703,475	420,400	(177,200)	-29.7%
Materials	3,433,217	3,319,286	3,122,900	3,886,443	3,261,600	138,700	4.4%
Building Repair, Maintenance	401,263	467,078	634,500	664,359	717,700	83,200	13.1%
Heating Fuel	13,089	10,079	4,400	11,311	5,000	600	13.6%
Electricity	4,551,636	4,801,631	4,589,647	4,998,554	4,714,547	124,900	2.7%
Equipment Repair, Maintenance	3,347,155	3,302,548	2,830,430	2,711,706	3,136,890	306,460	10.8%
Vehicle Expenses	62,772	74,691	145,700	66,830	145,700	0	0.0%
Diesel Fuel	49,311	471	2,800	1,669	2,800	0	0.0%
Gasoline Fuel	8,059	2,633	5,400	1,052	5,400	0	0.0%
Membership Dues	24,614	27,420	30,200	25,531	32,100	1,900	6.3%
Conferences and Travel	204,252	202,998	260,900	260,722	307,100	46,200	17.7%
Training and Education	63,687	80,557	145,500	56,768	140,400	(5,100)	-3.5%
Advertising and Promotion	92,591	77,596	84,500	67,218	144,700	60,200	71.2%
Books, Publications and Data	16,425	22,714	34,300	22,859	34,400	100	0.3%
Other Goods and Services	681,019	699,914	647,506	687,918	733,700	86,194	13.3%
Transfer to/from Reserves	(1,929,433)	(151,054)	291,700	0	223,680	(68,020)	-23.3%
Principal and Interest Charges	2,465,057	2,328,572	2,549,400	2,537,706	2,243,400	(306,000)	-12.0%
Other Loan and Interest Charges	9,999	52,874	0	70,578	67,920	67,920	-
Other Fiscal Charges	264,481	363,468	660,800	65,915	471,945	(188,855)	-28.6%
Interdepartmental - Fleet	3,966,086	14,807,606	13,798,848	16,465,810	15,502,875	1,704,027	12.3%
Interdepartmental - Other	0	40,000	50,000	55,000	50,000	0	0.0%
<b>Total</b>	<b>\$59,004,886</b>	<b>\$73,428,681</b>	<b>\$71,754,017</b>	<b>\$80,532,484</b>	<b>\$77,771,200</b>	<b>6,017,183</b>	<b>8.4%</b>
<b>Revenues</b>							
<b>Taxes, Transfers and Interest:</b>							
Property Tax	\$293	\$0	\$0	\$0	\$0	0	-
Transfers from Governments, Other	(357,406)	(119,508)	(70,000)	(807,967)	(70,000)	0	-0.0%
<b>Departmental:</b>							
Area Tax Rates and Transfers	(1,615,753)	(2,634,019)	(2,577,432)	(2,573,038)	(2,451,045)	126,387	-4.9%
Other Licenses, Permits and Fines	(214,299)	(291,706)	(159,000)	(141,965)	(222,000)	(63,000)	39.6%
Parking and Facility Rentals	(104,999)	(126,419)	(98,000)	(115,978)	(78,000)	20,000	-20.4%
Transit Fare Revenue	(17,379,390)	(17,789,273)	(18,043,300)	(18,642,305)	(18,931,500)	(888,200)	4.9%
Charter Revenue	(279,598)	(277,734)	(275,000)	(267,068)	(310,000)	(35,000)	12.7%
Tax Certificates	20	0	0	0	0	0	-
Other Fees	150	0	0	0	0	0	-
Access A Bus Fare Revenue	(100,068)	(110,662)	(129,300)	(96,838)	(119,000)	10,300	-8.0%
Community Transit Fare Revenue	(84,929)	(65,968)	(99,600)	(77,080)	(99,600)	0	-0.0%
Ferry Fare Revenue	(1,905,027)	(1,742,161)	(1,750,000)	(1,638,450)	(1,776,100)	(26,100)	1.5%
Other Sales Revenue	(356)	0	(225,500)	0	(4,000)	221,500	-98.2%
Advertising Revenue	(73,401)	0	(50,000)	0	(20,000)	30,000	-60.0%
Environmental Protection/Waste Wat	(7,983,828)	(9,151,716)	(10,147,652)	(9,786,619)	(11,645,611)	(1,497,959)	14.8%
Other Revenues	(826,626)	(659,461)	(611,623)	(590,438)	(533,200)	78,423	-12.8%
<b>Total</b>	<b>(\$30,925,218)</b>	<b>(\$32,968,627)</b>	<b>(\$34,236,407)</b>	<b>(\$34,737,746)</b>	<b>(\$36,260,056)</b>	<b>(2,023,649)</b>	<b>5.9%</b>
<b>Net Cost</b>	<b>\$28,079,668</b>	<b>\$40,460,054</b>	<b>\$37,517,610</b>	<b>\$45,794,738</b>	<b>\$41,511,144</b>	<b>3,993,534</b>	<b>10.6%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Public Works &amp; Transportation</b>				
CZR00357 Resurfacing Various Locations	39,090,877	5,580,000	6,104,000	6,824,000
CYR00991 Paving Renewal	9,442,274	3,855,000	3,900,000	3,900,000
CJR00956 New Sidewalks	3,020,000	1,830,000	1,600,000	1,600,000
CKU00141 Sidewalk Renewals	3,549,414	1,140,000	1,200,000	1,200,000
CXR00332 New Paving of Subdvn Sts. Inside Core Ar	5,137,050	800,000	500,000	500,000
CZR00355 Main Artery Patching Various Locations	3,315,090	750,000	750,000	750,000
CGR00371 Upgrading Pumping Stations	1,042,000	750,000	500,000	500,000
CRU00231 Other Road Related Works	805,000	680,000	560,000	560,000
CTU00421 Highway 111/MicMac Interchange	0	650,000	1,850,000	0
CSU00138 Aerotech Sewage Treatment Plant-Upgrade	800,000	650,000	750,000	0
CXR00483 New Paving-Subd'n Streets Outside Core	1,200,000	600,000	600,000	600,000
CSU00110 Wastewater Treatment Plants-Upgrades	400,000	350,000	200,000	200,000
CTR00531 Main St Study Recommendations	350,000	340,000	0	0
CGU00457 Shubenacadie Canal-Lock 1 Rehabilitation	0	320,000	100,000	0
CTR00416 Traffic Signal Installation	2,218,407	300,000	390,000	420,000
CTU00422 Traffic Signal Compliance Program	0	300,000	300,000	300,000
CGU00461 Sewr Laterals Replacements(Paving Proj.)	0	250,000	300,000	300,000
CSR00802 Sackville Sanitary Sewer System	200,000	250,000	250,000	100,000
CQ200521 Aerotech Park Water Distribution Line Extension	0	250,000	250,000	0
CTU00470 Hammonds Plains Rd Intersection Upgrades	0	250,000	0	0
CGU00460 Fenwick St-Combined Sewer rehabilitation	0	250,000	0	0
CGU00459 Hillside Ave-Storm Sewer Renewal	0	250,000	0	0
CGU00504 Briarwood Court-Sanitary/Storm Rehab.	0	210,000	0	0
CSU00116 Fairview Overpass-Combined Swr Cleaning	399,995	200,000	650,000	0
CTU00419 Traffic Signal Rehabilitation	0	200,000	200,000	200,000
CGU00458 Crescent Ave-Storm Sewer Rehabilitaton	0	200,000	0	0
CGR00791 Hughallen Drive Area Storm Sewer	140,000	170,000	0	0
CTR00905 Intersection Improvement Program	470,000	150,000	320,000	780,000
CGR00370 Leiblin Park-Storm Sewers	1,344,900	150,000	300,000	300,000
CGR00788 Studies & Investigations(Var.Locations)	287,000	120,000	75,000	75,000
CTR00423 Traffic Calming (Consultant Support & Ha	300,000	100,000	100,000	100,000
CGU00502 Wet Weather Flow Studies	0	100,000	100,000	100,000
CTR00529 Various Traffic Related Studies	372,000	90,000	110,000	140,000
CGU00467 Rose St-Combined Sewer Rehabilitation	0	85,000	0	0
CTU00420 Bikeway Master Plan Implementation	0	80,000	100,000	120,000
CTR00420 RA5 Replacement	965,000	80,000	80,000	0

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
		BUDGET	PLAN	PLAN
CGU00465 Fairmount Strom Drainage	0	80,000	0	0
CGU00464 Cleaning of Sewer Outfalls-Var.Locations	0	80,000	0	0
CGU00501 Environmental Containment-Sewer Cleaning	0	75,000	0	0
CTR00908 Transportation Demand Management Program	205,000	60,000	90,000	120,000
CGU00503 Twin Cities Pumping Station & Forcemains	0	50,000	250,000	0
CTR00530 Traffic Signal Control Sys Integration	880,000	50,000	50,000	100,000
CTR00906 Pedestrian Safety & Access Program	170,000	50,000	50,000	50,000
CTU00337 Controller Cabinet Replacement	52,000	50,000	50,000	0
CSR00784 Bayer's Lake Industrial Park Forcemain	0	0	800,000	0
CSR00803 Roach's Pond-Forcemain	0	0	800,000	0
CGR00792 Kempt Rd (Young-Columbus)-Storm Sewer	0	0	500,000	0
CTR00417 Young/Windsor/Bayers Intersection Imprv	600,000	0	500,000	0
CGU00137 Cole Hbr.-Local Storm/Sanitary Sewers	200,000	0	400,000	0
CSR00503 Infiltration/Inflow Reduction	1,000,000	0	250,000	250,000
CGU00466 Portobello Rd-Drainage & Retaining Wall	0	0	200,000	0
CHU00238 Material Recycling Screen All	0	0	120,000	0
CTR00904 Destination Signage Program	60,000	0	50,000	50,000
CSU00317 BLT STP Odour Control System	50,000	0	0	400,000
CSU00327 Wellington STP/Frame Subdivision STP	0	0	0	400,000
CTU00418 Highway 111 Pedestrian Overpass	0	0	0	220,000
CTU00530 Highway 111/Woodside			2,000,000	5,000,000
CBU00237 Snow & Ice Salt Storage	0		200,000	200,000
CHU00236 Snow & Ice Salt Management	0		200,000	200,000
<b>Provided by Other Business Units:</b>				
CVD00413 Fleet Vehicle replacement program		3,026,000	3,333,000	3,333,000
CQ200449 AeroTech Business Park: Street Paving	0	1,600,000	0	0
CB100078 HRM Depots Upgrades	388,000	100,000	200,000	175,000
<b>Total</b>	<b>78,454,007</b>	<b>27,551,000</b>	<b>32,182,000</b>	<b>30,067,000</b>



# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Project Number & Description	Past Budgets	2003-04 Gross Expenditures BUDGET	2004-05 Gross Expenditures PLAN	2005-06 Gross Expenditures PLAN
<b>Metro Transit Services</b>				
CB200428 Transit Terminal Upgrade & Expansion	0	1,000,000	500,000	500,000
CB200425 Park & Ride Improvement & Expansion	0	500,000	250,000	0
CBT00432 Bus Stop Accessibility	0	100,000	150,000	150,000
CRT00426 Transit Road Priorities	0	100,000	100,000	100,000
CBT00438 New Bus Shelters	0	60,000	60,000	60,000
CB200427 Satellite Garage Facility	0	0	750,000	5,500,000
CHD00060 Farebox Replacement	100,000		2,070,000	810,000
CBT00437 Bus Shelters-Replacement	0		60,000	60,000
<b>Provided by Other Business Units:</b>				
CVD00434 Conventional Transit Bus Expansion	0	3,080,000	4,390,000	2,640,000
CVD00435 Conventional Transit Bus Replacement	0	2,125,000	7,225,000	5,950,000
CVD00430 Access-A-Bus Replacement	0	400,000	400,000	400,000
CB100077 Transit Facilities Upgrades	120,000	280,000	200,000	200,000
CBR00748 200 Illsley Ave-Air Quality Improvements	1,200,000	225,000	200,000	100,000
CVD00433 Service Vehicle Replacement	0	220,000	100,000	100,000
CBR00750 200 Illsley Ave-Safety Upgrades	290,000	150,000	200,000	200,000
CVD00436 Bi-annual Ferry Refit	0	150,000	150,000	150,000
CVD00429 Access-A-Bus Vehicle	0	100,000	100,000	0
CBR00724 Ferry Terminals-Pontoon Protection	85,000	20,000	0	0
CVD00431 Midlife Bus Rebuild	0	0	0	675,000
<b>Total</b>	<b>1,795,000</b>	<b>8,510,000</b>	<b>16,905,000</b>	<b>17,595,000</b>

## **RECREATION, CULTURE & HERITAGE BUSINESS PLAN 2003/2004**

### **Business Unit Overview**

The many opportunities for enjoyment, relaxation and social interaction speak to the culture and diversity of HRM. With its dynamic mix of waterfront communities, vibrant urban core and heritage structures, HRM is a desirable and attractive place to work, play and live. Effective January 1, 2003 Heritage & Culture, Civic Events & Festivals, and Visitor Services (from Tourism, Heritage & Culture) have been merged with Recreation to form the new business unit Recreation, Culture & Heritage.

Both the Recreation and Tourism, Culture & Heritage sections offer distinct, valuable and important services.

The mission of the Culture and Heritage section is to preserve, present and promote the cultural, historical and natural assets of Halifax Regional Municipality for the benefit of citizens and the enjoyment of visitors. Program delivery includes:

- 1) development of a cultural policy that guides Council, supports the community and provides opportunities for new cultural growth in the region
- 2) increase public understanding of the cultural and heritage assets of the region
- 3) develop community partnerships to deliver heritage and cultural programs
- 4) facilitate cultural and artistic growth through arts development program
- 5) increase community capacity through enhanced cultural facility management and capital investment in cultural infrastructure
- 6) provision of a Heritage Tourism program that works with social and natural history organizations to enhance community and volunteer skills.

Visitor Services performs a dual role, acting as both a host and sales force. As hosts, Visitor Services personnel greet and welcome visitors at eleven seasonal and one year round visitor centre, through a cruise ship greeting program and at conferences (on request). Additionally, the section develops an annual visitor guide, map and brochures for attractions, as well as maintaining a website and an events calendar. In its capacity as a "front line sales force", Visitor Services provides information services to visitors by responding to off-site requests for information (by fax, phone, mail, e-mail or website request). Travel Counselors provide travel ideas for visitors, encourage them to extend their stay, and act as ambassadors for the community.

Civic Events and Festivals is responsible for managing special events that are either organized and implemented directly by HRM or require support from HRM. Civic events are implemented

to enhance the quality of life of the citizens of HRM and to express civic pride. As well, Civic Events and Festivals manages human and financial risk to the municipality created by special events, and provides consultation and coordination of municipal services and infrastructure to outside festival organizers for events organized and implemented by the private sector. This section continually seeks alternative funding resources for events through the development of comprehensive sponsorship campaigns and the encouragement of partnerships with other agencies and businesses

Community Recreation Services (CRS) designs, develops, implements and facilitates over 8000 programs per year. Most programs operate in HRM owned community recreation buildings operated by CRS but many operate in other rented facilities like schools, church halls, and community halls. Recreation programs are available to individuals or groups who are seeking high quality, reliable, safe and accessible opportunities. CRS delivers market driven, cost effective services that are not only affordable but provide inclusive recreation opportunities to persons at risk, persons in need, or persons with diverse needs. There are also programs available to help those who normally cannot afford to participate in recreation opportunities for various reasons.

Community Recreation Services is divided into two main components. *Recreation Programming* offers over 5,000 direct programs (fitness, crafts, art, culture, camps, music, dance, drama, etc.) as well as facilitated membership and drop-in services and an Outdoor Recreation and Earth Education section. *Community Development* supports 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, and leadership and volunteer training. In addition, CRS operates a summer beach program, swimming lessons, recreational swims, and rental opportunities. CRS also coordinates arena bookings for four Halifax Regional Municipality owned arenas. CRS operates and manages one major facility, 9 community centers and several smaller facilities including the Outdoor Center and St. Mary's Boat Club. Three of the buildings have pools including two wave pools. CRS is also involved with the management and operations of Tallahassee Community School through a Joint Use Agreement with the School Board and Department of Education.

Our change to Recreation, Culture and Heritage will provide an opportunity to gather together additional elements of community life, and to work at the level of the individual for even greater impact.

**SERVICE PLAN - SUMMARY TABLE**

**Program Mission, Strategic Outcomes, Client Benefits, and Pilot Performance Measures for existing programs and services.**

<p><b>COMMUNITY RECREATION SERVICES MISSION:</b> Community Recreation Services enriches the lives of HRM residents and communities by facilitating and/or providing inclusive leisure services, facilities, and programs.</p>	
<b>STRATEGIC OUTCOMES</b>	<b>INDICATORS</b>
Healthy citizens	<ul style="list-style-type: none"> <li>• Participant hours of recreation programming, facility rental time, and drop-in program usage</li> <li>• Percentage of participants who report that HRM recreation programs contribute (i.e. significantly, somewhat, not much) to their overall fitness</li> </ul>
Child and youth development	<ul style="list-style-type: none"> <li>• Percentage of total child and youth population participating in HRM recreation programs</li> <li>• Number of program spaces available per youth capita</li> <li>• Number of youth employed by Recreation</li> <li>• Examples of programs providing positive child and youth experiences and improved self confidence observed by program leaders, youth or parents</li> </ul>
Support citizen involvement by creating volunteer opportunities and assisting volunteer groups	<ul style="list-style-type: none"> <li>• Number of citizens volunteering for recreation activities and estimated time commitment / dollar value</li> <li>• Number of volunteer groups assisted by Community Recreation Development staff</li> </ul>
Enhance service delivery through the development of partnerships	<ul style="list-style-type: none"> <li>• Number of community groups partnering with HRM Recreation to provide a service</li> <li>• Total financial and in-kind resources received from partners</li> </ul>

CLIENT BENEFITS	INDICATORS
Desirable and attractive places to play and live due to recreation programs and services	<ul style="list-style-type: none"> <li>• Percentage of citizens citing recreation programs and services as an important resource to have in their community</li> <li>• Total recreation programs per capita</li> </ul>
Appropriate programs that meet community needs	<ul style="list-style-type: none"> <li>• Number of recreation programs that are offered vs. run</li> <li>• Percentage of programs with a wait list</li> <li>• Citizen satisfaction with recreation programs offered</li> <li>• User satisfaction with recreation programs offered</li> </ul>
Affordable programs	<ul style="list-style-type: none"> <li>• User satisfaction with recreation program fees</li> <li>• Citizen satisfaction with recreation program fees</li> <li>• HRM recreation fees in relation to other municipalities and other HRM service providers</li> <li>• Percentage annual change in average program fees</li> </ul>
Opportunities to access recreation programs and services	<ul style="list-style-type: none"> <li>• Number of recreation program spaces available per capita by geographic area</li> <li>• Citizen satisfaction with the convenience of location for recreation programs</li> </ul>
Opportunities to engage in life long learning and develop skills	<ul style="list-style-type: none"> <li>• Description of programs offered</li> <li>• Examples of skill development from current and/or former participants</li> </ul>
Opportunities for enjoyment, relaxation, social interaction, and stress reduction	<ul style="list-style-type: none"> <li>• Citizen satisfaction with opportunities for enjoyment, relaxation, social interaction and/or stress reduction</li> </ul>

<p><b>MISSION: TOURISM, CULTURE &amp; HERITAGE</b> promotes the economic and cultural enrichment of HRM and its communities by growing HRM as an authentic and historic destination for residents to enjoy and to attract visitors.</p>	
STRATEGIC OUTCOMES	INDICATORS
<p>HRM honours its culture and heritage and therefore is a desirable place to live, visit and do business.</p>	<p>Citizen survey: 1) does HRM honour its culture and heritage 2) is HRM considered a desirable place to live, visit and do business 3) do citizens see the link between the two</p>
<p>Growth of HRM Economy</p>	<p>Growth in visitor expenditures and associated revenues, spin-offs and benefits:</p> <ul style="list-style-type: none"> <li>• Hotel statistics</li> <li>• Cruise arrivals - # of ships, passengers and economic impact</li> <li>• Provincial tourism indicators for HRM</li> </ul>
<p>Wide variety of tourism, culture and heritage products and services for HRM residents and visitors to access</p>	<p>Product and services inventory:</p> <ul style="list-style-type: none"> <li>• variety</li> <li>• % change</li> </ul>
<p>Enhanced viability of HRM owned cultural and heritage assets.</p>	<ul style="list-style-type: none"> <li>• # of visitors to sites</li> <li>• balanced budgets</li> <li>• % of revenue that is self-generated</li> <li>• diversity of funding sources</li> <li>• HRM contribution as a percent of site's budget</li> </ul>
<p>Recognition of the unique and special character of HRM and its communities (pride of place).</p>	<p>Citizen survey</p>

CLIENT BENEFITS	INDICATORS
Information about, and increased awareness about, HRM tourism, culture and heritage assets	<ul style="list-style-type: none"> <li># of visitors to visitor information centres</li> <li># of inquiries through visitor information centres</li> <li># of visitors to website</li> </ul>
Tourism, Culture and Heritage Consulting and Education Services	<ul style="list-style-type: none"> <li>Client feedback</li> </ul>
Partnerships to leverage resources and enhance opportunities	<ul style="list-style-type: none"> <li>\$ leveraged through partnerships &amp; sponsorships</li> <li># of new partnerships annually</li> </ul>
Safe, enjoyable festivals and events.	<ul style="list-style-type: none"> <li>Citizen feedback on events</li> </ul>

### Current Year Operating and Capital Budget Totals

2002/2003 Operating Budget*	2002/2003 Capital Budget**
\$ 9,114,406	\$ 766,000

\* Net Operating Budget

\*\* Gross Capital Budget

### FTEs

Community Recreation Services had a complement of 59 FTEs approved for the 2002/2003 budget. In addition, recreation employs over 700 part time staff annually. Tourism, Culture & Heritage had 17 FTEs approved for the 2002/03 budget. In addition, this section employs approximately 60 part time staff annually.

Recreation, Culture & Heritage proposes to increase the FTE complement by 1.0 for 2003/04. Funding will be found internally.

### Summary of Last Year's Achievements Against Last Year's Business Plan

Community Recreation Services: This section is an update of achievements to date based on the objectives identified in the Parks and Recreation 2002/2003 business plan. Because the 02/03 fiscal year is still in progress, many of the status items are ongoing. In addition, some of the objectives and updates that were integrated prior to the 2003 restructure of HRM have been tailored to include only recreation.

Key Initiative	Status
Identify the key indicators and related data sources for use in evaluating levels of service for each area of service within the business unit	Recreation has identified 24 indicators to track progress in meeting the business unit's strategic outcomes and client benefits. These indicators will be used to evaluate service levels as well as service delivery and customer satisfaction.
Using the key indicators chosen, determine the current level of service and standards in selected service areas within the business unit	Service level guidelines have been developed or formalized for the development of indoor facilities
Determine the desired service level for selected service areas and establish a process to identify and address gaps between current and desired service levels	An assessment of service level guidelines in recreation programming is underway to determine if service levels are appropriate throughout HRM.
Implement a comprehensive position paper and action plan addressing youth access recreation programs and services	A youth action plan has been developed, approved by Programs and Services and proposals are currently being assessed for funding potential.
Explore opportunities to increase service levels by enhancing support for volunteers and strengthening communication with volunteer groups	Community Recreation Services have designed and delivered one successful volunteer conference and a second is planned for this year
Analyze the recreation customer base by completing demographic profiles, identifying relevant trends, and defining customer target groups.	Staff are working with Planning and Development to develop a template to access and use Census data for the purpose of creating geographic profiles by recreation area
Review existing customer feedback tools and methods of evaluating customer service for recreation programming	Customer feedback tools in recreation programming are being reviewed and assessed.



Key Initiative	Status
Develop standard customer feedback tools and customer evaluation framework for recreation programming	Common questions to elicit feedback from recreation users throughout HRM will be developed prior to the end of the current fiscal year. These common questions and associated tools will be distributed to staff along with a "menu" of additional questions that may be adapted for use by a specific area, community centre, or programmer.
Based on the review and development of tools and evaluation methodologies, deliver customer service training to staff as required.	<ul style="list-style-type: none"> <li>- The corporate customer service training session was adapted to recreation and delivered to all recreation administrative staff in October 2002.</li> <li>- The High Five pilot project that supports youth involvement in recreation in the Halifax Peninsula area has included customer service orientation and training.</li> </ul>
As part of the corporate e-business initiative, develop a business case for the integration of on-line and touch tone registration for recreation programs which explores alternatives for implementation, including partnerships and funding sources.	In conjunction with Information Services and Aliant, staff are moving forward with the development of a detailed business case in 2002-03 with an aim to implement the technology in 2003-2004.
Compile existing standards and criteria for capital projects in HRM and other jurisdictions	Existing criteria has been formalized for the development of indoor facilities
Finalize and implement the Employee Survey Action Plan based on the goals recommended by Parks and Recreation staff.	The Action Plan has been finalized and distributed to all Parks and Recreation staff and the plan is in the process of implementation. <i>(Note: as per the HRM restructure, this plan will be revised to include only recreation staff and redistributed)</i>

Key Initiative	Status
Finalize and implement a Parks and Recreation Internal Communications Action Plan.	As one of the main issues identified in the Employee Survey was communications, the Parks and Recreation Internal Communications Action Plan was integrated into the Employee Survey Action Plan. <i>(Note: as per the HRM restructure, this plan will be revised to include only recreation staff and redistributed)</i>
Work with the Halifax Regional School Board to finalize the reciprocal agreement on access to recreation space in schools.	Meetings are being held with the Halifax Regional School Board to finalize and sign the reciprocal agreement.
Continue efforts to influence the prohibitive fee schedules being implemented at P3 school facilities throughout HRM.	There is a pending arbitration between the Department of Education and the Armoyen Group (P3 Consortium) that will influence progress in this objective.
Examine facility usage, facility agreements and rental fees internally and in other jurisdictions to ensure facility management and access to recreation space is as effective and efficient as possible.	Real Property Services and Parks and Recreation are drafting a report on recommendations for a full review of facility management agreements and access to facilities. In addition, research on recreation trends, demographics, and community usage patterns will begin in November 2002 with the initiation of a Facility Master Plan for indoor recreation facilities.

Tourism, Culture & Heritage:

Key Initiative	Status
Implement Year One recommendations of the 5 year Visitor Services Strategy.	The Visitor Services Strategy is focused on enhancing the quality and level of service offered to visitors while ensuring the most effective use of resources. The overall strategy will result in an evolution of the role of Visitor Services from providing "centralized" solutions to facilitating, supporting and coaching communities to find "local" solutions. Over the next 2 to 5 years, communities will be given the opportunity to take ownership of the development of their local tourism potential.
Signage program for Visitor Information Centres	Needs assessment complete; design, construction and installation has been tendered with completion due by June 2003.
Destination Marketing Organization	Provincial enabling legislation and Municipal Bylaw H-400 have been passed to fund incremental tourism marketing. Partnership with Destination Halifax has been established to coordinate tourism marketing efforts in the Municipality.
Plan for new events and expanding existing events.	A Special Events Reserve is in place and is being funded from 1/3 of the revenue from the Marketing Levy. Funding is used to support a number of events and projects.
Heritage Incentive Program	Pending
Capital District Task Force	All 2002/03 objectives were translated into projects and are on track for completion by the end of the 02/03 fiscal year.

**WHERE DO WE WANT TO BE?**

HRM Recreation, Culture & Heritage's plan for 2003/04 will continue to build on the directions as previously approved by Regional Council. Resources provided through standard operating and capital budgets as well as our own Heritage/Tourism Reserve and Special Events Reserve provide a base of funding to impact needs across the regional municipality.

It is the intent of RCH, to intensify efforts to support and encourage communities wishing to promote heritage preservation and the celebration of their own uniqueness within the HRM family. Work currently underway will identify new opportunities for Council to support heritage preservation and creative re-use of significant heritage buildings. A package of incentives is being designed to add to the existing program. The new programs will support Not-For-Profit community groups currently providing stewardship for heritage resources and a suite of incentives intended to engage the private sector in heritage renewals.

This initiative will form a critical mass of effort which will provide a living and useful heritage strategy, a level above just preservation. It is intended to explore the potential capacity existing within the Grants budget to provide needed funding. It is also intended to use the Community model in Recreation Services to deliver these resources as part of their community support efforts..

As well, it is the intention to deploy our Heritage/Tourism reserve resources to position HRM as a historic municipality of genuine, authentic and liveable heritage. This will be accomplished through promoting the culture of our communities, celebrating the wonderful diversity and uniqueness each provides, and enhancing individual products. A new thrust entitled "HRM Special Spaces and Places" is currently under review for roll-out in the coming year.

The Civic Festivals and Events section continues to respond to communities requesting support for their celebrations, and to provide for costs associated with national, and international events where HRM acts as host.

Visitor Centres across HRM will continue to be a focus of improvement, with particular emphasis placed on Tantallon. This centre acts as the gateway to Peggy's Cove and therefore business levels dictate required improvements. The St. Margarets' Bay Tourism Association and the Atlantic Superstore will continue to be operating and funding partners in enhancing services at this site.

The newly established partnership with Destination Halifax will continue to provide incremental marketing efforts for HRM through the collection of a hotel tax by HRM. Recreation, Culture & Heritage will continue to provide operational funding and staff resources to Destination Halifax as part of the partnership agreement.

Community Recreation Services will continue to emphasize its focus on high quality customer service. Included in this area for the upcoming year is the establishment of a customer service strategy, development of consistent customer feedback tools throughout recreation, and the implementation of on-line and touch tone registration to increase the options available to citizens registering for HRM recreation programs.

A recreation youth strategy developed in the past year will be implemented by delivering projects designed to enhance existing programming, providing new programs and services, developing

partnership opportunities, and securing funding for special initiatives. In addition, recreation staff plan to develop a facility proposal and business plan for a residential youth leadership and environmental centre and continue to pilot the High Five model for child and youth recreation programming throughout HRM.

Internally, recreation intends to enhance its service delivery by improving the quality of the workplace, focusing on communications activities, formalizing service level guidelines for recreation programming, and developing demographic profiles of the communities in which recreation staff deliver programs and services. By doing this, recreation will increase its current ability to fully understand and effectively respond to the recreation needs of individual communities throughout HRM.

## **Internal External Issues Analysis**

### **Issue #1**

#### **Integration of Recreation, Culture and Heritage**

In the restructure of HRM effective January 2003 parts of the former Parks and Recreation and Tourism, Culture and Heritage business units combined to form a new business unit titled Recreation, Culture and Heritage.

Although the former Parks and Recreation and Tourism, Culture and Heritage business units offered distinct programs and services, both business units promoted a philosophy of "living well". In keeping with the Corporate Scorecard theme of Healthy, Sustainable, Vibrant Communities, the new business unit will continue to promote this philosophy through its activities. In order to effectively continue the promotion of this philosophy, Recreation, Culture and Heritage will explore opportunities to maximize service delivery during the process of integrating the structures of the formerly separate units.

A holistic process is required to assure that the new business unit offers relevant and appropriate programs and services while continuing to respond to community needs and act as an ambassador for the corporation throughout HRM. Staff consultation, assessment of existing resources, and examination of new opportunities will be conducted to ensure that the benefits presented by the creation of the new business unit are thoroughly explored.

#### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan, and/or Program Mission**

The integration of Recreation, Culture and Heritage will support:

The Corporate Scorecard theme of *excellence in service delivery* by exploring opportunities to

maximize service delivery during the process of integrating the structures of the formerly separate units.

The Corporate Scorecard theme of *healthy, sustainable, vibrant communities* by developing the mandate and future direction of the new business unit to continue its philosophy of living well.

### **Goal 2003/2006**

The opportunities presented by the establishment of the Recreation, Culture and Heritage business unit will be thoroughly examined and implemented where appropriate.

### **Objectives 2003/04**

- Review existing structures, programs and services of the two former business units and recommend opportunities for integration and/or structural change.  
Performance Measure - Number of recommendations identified and/or implemented.
- Actively consult with staff for feedback on program and service integration opportunities; structural change possibilities, and the development of joint principles, themes, and/or strategic direction for the new business unit.  
Performance Measure - Integration opportunities, structural change possibilities, principles, themes, and/or strategic directions identified by staff.

### **Analysis of Proposed Changes**

#### *Service Levels*

In the longer term, improved levels of service are expected to occur as current structures and processes are assessed and, where appropriate, revised. Until this assessment has been completed, some temporary changes to existing service levels may be required to address high demand areas or special initiatives. If required, this flexibility will be attained where possible by realigning existing programs and/or redistributing existing resources.

#### *Financial/Budget*

Specific budget impacts in the short term are expected to be minimal. It is difficult to assess the long term financial implications of integrating Recreation, Culture and Heritage until structural and/or service delivery changes are initiated.

#### *Processes*

In the long-term, changes in processes will occur as the result of structural change and the associated implementation of new delivery options. However, it is difficult to ascertain the nature and degree of these changes until the work is underway.

#### *Internal Service Providers*

None

#### *FTE*

There are no current plans to increase the staff complement in 2003-04 as a direct result of the integration of Recreation, Culture and Heritage. In the longer term, some staff may be redeployed based on service delivery or structural changes resulting from the integration of the new business unit.

### **Issue #2**

#### **Redefining Community Events & HRM Methods**

Support to communities to create “Pride of Place” and provide equity to HRM financial assistance to community festivals and events.

There is increasing pressure from HRM communities for direct financial assistance as well as technical advice. RCH takes this issue seriously as these community events provide “pride of place” for citizens and promote a celebration of living well within the HRM family of unique communities. It also provides a focus for families of all type to become involved in the best their community has to offer and to contribute to the lifestyle in the place they choose to live.

#### **Links to Corporate Priority, Corporate Scorecard Theme, Long Term Capital and/or Program Mission**

Contributes to *building healthy, sustainable and livable communities* by emphasizing the value that community events have in contributing to the uniqueness and character of the communities in which they are held.

#### **Goal 2003/2006**

Improve the quality and consistency of HRM support to community events across HRM.

#### **Objectives 2003/04**

- Improve HRM service and financial equity to events across the region for Council supported events.
- Raise the level of individual community profile throughout the municipality
- Enhance the viability/market readiness of community events for the tourism market.

#### **Analysis of Proposed Changes**

##### *Service Levels*

Provide equity in financial assistance among like events in various communities. Existing service

level to increase to meet increasing demand.

*Financial/Budget*

None planned for 2003/04

*Processes*

Current processes will be used.

*Internal Service Providers*

No increase in required services.

*FTEs*

No changes expected in 03/04.

*Performance Measurement*

Equitable funding/support is provided to like events in various communities.

**Issue #3**

**Clarifying roles with partners**

Recreation, Culture, Heritage works with many other agencies and the two other levels of government in delivering their programs and services. For example, Destination Marketing, N.S. Tourism & Culture and the Waterfront Development Corporation are just a few of the groups we work with.

There is opportunity for better coordination, use of resources, and positive impact if the related groups are planning and delivering in a coordinated manner where all parties have a useful role and understand their role.

One of the key partnerships begun in 02/03 has been the creation of Destination Halifax. Established in April of 2002, Destination Halifax is a partnership of the Halifax Regional Municipality, the Hotel Association of Nova Scotia, the Province of Nova Scotia and the World Trade and Convention Centre to coordinate tourism marketing efforts in the municipality through the implementation of a hotel tax. RCH provides close to \$400,000 annually in operational funding and staff resources as part of the partnership agreement. In addition HRM provides for the collection and distribution of the hotel tax and requires two HRM representatives (1 elected, 1 staff) on the board.

Other divisions of Recreation, Culture, Heritage are also building strong partnerships, but further work is needed.



## **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital and/or Program Mission**

This issue relates to the Corporate Scorecard Theme of *healthy, sustainable vibrant communities* by enabling greater impact in the communities with enhanced programming through combined resources and coordinated efforts.

### **Goal 2003/2006**

In consultation and cooperation with our partners, to develop useful, strategic roles in our program and service delivery areas.

### **Objectives 2003/04**

- To clearly identify the three top service areas where partner role clarity is most needed
- To build partner buy-in to role clarity exercises
- To plan and deliver workshops for respective Mission reviews, business plan reviews (or do joint issue identification, goals and objectives if there aren't pre-existing plans) and build consensus on roles
- To action the workshop results

### **Analysis of Proposed Changes**

#### *Service Levels*

Service levels will improve due to clarity of roles, joint understanding of purpose, removal of duplication and filling gaps

#### *Financial/Budget*

None planned for 2003/04

#### *Processes*

Processes may change depending on roles. TBD

#### *Internal Service Providers*

As above

#### *FTEs*

No changes expected in 03/04.

#### *Performance Measurement:*

Year one performance measure is that plan is developed and implemented. Year two performance measures will be developed based on the contents of the plan.

## **Issue #4**

### **Managing Our Success**

Improvements in programs, economic growth, increased awareness of HRM as a destination and development of the tourism industry across Nova Scotia are just a few of the factors which are having an impact on our region. Successful growth of the tourism industry in HRM has resulted in significant increases in the volume of work.

We have hosted events well and as a result, more and larger events are coming to HRM. For example, in a space of about 18 months, HRM is hosting:

- World Junior Hockey Championships
- East Cost Music Awards
- The Brier
- Tall Ships 2004
- Acadian Congress 2004
- Women's World Hockey Championships

Expectations of HRM residents, visitors and Council have been raised as a result of our success. The number and caliber of events, the number of visitors coming to our region, and the establishment of the Capital District have all raised the bar and extended a challenge to meet these expectations.

The time and resources required for day to day administration as well as long term planning and implementation have placed additional demands on existing staff and resources. While RCH cannot control the supply of events, we have to respond to the increased demand. Managing growth and expectations as current success continues is the challenge.

### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital and/or Program Mission**

The effects of success impact on issues around Customer Services and the ability (and desire) of the business unit to Strive for Excellence. These are key elements of Corporate Priorities and the Corporate Scorecard. The increased expectations and the resultant demands on the skills, expertise, financial resources and time of the business unit will undoubtedly have an effect on the ability to maintain high quality customer service and to strive for excellence. This would be contrary to the ambitions of Recreation, Culture & Heritage to exceed the expectations of its customers.

Additionally, successful operations such as have been identified above, have positive impacts on Community Development and will relate directly to the goals of Planned Growth.

## **Goal 2003/2006**

The goal is to increase our ability to achieve excellence.

## **Objectives 2003/04**

- Develop policies and procedures which will assist in determining the level of involvement in new events and initiatives; and to provide alternative approaches when asked to participate in new events and initiatives.
- Increase the resources (human and financial) available to carry out programs in order to reflect heightened expectations and demands and to manage existing resources strategically.
- Develop a method of communicating our successes and the work that has been achieved in order to promote increased awareness of the workload associated with success and the impacts of adding to that work.
- Improve systems, policies and procedures in order to streamline and simplify the work in order to increase effectiveness and efficiency.

## **Analysis of Proposed Changes**

### *Service Levels*

Existing service levels will be maintained to meet customer expectations.

### *Financial/Budget*

Internal costs for municipal services are increasing at a rate of between 15% and 25% annually. Incremental cost for 2003/04 estimated at \$25,000.

### *Processes*

New management systems and processes will be developed where useful. An example would be in management of Reserves.

### *Internal Service Providers*

There will be a need for HR support for recruitment and training. There will be a need for Financial Services advice in establishing reserve policy and systems. I.S. will need to provide for computers for 6 visitor centres for 03/04.

### *FTEs*

1.0 to be added to Festival & Events as a technician to deal with major HRM events, which will be funded internally.

### *Performance Measurement:*

Performance measurement will be achieved through client feedback solicited through the

administration of a client survey. Feedback will be requested on the level of satisfaction with the service provided and the degree to which expectations were met.

## **Issue #5**

### **HRM Special Spaces & Places**

*“As citizens define our municipality, so do special spaces and places define the HRM communities we live in.”*

#### **Origin:**

During the designation of the Capital District, it was recognized that HRM is blessed with a wealth of spaces and places which are of importance to individual HRM communities. It was deemed that these places were of significant importance to the spirit and identity of these communities, that it should provoke HRM attention.

It was felt that efforts to establish the Capital District were the first priority due to its concentration of public, cultural and historic attractions and its position as important and common to all of HRM. As well, its status as a major revenue generator for HRM required our immediate attention.

It is now time that we turn our attention to HRM as a whole, to honour those spaces and places our communities value.

#### **What is the Special Spaces & Places Program:**

In most HRM communities there is a special place. Often it has a monument and park at its centre, or a bandstand, or church, or the town hall. It may just be the place where the sidewalk or road widens to provide a view of the cove or a special vista across the valley. It is the place the community itself considers special.

HRM has many such places - at least 188, as that is the number of communities which make up this regional municipality.

The HRM Special Spaces & Places Program expands the concept of the Capital District, to encompass Special Places in all of HRM. It potentially links other corporate initiatives such as Safe Communities, Regional Planning, Heritage Registration, Environmental protection to each of HRM's 188 communities.

It engages all of HRM in identifying their special place, and provides a face for HRM in communities who otherwise would not be touched in a visible way by their local municipal government.

The HRM Special Spaces and Places Program promotes good citizenship and creates pride of place.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital and/or Program Mission**

This issue relates to the Corporate Scorecard Theme of *healthy, sustainable vibrant communities* by supporting the spirit of community in HRM and working to enhance the lifestyle and values of communities of interest.

**Goal 2003/2006**

Support pride of place values for HRM communities.

**Objectives 2003/04**

- Begin process of engaging communities in the identification of their special spaces.
- Identify priorities within HRM communities for enhancements/protection/celebration

**Analysis of Proposed Changes**

*Service Levels*

Programming to be driven by community desire after approval by Regional Council.

*Financial/Budget*

From existing sources.

*Processes*

Year 1 - selection of pilot communities, subsequently asset mapping and community consultation.

*Internal Service Providers*

No impact in 2003/04.

*FTEs*

No changes proposed at this time.

*Performance Measurement:* To be determined through program design and approval process.

## **Issue #6**

### **Heritage Incentive Program**

- Operating resources need to be significantly increased to fund Heritage Incentives
- Operating resources need to be significantly increased to fund Cultural Policy

### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital and/or Program Mission**

### **Goal 2003/2006**

To intensify efforts to address community wishing to support heritage preservation, beyond 2003/03 program of assistance to residential property owners

### **Objectives 2003/04:**

- Design, develop and implement heritage incentives for community owned sites
- Design, develop and implement incentives for commercial re-use of heritage buildings,
- Design, develop and implement incentives for heritage street scapes.

### **Analysis of Proposed Changes**

#### *Service Levels*

Service is now delivered on a residential basis, the program would ensure that geographic and service variations are addressed.

#### *Financial / Budget Implications*

Additional funding of \$100,000 requested.

#### *Process Changes*

There is a need to enhance community participation in service delivery

#### *Internal Service Providers*

- Need to participate in developing Policy & Programs

#### *FTEs*

No changes expected in 03/04.

## **Issue #7**

### **Service Level Guidelines**

Guidelines to establish and/or assess service levels must be formalized and compiled for

recreation programming.

To varying degrees, recreation programming has developed guidelines (both formal and informal) for use in establishing basic levels of service. Much progress has been made but, as a result of the functional and geographic diversity of HRM recreation, specific service level guidelines have not been formalized and compiled.

It is difficult to quantify consistent guidelines that accurately identify service levels throughout Community Recreation Services. While guidelines to identify the level of service required in communities throughout HRM should employ some data analysis, the process should also emphasize the qualitative characteristics that define communities. These characteristics include historical development patterns, culture, lifestyle trends, socio-economic status, will of residents, partnership opportunities, and the availability of other service providers. Due to the many and varied qualitative factors that contribute to recreation needs in different communities, it is difficult to develop and apply a service level formula or minimum numerical standards. Therefore, a holistic approach that assesses a combination of quantitative and qualitative factors will be employed to ensure that service level guidelines apply accurately and equitably across different communities. This approach will provide a reflection of community preferences and need, will be reasonably attainable, and will be reviewed regularly. Although service level guidelines will provide some direction and offer a means of evaluation, they will exhibit the flexibility required to respond to the varying needs of different communities in HRM.

For 2003-2004, continued compilation, formalization, and evaluation is required for the development of service level guidelines in recreation. In the longer term, focusing on the development of these guidelines will promote an even greater emphasis on decision-making that is based on strategic thinking, performance measurement, and sound assessment of community requirements.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan, and/or Program Mission**

Establishing and/or formalizing service level guidelines will support:

The Corporate Scorecard theme of *excellence in service delivery* by developing guidelines for use in establishing and evaluating levels of service.

The Corporate Scorecard theme of *healthy, sustainable, vibrant communities* by providing the community profiles and criteria required to accurately assess and respond to the needs of different communities throughout HRM.

The Chief Administrative Officer priority of *fiscal health and sustainability* by implementing an approach to allocating and utilizing existing resources based on specific guidelines and

potentially identifying service areas where efficiencies could be achieved.

The Executive Management Team Priority to *implement and integrate performance measures into corporate decision making, business planning and budgeting* by developing guidelines for use in establishing and evaluating levels of service.

### **Goal 2003/2006**

A process is in place to establish service level guidelines and determine levels of service throughout recreation.

### **Objectives 2003/04**

- Compile and finalize service level guidelines for recreation programming.  
Performance Measure - Recreation service level guidelines completed and distributed to staff.
- Compile service level guidelines and policies throughout recreation into a consistent format.  
Performance Measure - Service level and policy manuals completed for recreation
- Complete demographic profiles based on Census data for each of the six recreation areas in HRM and educate staff regarding the usage of this information in determining levels of service.  
Performance Measure - Demographic profiles completed for each recreation area and used by staff in decision-making

### **Analysis of Proposed Changes**

#### *Service Levels*

In the longer term, improved levels of service are expected to occur as guidelines are formally integrated into decision-making. Until formal service level guidelines have been completed, some temporary changes to existing service levels may be required to address high demand areas or special initiatives. If required, this flexibility will be attained where possible by realigning existing programs and/or redistributing existing resources.

#### *Financial/Budget*

Specific budget impacts in the short term are expected to be minimal. It is difficult to assess the long term financial implications of formalizing service level guidelines. However, due to the possibility of changes in service levels based on the development and formalization of guidelines, some budget impacts could occur in 2004/05 onward, especially related to recreation programming for youth.



### *Processes*

In the long-term, changes in processes will occur as the result of new service level guidelines and the associated implementation of new delivery options. However, it is difficult to ascertain the nature and degree of these changes until the work is completed.

### *Internal Service Providers*

None

### FTE

There are no plans to increase the staff complement in 2003-04. In the longer term, some staff may be redeployed based on service delivery decisions or changes in priorities resulting from the implementation and usage of service level guidelines and community demographic profiles.

## **Issue #8**

### **Customer Service**

There is a requirement to develop a common customer service strategy and consistent customer feedback tools throughout Community Recreation Services.

In conjunction with the corporate Customer Service Strategy initiative, there is a need to ensure that the practice of delivering high quality customer service is implemented consistently throughout recreation. Because customer service is the primary value statement listed under recreation's vision, it is important to ensure that a strategy is in place to develop "customer-friendly" programs and services, i.e. ensuring that citizens of HRM can utilize their method of choice to access recreation and leisure opportunities. As part of this process, customer feedback must be established as a primary tool in operational planning, ongoing performance measurement, development of new customer service options, and the recreation's contribution to the Corporate Scorecard.

To ensure that high quality customer service is successfully integrated into daily decision-making and long term planning, staff must accurately identify the desired customer base, establish mechanisms to continually evaluate and improve customer service, and develop procedures to integrate customer feedback into performance measurement and operational planning. Only with an accurate understanding of customer needs will staff have the capability to more thoroughly assess the quality of customer service and ensure that customer-focused values and principles are positively influencing service delivery.

### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan, and/or Program Mission**

Ensuring a focus on high quality customer service will support:

The Chief Administrative Officer Priority to *improve customer service* by developing customer feedback mechanisms and establishing a strategy to improve customer service and integrate customer feedback into service delivery plans.

The Corporate Scorecard theme of *excellence in service delivery* by nurturing ongoing relationships with customers and continually striving to exceed their expectations.

The Executive Management Team Priority to *create a workplace environment that encourages employees to strive for service excellence* by supporting staff in providing a high level of customer service and contributing to a positive image of HRM.

The Executive Management Team Priority to *implement and integrate performance measures into corporate decision making, business planning and budgeting* by developing tools and measures for use in evaluating customer service and guiding decision-making.

The Chief Administrative Officer Priority of a *consolidated data management plan* by supporting the corporate E-commerce initiative.

### **Goal 2003/2006**

A strategy and associated tools are in place to gather customer feedback and continually enhance the quality of customer service.

### **Objectives for 2003/2004**

- Based on area demographic profiles, analyze recreation's customer base and identify relevant trends affecting customer preferences.  
Performance Measure - Customer preference profile and trend analysis completed
- Develop standard customer feedback tools and/or customer evaluation frameworks for recreation programming.  
Performance Measure - Standard customer feedback tools developed for recreation
- Using the corporate Customer Service Strategy as a baseline, develop a customer service strategy specific to recreation.  
Performance Measure - Customer service strategy completed and implemented
- As part of the corporate E-business initiative, implement the technology required for on-line and touch tone registration for recreation programs.  
Performance Measure - On-line and touch tone registration for recreation programs available to the public

## Analysis of Proposed Changes

### *Service Levels*

In 2003/04, noticeable changes in service levels and delivery will be minimal. In the longer term, improvements in the ability to respond to the needs of customers will result in increased service levels. For instance, the implementation of on-line and touch tone registration through e-commerce will allow staff more time during the registration period to deal directly with customers who have specific questions.

### *Financial/Budget*

- A detailed business case will be developed in consultation with Xwave prior to 2003/04 which will outline (a) the costs to implement an on-line and touch tone registration system (capital costs) and (b) the ongoing transaction fee costs to maintain the system (operating costs). A preliminary estimate of operating funds required in 2003-2004 is \$50,000. The 2003-04 funding will be accessed through the current envelope but a slight increase in recreation program fees may be required to offset the ongoing costs of the system in future years.
- Beyond the costs for implementing and using the on-line and touch tone registration technology, the training budget will be impacted as training will be required to support the usage of the new technology.
- Training costs may increase to deliver on training requirements identified by recreation's customer service strategy.

### *Processes*

Changes to the program registration process will occur in the longer term as a result of (a) the implementation of on-line / touch tone registration and (b) increased consultation with customers on the most appropriate and convenient registration tools and processes. For example, the implementation of touch tone and on-line registration may allow for a transition away from call centre registration and toward registration at the community centre level.

### *Internal Service Providers*

- Human Resources will be approached for assistance in developing and delivering any training initiatives that result from the new customer service strategy.
- Shared Services (Communications Services section) will be approached for assistance in assessing and developing customer based communications tools, survey tools, and other feedback mechanisms.
- The corporate e-commerce coordinator will be involved in the business case development and implementation of on-line and touch tone registration.

### *FTE*

No changes for 2003-04.

## **Issue #9**

### **Quality of the Workplace**

The 2000 HRM Employee Survey revealed several issues that should be addressed to increase the quality of the working environment for staff.

In the summer of 2000, HRM undertook an Employee Survey to assess how employees felt about their work environment and how satisfied they were with HRM as an employer. In addition to collecting information on trends in HRM as a whole, the survey results were broken down by business unit. In the former Parks and Recreation business unit, only 29 percent of staff responding to the survey stated that they would recommend HRM to others as a good place to work and three-quarters disagreed that employee morale at HRM is generally positive. An action plan was developed to address staff concerns and support an ongoing response to issues arising from the Employee Survey. Prior to the restructure of HRM, many initiatives were implemented including diversity training, staff networking and communication opportunities, development of a common vision, and a rewards and recognition program.

The Parks and Recreation Employee Survey Action Plan was released in April 2002. The plan identified the major issues from the employee survey and outlined a process to address each of these issues. The plan consists of five issues - internal communications, labour relations, supervision and management, training and development, and occupational health and safety. A series of goals and related action, accountability, and performance measures was assigned to each of the five issues. The content of the plan was developed using the Employee Survey results for the former Parks and Recreation business unit, a facilitated session with non-union staff, and facilitated sessions with the Parks and Recreation Management Team. Each action item in the plan had a time line attached with the intention of monitoring and evaluating the implementation of the plan at six month intervals.

The action plan, implementation reports, and subsequent follow-up will change based on the January 2003 merging of Parks and Recreation with two separate business units. In Recreation, Culture and heritage, the action plan will be revised and divided where necessary to remove any issues exclusive to Parks staff and include any new issues specific to staff of the former Tourism, Culture and Heritage business unit.

### **Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan, and/or Program Mission**

Working to improve the quality of the workplace environment will support:

Executive Management Team's Priority to *create a workplace environment that encourages employees to strive for service excellence* by encouraging staff to accept greater responsibility for the quality of their work; addressing the training and development needs of staff; improving labour relations; and creating mechanisms to recognize, reward, and acknowledge staff achievements.

The Corporate Scorecard theme of *excellence in service delivery* by creating a work environment in which staff are motivated to strive for service excellence.

Executive Management Team's *Employee Survey* Priority Project by working to address specific staff issues from the survey.

### **Goal 2003/2006**

A process will be in place to address issues and concerns identified by staff.

### **Objectives for 2003/2004**

- Revise the Parks and Recreation Employee Survey Action Plan as necessary in lieu of the January 2003 HRM restructuring to develop an action plan specific to Recreation, Culture and Heritage staff.  
Performance Measure - Action Plan revised and distributed to staff
- Complete a twelve month status report (Spring 2003) and an eighteen month report card (Fall 2003) on the implementation of the recreation components of the Employee Survey / Communications Action Plan and recommended any further activity that is identified.  
Performance Measure - Twelve and eighteen month status reports completed

*(Performance Measurement Note - Seventeen goals with over eighty specific action items and associated performance measures are identified in the original Parks and Recreation Employee Survey Action Plan and four goals with twenty specific action items and associated performance measures are identified in the original Internal Communications Plan).*

### **Analysis of Proposed Changes**

#### *Service Levels*

In the longer term, improvements in levels of service, staff morale, and productivity will result from implementation of the Employee Survey Action Plan (including an employee rewards and recognition committee, internal communications plan, etc.).

#### *Financial/Budget*

- The business unit's training budget will be impacted as staff identify training as one of the primary issues in the action plan and recommend a focus on training in several areas (including

communications, labour relations, performance management, and customer service). The exact degree of this impact has yet to be determined.

- Expenses for an employee rewards and recognition program and required training in this area will be achieved within the existing envelope. This is not expected to decrease the level of service in another area as the financial impact will be minimal.

#### *Processes*

There is a possibility of minor changes to internal processes as a system to improve internal communication, encourage staff input and increase networking among staff is formalized.

#### *Internal Service Providers*

Human Resources will be involved in developing and delivering staff training, instituting an employee rewards and recognition program, delivering customer service training and developing a succession plan.

Shared Services (Communications Services section) will be approached for assistance in implementing some aspects of the internal communications portion of the employee survey action plan.

#### *FTE*

- No staffing impact is expected in 2003-04 as a result of this issue.

## **Issue #11**

### **Child and Youth Development**

Youth face barriers to recreation participation such as user and equipment fees, transportation, parental or family support, peer pressure, and social and cultural barriers. As a result, the need for a comprehensive approach to addressing the youth access to recreation has been identified.

HRM Recreation Services actively promotes youth participation in its programs and services and has formally determined that children and youth are priority target groups. However, despite the opportunities currently offered to youth, more emphasis needs to be focused on reaching those youth who currently do not access programs and services. Recent studies indicate that a high percentage of school-aged children in Canada are not active enough for optimal development, and they become less active as they get older. Inactive children become inactive adults. To add to the problem, one in eight school aged children in Canada lives in a family with very low income - below \$20,000 per year. More than 60 percent of children from very poor homes "almost never" participate in supervised sports, compared to 27 percent of youth from well-off homes (Canadian Council on Social Development, 2001).

It is widely acknowledged that all youth are exposed to some degree of risk in their lives. At one end of the spectrum is a large percentage of youth who face relatively low levels of risk, such as disobeying curfew or skipping school. At the opposite end of the spectrum, there is a small

percentage of youth involved in chronic anti-social behavior, serious drug abuse, risky sexual behavior, or at risk of suicide.

Participation in recreation activities has long been recognized as a valuable tool to help prevent youth problems. Professionals from all sectors of society and youth themselves agree on the significant role of recreation in influencing positive behaviour patterns and preventing or reducing risk and unhealthy lifestyles. HRM Recreation Services aims to ensure that programs and services are accessible to those children and youth who normally could not afford to participate in recreation opportunities because of child care costs, transportation, registration fees, or other barriers. Through recreational activities and leadership development youth learn important life skills that improve their ability to participate in community life and take pride in their communities. Recreation's involvement with youth ultimately leads to better, healthier communities.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/ or Program Mission**

Increasing the business unit's emphasis on children and youth will support:

The Corporate Scorecard theme of *healthy, sustainable, vibrant communities* by enabling children and youth to participate in community life and take pride in their communities.

The Corporate Scorecard theme of *safe communities* by providing recreational activities and leadership development opportunities through which youth learn important life skills and are potentially diverted from at-risk activity.

**Goal 2003/2006**

A comprehensive approach will be in place to ensure that children and youth are able to access a wide variety of recreation and leisure opportunities.

**Objectives for 2003-2004**

- Continue to implement the Recreation Youth Strategy by delivering associated projects designed to enhance existing programming, provide new programs and services, develop partnership opportunities, and secure funding.  
Performance Measure - Number of child and youth projects identified and funded under the Youth Strategy
- Develop a facility proposal and business plan for a residential youth leadership and environmental centre in HRM.  
Performance Measure - Residential youth leadership and environmental centre business plan completed

- Continue to pilot the High Five model for child and youth recreation programming in peninsular Halifax and consider expansion of the pilot into other areas of HRM.  
Performance Measure - Number of recreation programs using the High Five model

### **Analysis of Proposed Changes**

#### *Service Levels*

Increasing emphasis on child and youth programs may result in some reassessment and realigning of service levels in other categories of recreation programming. Until the Youth Strategy is fully implemented, it is difficult to predict the exact impact on overall service levels throughout recreation programming.

#### *Financial/ Budget*

Approximately \$50,000 would allow for the implementation of several projects associated with the recreation youth strategy. With the emphasis placed on youth development by the Federal government, there is an opportunity to leverage additional federal funding with any money the business unit devotes to children and youth;

#### *Processes*

In the short term, a process has been put in place to develop and select proposals from staff for new or enhanced child and youth initiatives. In the longer term, processes to actively consult with youth stakeholders may be enacted in order to receive regular feedback on the most appropriate methods to engage youth in recreation and leisure.

#### *Internal Service Providers*

- Several business units (i.e. Police Services, Planning and Development, Community Projects) will be consulted on the implementation of the Youth Strategy.
- Real Property and Asset Management Services will be actively involved in efforts to establish the residential youth leadership and environmental centre.

#### *FTEs*

No changes expected in 2003/04.



**Business Plans for Area-Rated Recreation Services**

- C105 Sackville Heights Elementary School Redevelopment
- C110 East Preston Recreation Centre
- C115 Mineville Community Association
- C120 Haliburton Highbury
- C125 Beaverbank/Kinsac Recreation Centre
- C130 Highland Park
- C135 Kingswood Ratepayers
- C140 Prospect
- C145 Westwood Hills Residents Association
- C150 Upper Hammonds Plains
- C155 Harrietsfield Rec Centre
- C160 Musquodoboit Harbour
- C165 Dutch Settlement (Riverline)
- C170 Hammonds Plains Common Rate
- C175 Hubbards Recreation Centre
- C180 Grand Lake Community Centre
- C185 District 3 Capital Fund
- C190 Maplewood Subdivision
- C196 Silversides Residents Association
- C210 LWF Ratepayers Association

### **C105 Sackville Heights Elementary School Redevelopment**

Business Case:

On February 25, 2003, Regional Council approved an area rate of \$0.01 to be applied to areas of District 19 and 20 as depicted on maps noted as Appendix A, B, C, D and E attached to the Council report. The area rate to be effective for the 2003/04 fiscal year for the purpose of redeveloping the former Sackville Heights Elementary School, 45 Connolly Road, Sackville as a Community Centre.

The Community Centre would provide enhanced access to HRM recreation programming and expanded programming opportunities in cooperation with local community groups and school groups; enhance accommodations for local senior citizens through access to affordable facilities and kitchen amenities for a hot lunch program; low cost rental of meeting rooms, a multi-purpose room workshop and classrooms for local community groups; complementary programming with local organizations; a stable, affordable and appropriate site for the relocation of the Sackville area Boys and Girls Club; and retention of a small playground and enhanced development of the site with a community garden and walking trail through the wooded buffer area. Costs of the enhancements to be funded through the Councillors District Capital Fund and non-profit community groups.

The area rate of \$0.01 will generate approximately \$108,600.00. This revenue will be used to repay a 10 year debenture in the amount of \$200,000.00 and to cover a portion of the operating costs.

### **C110 East Preston Recreation Centre**

Business Case:

The East Preston Recreation Centre area rate was put in place under the former County of Halifax and is set up to pay for building utilities. The 2003/04 area rate of \$0.05 will generate approximately \$16,200.00. There are no loans for this facility.

### **C115 Mineville Community Association**

Business Case:

The Mineville Community Association was formed and registered under the Societies Act with the Registry of Joint Stock Companies in November 1999 with the purpose of protecting and developing community parkland, building community pride and spirit and working with government representatives on behalf of the community.

On May 21, 2002 Halifax Regional Council approved a flat fee of \$20.00 be applied against all properties within the mapped area of Mineville for the purpose of enabling the Mineville Community

Association to increase and develop parkland and other recreational amenities within the Community of Mineville. The 2003/04 flat fee area rate of \$20.00 will generate approximately \$8,880.00.

As indicated in a letter dated January 25, 2002 from Grant MacDonald, President, Mineville Community Association, the area rate revenue will cover the cost of the following future projects:

1. putting a playground at Werner Park (in the Two Rivers area);
2. building a bridge between the two Candy Mountain Islands (Middle Park);
3. plan future development of the 10 acre parkland behind Candy Mountain Road along with the 1 acre parcel when available;
4. park maintenance and additions (trail resurfacing, court resurfacing, etc.).

In addition, as a long term plan the Association would like to develop the gold mining area into a park.

#### **C120 Haliburton Highbury**

Business Case:

The Haliburton Highbury Homeowners' Association area rate was put in place under the former County of Halifax and is currently used for playground upgrades and equipment. The 2003/04 area rate of \$0.023 will generate approximately \$24,800.00.

#### **C125 Beaverbank/Kinsac Recreation Centre**

Business Case:

On May 21, 2002, Halifax Regional Council approved Capital Project CB200399 for the construction of the Beaverbank/Kinsac Recreation Centre in the amount of \$900,000.00 and an area rate of \$0.07 per \$100.00 of assessed value to finance the construction and on-going operating costs of the new facility. The 2003/04 area rate will generate approximately \$120,500.00. The term of the debenture is 15 years.

On May 13, 2003, Halifax Regional Council approved an increase in the Capital Budget from \$900,000.00 to \$1,400,000.00. The additional funding for the increase to be provided for from the existing Beaverbank/Kinsac Recreation Centre area rate with the Beaverbank Recreation Centre Association assuming responsibility for all operating costs.

### **C130 Highland Park Ratepayers Association**

Business Case:

The Highland Park Ratepayers Association area rate was put in place under the former County of Halifax. Through the area rate the Association has built three playgrounds, a multi purpose field, two multi purpose courts, installed entrance signs and beautified the entrance area to the Park. Currently revenue from the area rate is used for general maintenance and program costs.

The 2003/04 area rate of \$0.005 will generate approximately \$4,000.00. There is an accumulated surplus of approximately \$19,700.00. The Association is aware of the surplus and continues to deplete the surplus slowly.

### **C135 Kingswood Ratepayers Association**

Business Case:

The Kingswood Ratepayers Association was formed and registered under the Societies Act with the Registry of Joint Stock Companies in April 1995.

On July 9, 2002, Halifax Regional Council approved a flat fee of \$50.00 to be applied against all properties within the mapped area of Kingswood, Kingswood West, Blue Mountain Estates, Queenswood, Kingswood South and area subdivisions which make up the Kingswood Ratepayers Association for the purpose of enabling the Association to develop parkland and other recreational amenities. The 2003/04 flat fee area rate of \$50.00 will generate approximately \$52,000.00.

As indicated in the Kingswood Courier and at the public meeting of June 5, 2002, the area rate revenue will be used in the development of 35 acres located off Kingswood Drive. This development will include a sports field and hiking fitness trail around the perimeter. Estimated cost of the development is \$250,000.00 to \$300,000.00.

As a result of their 2003 Annual General Meeting, the Kingswood Ratepayers Association advised that they will, at future Annual General Meetings, make the decision whether to not to continue the area rate based on the continuing need for resident financial support to complete the proposed development.

### **C140 Prospect Road Area Rate**

Business Case:

The Prospect Road area rate was put in place under the former County of Halifax. The area rate revenue is currently used for park maintenance, ballfield partnership agreements, ballfield lighting

and a summer beach program 2 hours a day, 5 days a week during the months of July and August. The 2003/04 area rate of \$0.023 will generate approximately \$83,500.00. There is a proposal to set aside \$25,000 of this amount each year for the next four (4) years in a reserve account to fund a down payment for a new community centre for the Prospect area. Recreation Culture & Heritage is undertaking the needs analysis and based on that assessment a new business case may be developed for the purpose of construction/upgrades of sportfields, playgrounds, parks and ongoing operating costs of ballfield lights and summer beach programs located within the geographic area covered by the area rate.

#### **C145 Westwood Hills Residents Association**

Business Case:

On February 4, 2003, Halifax Regional Council approved a flat rate of \$50.00 be applied against all properties within the mapped area of the Westwood Hills Subdivision for the purpose of enabling the Westwood Hills Residents Association to develop parkland and other recreational amenities within the Westwood Hills Subdivision. The 2003/04 flat fee area rate of \$50.00 will generate approximately \$13,950.00.

#### **C150 Upper Hammonds Plains Recreation**

Business Case:

The Upper Hammonds Plains Recreation area rate came about as a result of a petition presented to the former Halifax County on May 29<sup>th</sup> 1974 “for the purposes of maintaining the Community Centre”.

A deficit of \$5,020 in 2002/03 necessitated an increase of \$0.07 from the 2002/03 area rate of \$0.166. The 2003/04 area rate of \$0.236 will generate approximately \$16,970.00.

There is an outstanding loan balance of approximately \$9,000.00 with an annual principal payment of \$3,000.00 plus interest. The loan was for capital improvements to the building which included siding, new roof and windows. Utilities comprise the remaining costs for the building. The land (21 acres) is owned by the Emmanuel United Baptist Church. The building is owned by HRM. The building is occupied by the UHP Community Development Association.

There are no management agreements or lease agreements in place between any of the parties.

### **C155 Harrietsfield Recreation Centre**

Business Case:

The Harrietsfield Recreation Centre area rate was put in place under the former County of Halifax.

The 2003/04 area rate of \$0.016 will generate approximately \$34,900.00. A deficit amount of \$4,456 from 2002/03 will be the first charge against the area rate revenues for 2003/04.

There is an outstanding loan balance of \$61,182.21; to be paid in two installments of \$21,070.00 and a final payment of \$19,042.21. The budget also includes \$3,700 for building maintenance.

### **C160 Musquodoboit Harbour**

Business Case:

The 2003/04 area rate of \$0.005 will generate approximately \$4,600.00. The area rate revenue is used to assist with the funding of recreation projects within the community.

### **C165 Dutch Settlement**

Business Case:

The 2003/04 area rate of \$0.032 will generate approximately \$8,500.00. The area rate revenue covers expenditures for utilities, general maintenance and programming. The 2002/03 budget realized a small surplus of \$517.00, down from an accumulated high of \$13,339 in prior years. The accumulated surplus from prior years was used for Community Centre enhancements.

### **C170 Hammonds Plains Common Rate**

Business Case:

The 2003/04 area rate of \$0.005 will generate approximately \$28,800.00. Prior years have seen the revenue funding expenses for playgrounds, roof repairs, and to assist with various recreation projects. There is an accumulated surplus of \$77,620. In 2004/05, under Project Number CPC00304, \$50,000.00 will be used to fund lighting at Eisenhower field.

### **C175 Hubbards Rec Centre**

Business Case:

The 2003/04 area rate of 0.031 will generate approximately \$22,000.00. Municipal Staff administer

the Area Rate. Area rate revenue is used for ongoing operations, maintenance and improvements to the building. The Area Rate Loan for the South Shore Regional Recreational Association was paid in full with the balance of \$3,299.38 transferred to C175 for improvements to the facility.

### **C180 Grand Lake Community Centre**

Business Case:

The 2003/04 area rate of \$0.021 will generate approximately \$9,100.00.

In 2002/03 the Grand Lake Community Centre received upgrades for building accessibility, washrooms and site upgrades. The total project cost was estimated to be \$90,000. An amount of \$25,000.00 from the surplus in the area rate account was used to pay a portion of the cost. An amount of \$60,000.00 was advanced from HRM's capital budget and is being repaid from the area rate revenue over a period of 20 years. An additional \$5,000.00 was contributed from the District 2 Councillor's Capital Discretionary Fund.

### **C185 District 3 Capital Fund**

Business Case:

District 3 Capital Fund was approved as a new area rate in a Report to Council dated June 25, 1998 to fund specific capital projects for District 3 approved by Regional Council.

The 2003/04 area rate of \$0.024 will generate approximately \$156,300.

### **C190 Maplewood Subdivision**

Business Case:

The Maplewood Village Residents Association was registered with the Nova Scotia Joint Stock companies on April 26, 1983.

On June 30, 1998, Halifax Regional Council approved a flat fee of \$50.00 be applied against all properties within the Maplewood boundaries. The 2003/04 flat fee area rate of \$50.00 will generate approximately \$16,750.00. The purpose of the area rate is for parkland development.

### **C196 Silversides Residents Association**

Business Case:

On May 27, 2003, Halifax Regional Council approved a flat fee of \$60.00 to be applied against all properties within the mapped area depicting the Silversides Subdivision. The area rate is to be effective with the 2003/04 fiscal year. The purpose of the area rate is to enable the Silversides Residents Association to develop parkland and other recreational amenities within the Silversides Subdivision.

The 2003/04 flat fee area rate of \$60.00 will generate approximately \$9,660.00.

On March 25, 1996 a loan in the amount of \$15,000 was granted to the Silversides Residents Association by the Executive committee of the former County of Halifax. As of February 2003 an amount of \$4,366.00 remained outstanding. The Silversides Residents Association has agreed that repayment of the outstanding balance would be the first priority from the area rate funds.

### **C210 LWF Ratepayers Association**

Business Case:

On June 30, 1998, Halifax Regional Council approved an area rate for enhanced recreation services for the LWF Ratepayers Association. This enhanced service includes a summer beach program on the shore beside the Community Centre. The enhanced Area Rate was intended to transfer control of the facility from HRM to the Community.

The 2003/04 area rate of \$0.028 will generate approximately \$89,924.00. LWF has a deficit in the amount of \$3,000.00 for the 2002/03 fiscal year. This deficit will be a first charge against the 2003/04 area rate revenue.



# Recreation, Culture & Heritage

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
C701 Marketing & Sales	\$126,358	\$91,373	\$0	\$11,686	\$0	\$0	-
C702 Colateral Development	10,782	30,275	0	0	0	0	-
C703 Community Level Market De	26,719	25,073	0	0	0	0	-
C704 Special Projects	0	910	0	0	0	0	-
C711 MD- Support Services	247,075	215,110	2,069,755	1,406,692	1,501,151	(568,604)	-27.5%
C712 MD- Atlantic Canada	91	0	0	0	0	0	-
C714 MD- United States	75	0	0	0	0	0	-
C716 MD - Europe	5,268	40	0	0	0	0	-
C717 MD - Media	41,029	36,597	0	(2,022)	0	0	-
C718 Strategic Market Planning	4,605	12,007	0	2,350	0	0	-
C719 Partnership Development	180,682	181,674	0	5,398	0	0	-
C725 Administration - Tourism	317,879	396,514	519,614	495,856	526,731	7,117	1.4%
C735 Millennium	1,891	1,287	0	0	0	0	-
C755 Tourism Grants	227,367	162,904	220,000	204,563	75,000	(145,000)	-65.9%
C740 Visitor Services Staff Support	100,785	108,125	241,469	219,525	271,916	30,447	12.6%
C745 International Visitor Centre O	75,698	127,811	134,160	114,136	120,050	(14,110)	-10.5%
C750 Visitor Info. Centres	121,332	216,427	205,050	227,267	204,930	(120)	-0.1%
C730 Heritage	231,246	372,677	409,990	397,338	507,319	97,329	23.7%
C765 Drtmth Museum Admin.	11,158	34,263	0	2,816	0	0	-
C770 Buildings/Operations	78,279	128,127	37,325	56,933	40,600	3,275	8.8%
C775 Quaker House	80	0	0	0	0	0	-
C780 Evergreen House	5,065	6,220	0	0	0	0	-
C760 Community/CivicEvent	700,236	733,524	707,615	859,712	778,929	71,314	10.1%
D101 Rec. Prog. Admin.	515,458	936,662	1,074,452	931,645	1,235,818	161,366	15.0%
D102 Customer Database Coordinat	0	0	64,930	46,448	64,930	0	0.0%
D155 Mainland S. Prog.	368,307	380,836	420,000	411,646	409,371	(10,629)	-2.5%
D160 St. Mary's Boat Club O&M	137,827	125,630	145,636	140,733	140,469	(5,167)	-3.5%
D165 Choc. Lk Comm Ct Mt.	104,800	104,800	104,800	104,800	104,800	0	0.0%
D180 Herring Cv. AreaProg	36,581	115,557	104,050	114,352	119,100	15,050	14.5%
D210 Mid N Lakeside Timb.	497,242	508,713	532,050	547,023	546,800	14,750	2.8%
D230 Northcliffe Pl/CC Mt	246,494	246,425	246,425	246,425	246,425	0	0.0%
D270 Lakeside Rec. Ctr.	83,428	87,587	80,510	87,759	80,510	0	0.0%
D310 BSFR Bedfrd / Sackville / Fal	880,075	1,047,590	912,687	998,210	938,687	26,000	2.8%
D320 Bed. Lions Pl/MillLk	51,326	56,509	58,375	64,693	59,375	1,000	1.7%
D330 Mid. Musq. Prog.	35,820	33,445	53,100	38,164	51,100	(2,000)	-3.8%
D340 Fall River Rec. Ctr.	35,633	34,002	29,310	33,352	29,310	0	0.0%
D975 Bedford Leisure Club	11,800	17,231	11,800	16,886	11,800	0	0.0%
D410 MH Musquodoboit Harbour	279,122	259,815	305,800	278,108	301,037	(4,763)	-1.6%
D420 MH Office FitnessCtr	62,996	76,014	62,900	74,090	67,550	4,650	7.4%
D430 Sheet Hrb. Prog.	93,671	99,709	92,100	104,017	101,200	9,100	9.9%
D620 Preston, Lake Echo, Lawrenc	0	0	0	0	35,825	35,825	-
D630 Cole Harbour Programming	391,056	474,516	446,178	485,275	414,547	(31,631)	-7.1%
D510 Needham Centre and Peninsu	634,134	556,131	557,384	626,809	381,856	(175,528)	-31.5%
D520 George Dixon CC Mnt.	81,336	81,337	81,937	81,337	81,937	0	0.0%
D550 Goerge Dixon Centre Progra	0	0	0	197	195,506	195,506	-
D560 Needham Com. Ctr Mt	154,214	154,300	154,300	154,300	154,300	0	0.0%
D580 St Andrews CDFM	313,182	309,116	321,285	333,540	321,987	702	0.2%
D460 Central Reg. Com. Ev	150	0	3,800	7,610	3,800	0	0.0%
D755 Outdoor Rec&Env Ser.	155,942	187,045	164,229	185,201	185,600	21,371	13.0%
D760 HRM Otd Rec&Env Ser.	55,131	54,736	66,947	58,040	61,947	(5,000)	-7.5%
D810 Drtmth & Tal. Prog.	769,516	847,955	722,968	859,132	748,319	25,351	3.5%
D820 Findley CommCtr Mntc	106,433	97,475	92,900	97,793	92,900	0	0.0%
D830 NS Hospital Aquatics	0	2,516	7,950	0	7,950	0	0.0%
D960 Devonshire Arena	142,599	157,765	150,300	151,676	150,300	0	0.0%
D970 Le Brun Centre	331,987	381,521	342,486	382,247	342,486	0	0.0%
D980 Gray Arena	210,002	225,586	223,600	250,795	223,600	0	0.0%
D985 Bowles Arena	241,454	306,850	281,800	312,956	281,800	0	0.0%
D170 Capt. Will Spry MSC	575,553	527,899	480,203	477,955	483,184	2,981	0.6%
D171 CWSC Board of Directors	0	49,294	61,966	53,730	62,719	753	1.2%
D176 Capt. Will Spry Fitness Centr	0	40,273	0	46,203	75,400	75,400	-
D175 Capt. Will Spry Pool	388,038	348,719	328,406	320,146	325,200	(3,206)	-1.0%

# Recreation, Culture & Heritage

## Summary by Gross Expenditures (continued)

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
D220 Northcliffe Aquatics	288,508	285,648	308,700	349,293	304,900	(3,800)	-1.2%
D540 Kearney etc Beaches	238,239	239,199	223,000	235,568	255,362	32,362	14.5%
D570 Needham Aquatics Pro	87,580	67,464	56,014	59,495	56,014	0	0.0%
D710 Community Developers	357,545	532,035	606,500	548,725	637,700	31,200	5.1%
D999 Clearing Account Recreation	(2,510)	56,778	0	24,430	0	0	-
C105 Sackville Heights Elementary	0	0	0	0	108,644	108,644	-
C110 East Preston Rec Ctr	16,182	14,570	14,500	14,355	16,200	1,700	11.7%
C115 Mineville Community Associ	0	0	8,280	1,638	8,880	600	7.2%
C120 Haliburton Hills	5,831	19,955	22,932	21,986	24,800	1,868	8.1%
C125 Beaver Bank Rec Centre	0	0	102,000	0	120,500	18,500	18.1%
C130 Highland Park	9,862	3,396	4,000	2,869	4,000	0	0.0%
C135 Kingswood Ratepayers	0	0	52,400	0	52,000	(400)	-0.8%
C140 Prospect	75,012	125,778	80,200	93,905	83,500	3,300	4.1%
C145 Westwood Hills Residents As	0	0	0	0	13,950	13,950	-
C150 Up. Hammonds Plains	13,665	17,923	11,300	16,081	16,970	5,670	50.2%
C155 Harrietsfield Rec Ct	32,091	37,943	34,900	39,165	34,856	(44)	-0.1%
C160 Musquodoboit Harbour	7,252	4,623	4,600	5,052	4,600	0	0.0%
C165 Dutch Settlement	5,877	(2,033)	8,000	7,489	8,500	500	6.3%
C170 Hammonds Plus Com.RT	35,285	2,074	25,300	1,594	28,800	3,500	13.8%
C175 Hubbards Rec. Centre	4,616	17,921	20,600	2,635	22,000	1,400	6.8%
C180 Grand Lake Com. Ctr	81	(7,223)	8,200	6,445	9,100	900	11.0%
C185 District 3 Cap. Fund	99,149	96,281	148,800	88,534	156,300	7,500	5.0%
C196 Silversides Residents Associa	0	0	0	0	9,660	9,660	-
C210 LWF Recreation Ctr	87,385	89,379	84,350	90,662	93,374	9,024	10.7%
C230 Waverly Com. Centre	26,881	24,819	23,600	25,444	29,000	5,400	22.9%
C250 Behville /Lkside/ Tmbrlea Re	7,630	7,700	7,700	6,840	7,700	0	0.0%
C260 Lockview Ratepayers	7,476	7,300	7,300	7,300	7,300	0	0.0%
C270 Lucasville Comm. Ctr	6,451	6,338	4,600	12,890	4,600	0	0.0%
C290 Upper Sack. Com. Ctr	106,995	166,141	0	94,049	0	0	-
C910 Transfers To Other Groups	449,347	330,000	330,000	330,000	330,000	0	0.0%
<b>Total</b>	<b>\$12,477,339</b>	<b>\$14,059,789</b>	<b>\$15,560,968</b>	<b>\$15,233,255</b>	<b>\$15,646,831</b>	<b>85,863</b>	<b>0.6%</b>

# Recreation, Culture & Heritage

## Summary by Revenues

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
C701 Marketing & Sales	(\$62,616)	(\$2,875)	\$0	(\$723)	\$0	0	-
C711 MD- Support Services	0	(235)	(1,705,037)	(1,064,476)	(1,133,333)	571,704	-33.5%
C716 MD - Europe	(4,000)	0	0	0	0	0	-
C717 MD - Media	(2,742)	0	0	0	0	0	-
C719 Partnership Development	(110,398)	(181,674)	0	0	0	0	-
C725 Administration - Tourism	(46,023)	(3,255)	0	(3,307)	0	0	-
C755 Tourism Grants	(10,000)	0	0	0	0	0	-
C740 Visitor Services Staff Support	0	0	0	468	0	0	-
C745 International Visitor Centre O	(60,698)	(52,617)	(65,630)	(51,442)	(46,720)	18,910	-28.8%
C750 Visitor Info. Centres	(28,219)	(49,592)	(48,500)	(49,592)	(46,000)	2,500	-5.2%
C730 Heritage	(23,305)	(17,321)	(10,000)	(6,637)	(10,000)	0	-0.0%
D101 Rec. Prog. Admin.	(38,276)	(3,557)	0	(7,645)	0	0	-
D160 St. Mary's Boat Club O&M	(68,497)	(83,350)	(79,000)	(80,316)	(79,000)	0	-0.0%
D210 Mid N Lakeside Timb.	(199,631)	(179,986)	(195,000)	(202,071)	(188,000)	7,000	-3.6%
D310 BSFR Bedfrd / Sackville / Fall	(354,144)	(398,761)	(400,600)	(459,914)	(400,600)	0	-0.0%
D320 Bed. Lions Pl/Miillk	(50,222)	(52,009)	(47,500)	(52,169)	(48,500)	(1,000)	2.1%
D330 Mid. Musq. Prog.	(11,488)	(12,548)	(12,000)	(13,554)	(10,000)	2,000	-16.7%
D340 Fall River Rec. Ctr.	0	0	0	(90)	0	0	-
D420 MH Office FitnessCtr	(17,899)	(22,279)	(20,000)	(28,811)	(24,600)	(4,600)	23.0%
D430 Sheet Hrb. Prog.	(14,840)	(32,419)	(15,000)	(31,832)	(24,100)	(9,100)	60.7%
D620 Preston. Lake Echo, Lawrence	0	0	0	0	(22,000)	(22,000)	-
D630 Cole Harbour Programming	(193,643)	(213,158)	(137,000)	(145,461)	(118,000)	19,000	-13.9%
D510 Needham Centre and Peninsul	(231,729)	(202,425)	(202,882)	(286,673)	(163,000)	39,882	-19.7%
D520 George Dixon CC Mnt.	0	0	0	(940)	0	0	-
D560 Needham Com. Ctr Mt	(339)	(858)	0	0	0	0	-
D580 St Andrews CDFM	(131,325)	(116,667)	(130,000)	(130,452)	(126,500)	3,500	-2.7%
D460 Central Reg. Com. Ev	0	0	3,500	0	3,500	0	0.0%
D755 Outdoor Rec&Env Ser.	(92,975)	(85,503)	(83,000)	(100,961)	(83,000)	0	-0.0%
D760 HRM Otd Rec&Env Ser.	(4,000)	(16,950)	(25,000)	(5,011)	(20,000)	5,000	-20.0%
D810 Drtmth & Tal. Prog.	(274,243)	(323,824)	(220,000)	(307,806)	(227,665)	(7,665)	3.5%
D960 Devonshire Arena	(155,038)	(159,989)	(177,800)	(168,840)	(177,800)	0	-0.0%
D970 Le Brun Centre	(294,529)	(305,068)	(354,200)	(318,903)	(354,200)	0	-0.0%
D980 Gray Arena	(233,560)	(240,991)	(248,000)	(281,675)	(248,700)	0	-0.0%
D985 Bowles Arena	(241,901)	(248,068)	(278,900)	(302,090)	(278,900)	0	-0.0%
D170 Capt. Will Spry MSC	(334,374)	(235,001)	(256,000)	(243,271)	(241,000)	15,000	-5.9%
D171 CWSC Board of Directors	0	255	0	0	0	0	-
D176 Capt. Will Spry Fitness Centre	0	0	0	(78,920)	(118,400)	(118,400)	-
D175 Capt. Will Spry Pool	(253,537)	(274,057)	(270,000)	(262,882)	(266,000)	4,000	-1.5%
D220 Northcliffe Aquatics	(354,999)	(365,884)	(340,000)	(405,796)	(345,000)	(5,000)	1.5%
D540 Kearney etc Beaches	(35,172)	(56,504)	(42,500)	(50,596)	(42,500)	0	-0.0%
D570 Needham Aquatics Pro	(26,056)	(45,803)	(40,000)	(49,336)	(45,000)	(5,000)	12.5%
D710 Community Developers	(4,576)	(11,599)	(20,000)	(13,572)	(20,000)	0	-0.0%
D999 Clearing Account Recreation	10,891	0	0	0	0	0	-
C105 Sackville Heights Elementary	0	0	0	0	(108,644)	(108,644)	-
C110 East Preston Rec Ctr	(13,905)	(14,100)	(14,500)	(14,645)	(16,200)	(1,700)	11.7%
C115 Mineville Community Associa	0	0	(8,280)	(8,780)	(8,880)	(600)	7.2%
C120 Haliburton Hills	(12,323)	(22,949)	(22,932)	(22,400)	(24,800)	(1,868)	8.1%
C125 Beaver Bank Rec Centre	0	0	(102,000)	(102,150)	(120,500)	(18,500)	18.1%
C130 Highland Park	(3,998)	(4,239)	(4,000)	(3,690)	(4,000)	0	-0.0%
C135 Kingswood Ratepayers	0	0	(52,400)	(51,885)	(52,000)	400	-0.8%
C140 Prospect	(75,833)	(127,656)	(80,200)	(109,416)	(83,500)	(3,300)	4.1%
C145 Westwood Hills Residents Ass	0	0	0	0	(13,950)	(13,950)	-
C150 Up. Hammonds Plains	(9,312)	(16,473)	(11,300)	(11,061)	(16,970)	(5,670)	50.2%
C155 Harrietsfield Rec Ct	(34,631)	(41,437)	(34,900)	(34,709)	(34,856)	44	-0.1%
C160 Musquodoboit Harbour	(4,597)	(4,924)	(4,600)	(5,052)	(4,600)	0	-0.0%
C165 Dutch Settlement	(7,931)	(7,841)	(8,000)	(8,007)	(8,500)	(500)	6.3%
C170 Hammonds Plns Com.RT	(21,118)	(24,912)	(25,300)	(28,006)	(28,800)	(3,500)	13.8%
C175 Hubbards Rec. Centre	(15,789)	(19,241)	(20,600)	(25,821)	(22,000)	(1,400)	6.8%
C180 Grand Lake Com. Ctr	(8,004)	(8,044)	(8,200)	(8,150)	(9,100)	(900)	11.0%
C185 District 3 Cap. Fund	(128,256)	(141,703)	(148,800)	(148,769)	(156,300)	(7,500)	5.0%
C196 Silversides Residents Associat	0	0	0	0	(9,660)	(9,660)	-
C210 LWF Recreation Ctr	(76,385)	(82,822)	(80,900)	(84,376)	(89,924)	(9,024)	11.2%
C230 Waverly Com. Centre	0	0	0	0	(5,400)	(5,400)	-
C270 Lucasville Comm. Ctr	0	0	0	(4,299)	0	0	-
C280 Cole Harb.Pool/Tenni	0	0	(10,000)	0	(10,000)	0	-0.0%
C290 Upper Sack. Com. Ctr	(106,996)	(166,141)	0	(94,082)	0	0	-
D530 Cent. Pool CC Mnt.	208	0	0	0	0	0	-
<b>Total</b>	<b>(\$4,925,040)</b>	<b>(\$5,226,632)</b>	<b>(\$6,512,376)</b>	<b>(\$6,581,266)</b>	<b>(\$6,223,517)</b>	<b>288,859</b>	<b>-4.4%</b>

# Recreation, Culture & Heritage

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
C701 Marketing & Sales	\$63,741	\$88,498	\$0	\$10,963	\$0	0	-
C702 Colateral Development	10,782	30,275	0	0	0	0	-
C703 Community Level Market De	26,719	25,073	0	0	0	0	-
C704 Special Projects	0	910	0	0	0	0	-
C711 MD- Support Services	247,075	214,875	364,718	342,216	367,818	3,100	0.8%
C712 MD- Atlantic Canada	101	0	0	0	0	0	-
C713 MD- Canada	(53)	0	0	0	0	0	-
C714 MD- United States	75	0	0	0	0	0	-
C716 MD - Europe	1,268	40	0	0	0	0	-
C717 MD - Media	38,288	36,597	0	(2,022)	0	0	-
C718 Strategic Market Planning	4,605	12,007	0	2,350	0	0	-
C719 Partnership Development	70,285	0	0	5,398	0	0	-
C725 Administration - Tourism	271,856	393,259	519,614	492,549	526,731	7,117	1.4%
C735 Millennium	1,891	1,287	0	0	0	0	-
C755 Tourism Grants	217,367	162,904	220,000	204,563	75,000	(145,000)	-65.9%
C740 Visitor Services Staff Support	100,785	208,125	241,469	219,993	271,916	30,447	12.6%
C745 International Visitor Centre O	15,000	75,194	68,530	62,694	73,330	4,800	7.0%
C750 Visitor Info. Centres	93,113	166,834	156,550	177,674	158,930	2,380	1.5%
C730 Heritage	207,941	355,356	399,990	390,701	497,319	97,329	24.3%
C765 Drtmth Museum Admin.	11,158	34,263	0	2,816	0	0	-
C770 Buildings/Operations	78,279	128,127	37,325	56,933	40,600	3,275	8.8%
C775 Quaker House	80	0	0	0	0	0	-
C780 Evergreen House	5,065	6,220	0	0	0	0	-
C760 Community/CivicEvent	589,823	589,614	617,615	619,985	688,929	71,314	11.5%
D101 Rec. Prog. Admin.	477,182	933,106	1,074,452	924,000	1,235,818	161,366	15.0%
D102 Customer Database Coordinat	0	0	64,930	46,448	64,930	0	0.0%
D155 Mainland S. Prog.	184,990	180,888	243,000	198,605	222,371	(20,629)	-8.5%
D160 St. Mary's Boat Club O&M	69,330	42,280	66,636	60,417	61,469	(5,167)	-7.8%
D165 Choc. Lk Comm Ct Mt.	104,800	104,800	104,800	104,800	104,800	0	0.0%
D180 Herring Cv. AreaProg	15,213	25,166	69,550	68,921	79,100	9,550	13.7%
D210 Mid N Lakeside Timb.	297,611	328,727	337,050	344,952	358,800	21,750	6.5%
D230 Northcliffe Pl/CC Mt	246,494	246,425	246,425	246,425	246,425	0	0.0%
D270 Lakeside Rec. Ctr.	47,723	61,480	45,510	62,294	45,510	0	0.0%
D310 BSFR Bedfrd / Sackville / Fal	525,931	648,829	512,087	538,296	538,087	26,000	5.1%
D320 Bed. Lions Pl/MillLk	1,104	4,501	10,875	12,524	10,875	0	0.0%
D330 Mid. Musq. Prog.	24,332	20,897	41,100	24,610	41,100	0	0.0%
D340 Fall River Rec. Ctr.	35,633	34,002	29,310	33,262	29,310	0	0.0%
D975 Bedford Leisure Club	11,800	17,231	11,800	16,886	11,800	0	0.0%
D410 MH Musquodoboit Harbour	193,095	186,219	211,100	207,265	227,537	16,437	7.8%
D420 MH Office FitnessCtr	45,097	53,735	42,900	45,279	42,950	50	0.1%
D430 Sheet Hrb. Prog.	78,831	67,290	77,100	72,185	77,100	0	0.0%
D620 Preston, Lake Echo, Lawrenc	0	0	0	0	13,825	13,825	-
D630 Cole Harbour Programming	197,413	261,358	309,178	339,814	296,547	(12,631)	-4.1%
D510 Needham Centre and Peninsu	402,405	353,706	354,502	340,137	218,856	(135,646)	-38.3%
D520 George Dixon CC Mnt.	81,336	81,337	81,937	80,397	81,937	0	0.0%
D550 Goerge Dixon Centre Progra	0	0	0	197	155,506	155,506	-
D560 Needham Com. Ctr Mt	153,875	153,442	154,300	154,300	154,300	0	0.0%
D580 St Andrews CDFM	181,857	192,449	191,285	203,087	195,487	4,202	2.2%
D460 Central Reg. Com. Ev	150	0	7,300	7,610	7,300	0	0.0%
D755 Outdoor Rec&Env Ser.	62,968	101,542	81,229	84,240	102,600	21,371	26.3%
D760 HRM Otd Rec&Env Ser.	51,131	37,786	41,947	53,029	41,947	0	0.0%
D810 Drtmth & Tal. Prog.	495,273	524,131	502,968	551,326	520,654	17,686	3.5%

# Recreation, Culture & Heritage

## Summary by Net Expenditures (continued)

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
D820 Findley CommCtr Mntc	106,433	97,475	92,900	97,793	92,900	0	0.0%
D830 NS Hospital Aquatics	0	2,516	285	0	285	0	0.0%
D960 Devonshire Arena	(12,440)	(2,224)	(27,500)	(17,164)	(27,500)	0	-0.0%
D970 Le Brun Centre	37,458	76,453	(11,714)	63,344	(11,714)	0	-0.0%
D980 Gray Arena	(23,558)	(15,405)	(25,100)	(30,880)	(25,100)	0	-0.0%
D985 Bowles Arena	(448)	58,781	2,900	10,865	2,900	0	0.0%
D170 Capt. Will Spry MSC	241,179	292,899	224,203	234,684	242,184	17,981	8.0%
D171 CWSC Board of Directors	0	49,549	61,966	53,730	62,719	753	1.2%
D176 Capt. Will Spry Fitness Centr	0	40,273	0	(32,717)	(43,000)	(43,000)	-
D175 Capt. Will Spry Pool	134,501	74,663	58,406	57,264	59,200	794	1.4%
D220 Northcliffe Aquatics	(66,491)	(80,237)	(31,300)	(56,504)	(40,100)	(8,800)	28.1%
D540 Kearney etc Beaches	203,067	182,695	180,500	184,972	212,862	32,362	17.9%
D570 Needham Aquatics Pro	61,524	21,660	16,014	10,159	11,014	(5,000)	-31.2%
D710 Community Developers	352,968	520,435	586,500	535,154	617,700	31,200	5.3%
D999 Clearing Account Recreation	8,381	56,778	0	24,430	0	0	-
C110 East Preston Rec Ctr	2,277	471	0	(290)	0	0	-
C120 Haliburton Hills	(6,491)	(2,994)	0	(415)	0	0	-
C130 Highland Park	5,865	(843)	0	(822)	0	0	-
C140 Prospect	(821)	(1,879)	0	(15,511)	0	0	-
C150 Up. Hammonds Plains	4,353	1,451	0	5,020	0	0	-
C155 Harrietsfield Rec Ct	(2,540)	(3,494)	0	4,456	0	0	-
C160 Musquodoboit Harbour	2,655	(301)	0	(0)	0	0	-
C165 Dutch Settlement	(2,054)	(9,874)	0	(517)	0	0	-
C170 Hammonds Plns Com.RT	14,167	(22,837)	0	(26,411)	0	0	-
C175 Hubbards Rec. Centre	(11,173)	(1,320)	0	(23,186)	0	0	-
C180 Grand Lake Com. Ctr	(7,923)	(15,267)	0	(1,705)	0	0	-
C185 District 3 Cap. Fund	(29,107)	(45,422)	0	(60,235)	0	0	-
C210 LWF Recreation Ctr	11,000	6,556	3,450	6,286	3,450	0	0.0%
C230 Waverly Com. Centre	26,881	24,819	23,600	25,444	23,600	0	0.0%
C250 Bchville /Lkside/ Tmbrlea Re	7,630	7,700	7,700	6,840	7,700	0	0.0%
C280 Cole Harb.Pool/Tenni	0	0	0	118	0	0	-
C290 Upper Sack. Com. Ctr	(0)	0	0	(33)	0	0	-
D530 Cent. Pool CC Mnt.	208	0	0	0	0	0	-
C910 Transfers To Other Groups	449,347	330,000	330,000	330,000	330,000	0	0.0%
<b>Total</b>	<b>\$7,552,300</b>	<b>\$8,833,157</b>	<b>\$9,048,592</b>	<b>\$8,651,988</b>	<b>\$9,423,314</b>	<b>374,722</b>	<b>4.1%</b>

# Recreation, Culture & Heritage

## Summary by General Ledger Object

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
<b>Expenditures</b>							
Salaries	\$2,893,236	\$3,203,195	\$3,560,382	\$3,487,154	\$3,643,658	\$83,276	2.3%
Wages	2,703,271	2,958,387	2,743,957	3,040,020	2,767,845	23,888	0.9%
Overtime - Salaries and Wages	64,723	65,939	41,784	81,991	49,284	7,500	17.9%
Benefits and Other (Salaries)	409,707	498,530	561,819	538,920	578,436	16,617	3.0%
Benefits and Other (Wages)	265,994	306,805	396,156	340,644	373,098	(23,058)	-5.8%
Retirement Allowance & Severance	7,963	13,111	34,721	24,943	20,726	(13,995)	-40.3%
Clothing Allowance, Stipends, Other	(166)	2	4,400	1,103	1,000	(3,400)	-77.3%
Office Expenses, less Computers	384,981	470,275	518,980	541,366	575,675	56,695	10.9%
Computers Expenses	2,150	5,392	4,000	15,091	4,604	604	15.1%
Consulting Fees	1,810	18,814	10,000	8,436	10,000	0	0.0%
Other Professional Fees	50,126	65,637	65,600	30,095	87,600	22,000	33.5%
Contract Fees	316,926	215,456	165,600	164,363	242,268	76,668	46.3%
Equipment and Supplies	327,529	370,925	210,580	356,011	301,557	90,977	43.2%
Materials	7,016	9,163	2,500	704	2,000	(500)	-20.0%
Building Repair, Maintenance	151,819	180,080	169,932	145,794	150,886	(19,046)	-11.2%
Heating Fuel	37,967	42,866	35,000	61,572	49,700	14,700	42.0%
Electricity	56,806	81,720	47,225	73,410	61,450	14,225	30.1%
Equipment Repair, Maintenance	146,970	181,632	141,231	136,444	155,251	14,020	9.9%
Vehicle Expenses	13	6,044	8,000	113	500	(7,500)	-93.8%
Gasoline Fuel	259	6,123	9,100	1,101	4,200	(4,900)	-53.8%
Membership Dues	9,161	10,351	2,700	3,836	4,700	2,000	74.1%
Conferences and Travel	114,960	144,175	168,344	148,294	165,594	(2,750)	-1.6%
Training and Education	34,934	34,158	39,800	66,805	42,800	3,000	7.5%
Site Preparation	798	1,025	0	0	0	0	-
Advertising and Promotion	335,054	489,928	196,219	147,107	179,022	(17,197)	-8.8%
Books, Publications and Data	75,766	99,099	103,156	78,178	94,836	(8,320)	-8.1%
Other Goods and Services	881,963	1,183,573	921,898	1,109,817	1,234,127	312,229	33.9%
Transfers Outside Agencies	459,246	345,000	373,280	427,000	428,880	55,600	14.9%
Insurance Costs	3,113	2,875	3,200	3,530	4,000	800	25.0%
Grants and Tax Concessions	342,400	236,022	532,265	417,930	425,774	(106,491)	-20.0%
Transfer to/from Reserves	(111,000)	75,000	1,787,273	1,131,914	1,334,833	(452,440)	-25.3%
Principal and Interest Charges	29,591	0	144,749	0	176,300	31,551	21.8%
Other Loan and Interest Charges	109,974	166,017	35,600	136,640	34,610	(990)	-2.8%
Other Fiscal Charges	19,706	104,606	104,000	61,417	13,000	(91,000)	-87.5%
Interdepartmental - Fleet	13,884	19,716	1,100	19,283	12,200	11,100	1009.1%
Interdepartmental - Buildings	2,328,687	2,416,418	2,416,417	2,447,911	2,416,417	0	0.0%
Interdepartmental - Other	0	31,730	0	(15,683)	0	0	-
<b>Total</b>	<b>\$12,477,339</b>	<b>\$14,059,789</b>	<b>\$15,560,968</b>	<b>\$15,233,255</b>	<b>\$15,646,831</b>	<b>85,863</b>	<b>0.6%</b>
<b>Revenues</b>							
<b>Taxes, Transfers and Interest:</b>							
Tax Agreements	0	0	(1,705,037)	0	0	\$1,705,037	-100.0%
Transfers from Governments, Other	(23,310)	(49,592)	0	0	0	0	-
<b>Departmental:</b>							
Area Tax Rates and Transfers	(426,367)	(469,743)	(642,762)	(648,159)	(829,934)	(829,934)	129.1%
Parking and Facility Rentals	(749,914)	(616,714)	(1,013,100)	(646,611)	(1,017,600)	(1,017,600)	100.4%
Recreation and Leisure Revenues	(2,272,751)	(2,439,281)	(609,200)	(2,598,291)	(633,200)	(633,200)	103.9%
Other Sales Revenue	(64,086)	(148,844)	(6,000)	(184,484)	(30,000)	(30,000)	500.0%
Other Revenues	(1,388,654)	(1,502,458)	(2,536,277)	(2,503,721)	(3,712,783)	(3,712,783)	146.4%
<b>Total</b>	<b>(\$4,925,040)</b>	<b>(\$5,226,632)</b>	<b>(\$6,512,376)</b>	<b>(\$6,581,266)</b>	<b>(\$6,223,517)</b>	<b>288,859</b>	<b>-4.4%</b>
<b>Net Cost</b>	<b>\$7,552,300</b>	<b>\$8,833,157</b>	<b>\$9,048,592</b>	<b>\$8,651,988</b>	<b>\$9,423,314</b>	<b>374,722</b>	<b>4.1%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
		BUDGET	PLAN	PLAN
<b>Recreation, Culture &amp; Heritage</b>				
CPG00485 Needham Bells	0	90,000	40,000	50,000
CDG00305 Deadman's Island-Public Access Pathway	80,000	70,000	35,000	0
CBG00508 Gill Backdrop-Bicentennial	0	60,000	5,000	0
CPG00483 Sullivan's Pond	0	50,000	125,000	125,000
CDG00509 Heritage Incentive Program	0	50,000	50,000	50,000
CBG00505 Civic Collection Storage	0	50,000	50,000	25,000
CBG00314 Visitor Information Centres-Interior Upg	25,000	50,000	50,000	0
CBG00306 Evergreen House-Install Heating System	25,000	40,000	25,000	25,000
CPG00486 Shubenacadie Canal	0	25,000	45,000	10,000
CDG00311 Scott Manor House-Land Acquisition	225,000	25,000	25,000	25,000
CEC00457 Program & Aquatic Equipment	60,000	25,000	25,000	25,000
CDG00511 Cultural Asset Inventory	0	20,000	50,000	50,000
CDG00487 Public Art-Repair & New	0	15,000	50,000	50,000
CBG00506 Starr Manufacturing Site	0	15,000	25,000	100,000
CBG00301 City Hall-Halifax Hall Improvements	50,000	15,000	10,000	10,000
CPG00484 Black Heritage Trail	0	10,000	30,000	30,000
CDG00510 Lighting Granville Mall	0	10,000	25,000	25,000
CDG00333 Community History Boards Prog.	35,000	0	50,000	50,000
<b>Provided by Other Business Units:</b>				
CVD00413 Fleet Vehicle replacement program		3,026,000	3,333,000	3,333,000
CPC00678 Artificial Turf Sportsfields	4,035,000	2,500,000	0	0
CPC00303 Playground Upgrades & Replacements	2,041,816	663,000	449,000	449,000
CBC00025 Major Facilities Upgrade	967,005	600,000	862,000	900,000
CPC00814 Mainland Commons-Halifax	250,000	450,000	0	0
CB100071 Various Recreation Facilities-Upgrades	361,000	404,000	350,000	365,000
CPC00680 Park Upgrades	714,000	365,000	100,000	175,000
CPC00467 Regional Trails Development	1,075,000	350,000	300,000	300,000
CB200455 Rocky Lake Recreation Centre	0	300,000	1,500,000	0
CB100091 Mainland Commons Recreation Facility	200,000	300,000	7,700,000	0
CB200240 Management Agreement Community Centres-U	75,000	175,000	200,000	200,000
CB100225 Arena Upgrades	86,000	175,000	150,000	150,000
CPC00683 Sports Field Upgrades	717,000	170,000	200,000	200,000
CPC00676 New Park Development	450,000	150,000	0	0
CPC00682 Skateboarding Facilities	160,000	140,000	100,000	75,000
CPC00304 Ball Field Upgrades	539,753	125,000	125,000	150,000
CB200452 HRM Heritage Building Upgrades	0	100,000	150,000	250,000
CPR00316 HRM Wide Tree Planting	335,000	100,000	75,000	75,000
CPS00040 Point Pleasant Park Upgrades	50,000	100,000	0	0
CPC00677 New Playground Development	170,000	97,000	100,000	100,000
CPC00810 Outdoor/Spray Pools and Fountains	49,685	60,000	75,000	0

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
		BUDGET	PLAN	PLAN
CPC00684 Sports Courts Upgrades	50,000	50,000	50,000	50,000
CBR00439 Dingle Tower-Facade Restoration	295,730	50,000	0	0
CPB00059 HRM Urban Forest Master Plan	100,000	50,000	0	0
CPS00042 Halifax Common Upgrades	75,000	50,000	0	0
CBG00300 Bicentennial Theatre-Repairs	131,000	45,000	65,000	0
CPB00259 Sustainable Mgmnt Research Proj-Athletic	50,000	30,000	0	0
CEC00686 Athletic Field/Park Equipment	70,000	25,000	25,000	25,000
CPB00462 Horticulture-Greenhouses	0	25,000	0	0
CPC00313 Regional Park Washroom Facilities	130,000	10,000	100,000	0
CPS00041 Lawn Bowling Facilities	35,000	0	125,000	0
CPR00325 Walkways-HRM Wide Program	355,000	0	50,000	50,000
CPC00675 Track and Field Upgrades	284,939	0	0	225,000
CB200454 Fall River Recreation Centre	0		0	1,500,000
CB200453 East Dartmouth Recreation Facility	0		0	1,000,000
CBR00069 Cherry Brook Comm Ctr-Reroofing&Misc Rep	170,000		0	320,000
Total	14,522,928	11,305,000	16,899,000	10,542,000



## **Halifax Detachment Royal Canadian Mounted Police Mission Statement**

### **Who?**

The residents, businesses, visitors, and their property within the communities of the Halifax Regional Municipality

### **Why?**

To preserve the peace and uphold the law

### **What?**

Through dynamic leadership, open partnerships, and respectful treatment of all people, we work toward safe homes and safe communities

*The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.*

<p><b>Halifax Detachment RCMP Mission Statement:</b> <i>The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.</i></p>	
<p><b>STRATEGIC OUTCOMES</b></p>	<p><b>INDICATORS</b> Enhancement of Public Safety</p>
<ul style="list-style-type: none"> <li>• Citizen Survey February 2002 •</li> <li>Police Services Review</li> </ul>	<p>Effective and efficient provision of police services through trust-building partnerships with local governance, law enforcement, and community stakeholders.</p>
<ul style="list-style-type: none"> <li>• Cooperative Policing with Halifax Regional Police (HRP) •</li> <li>Citizen Survey February 2002 •</li> <li>City Watch</li> </ul>	
<p><b>CLIENT BENEFITS</b></p>	<p><b>INDICATORS</b> Safe Homes and Safe Communities</p>
<ul style="list-style-type: none"> <li>• Citizen Survey February 2002</li> </ul>	<p>Quality and timely policing services</p>
<ul style="list-style-type: none"> <li>• Community Group feedback •</li> <li>Municipal Councilor feedback •</li> <li>Citizen Survey February 2002</li> </ul>	<p>Unbiased and respectful treatment of all people</p>
<ul style="list-style-type: none"> <li>• Municipal Councilor consultations •</li> <li>Community Leader consultations •</li> <li>Community Policing feedback •</li> <li>Community Council consultations</li> </ul>	<p>Effective and efficient use of resources</p>
<ul style="list-style-type: none"> <li>• Police Services Review</li> </ul>	

### Current Year Operating and Capital Budget Totals

#### Halifax Detachment RCMP 2003/2004 Budget

<b>2003/2004 Operating Budget*</b>	<b>2003/2004 Capital Budget**</b>
\$15,070,000	

\*Net Operating Budget, \*\*Gross Capital Budget

### FTEs - Approved 2002/03 and Proposed 2003/04

Halifax Detachment RCMP had 174.98 FTEs approved for the 2002/03 budget.

Halifax Detachment RCMP proposes 8 additional new FTEs for the 2003/2004 budget.

### Summary of Last Year's Achievements against Last Year's Business Plan

<i>Key Initiative</i>	<i>Status</i>
Established internal Steering Committee to review and assess the recommendations of the HRM Police Services Review	Ongoing Halifax Detachment Integration
Completed. New organizational structure approved and in place integrating five former community detachments into the Halifax Detachment.	G7 Finance Minister's Meeting
Completed June 02. Security and logistics involved joint operation of over 500 RCMP and HRP officers.	Policing the Communities of North Preston and Area
Completed. Two new Constables in place 1 April 02	Created and staffed new Media Relations position
Completed. Cst P. Marshall in position 17 Aug 02.	Created Full-time Planning Position.
Ongoing. Position created from within existing establishment. Expected occupation date of the new position is Q2 2003.	ATV policing enforcement initiative in the Cole Harbour area

<i>Key Initiative</i>	<i>Status</i>
Full-time program from 15 Sep-27 Oct is complete. Part-time enforcement program is on-going.	Expanded Community consultation through use of City Watch
Completed. Additional call-out phone lines in place.	Community Policing
<p>A cross-section of the on-going programs conducted under the Community Policing initiative are as follows:</p> <ul style="list-style-type: none"> <li>• Community Constable Program. Having been initiated in Cole Harbour, the program is now being extended province-wide with the participation of provincial and national stakeholders.</li> <li>• Beyond Bullying: Focus on Belonging Program</li> <li>• DARE Program</li> <li>• Safe Seniors Program</li> <li>• Youth Advisory Council - 2 Reps from each Jr/Sr High</li> <li>• Support to VON</li> <li>• Crime Prevention Seminars</li> <li>• 55 Alive - Driver Refresher Training</li> <li>• Community Policing Office in Lawrencetown opened 15 Aug 02</li> <li>• Citizen on Patrol Groups</li> <li>• RACE Against Drugs</li> <li>• Halifax Regional Citizens Academy</li> <li>• FATAL Vision in partnership with MADD</li> <li>• School Bus Awareness Program</li> <li>• Be Bright, Think Right in partnership with Scouts Canada</li> <li>• Bicycle Safety</li> <li>• Crime Prevention Seminars</li> <li>• Seatbelt and Bicycle Helmet Incentive Program in partnership with McDonald's Canada Inc.</li> </ul>	

## **Issue #1**

### **Analysis and Implementation of the HRM Police Services Review**

#### **Link to Corporate Priority and/or Program Mission**

- Council's Business Strategy on "Public Safety"
- EMT's priority to "Support and Encourage" customer focused service delivery
- HRM Police Services Review
- RCMP Mission and Value Statements "Be a progressive, pro-active and innovative organisation", "Be accountable and efficient through shared-decision making", and "Provide the highest quality service through dynamic leadership, education, and technology in partnership with the diverse communities we serve".

#### **Goal 2003/2006**

Through a participative process, work collaboratively with HRM and HRP to leverage the benefits of the Police Services Review.

#### **Objectives 2003/2006**

- The development and execution of an implementation plan based upon the recommendations of the Police Services Review.
- The development of a Roles and Responsibilities document by a joint HRM-RCMP committee to clearly articulate roles, responsibilities, and expectations with regard to RCMP policing in the HRM.

#### **Analysis of Proposed Changes**

The RCMP has established an internal steering committee to review and assess each recommendation of the Police Services Review. A joint Halifax Regional Police /RCMP committee is also being established to allow the collaborative examination, review, and development of implementation strategies for the recommendations. An oversight committee, the HRM Steering Committee, has been established by the Chief Administrative Officer of HRM, this committee is responsible for reviewing and approving the recommendations and developed implementation strategies of the joint HRP/RCMP committee.

In parallel with the Police Services Review analysis and implementation process, the OIC of Halifax Detachment recommends that the existing Memorandum of Understanding (MOU) between the HRM and RCMP be revisited. The OIC Halifax Detachment will approach the Board of Police Commissioners to seek board support to begin the collaborative process to update the MOU as a Roles and Responsibilities document.

*Service Levels:*

Anticipate enhancements in service delivery through cooperative employment of HRP/RCMP common resources. Not possible to quantify improvements as integrated services not yet identified.

*Financial/Budget:*

No Impact

*Processes:*

Internal processes will change to permit greater integration and cooperation with HRP. External clients and Business Units will not be affected.

*Internal Service Providers:*

No increased demand on internal service providers.

*FTEs:* No impact.

## **Issue #2**

### **Municipal Traffic Enforcement**

#### **Link to Corporate Priority and/or Program Mission**

- Council' Business Strategy on "Public Safety"
- EMT's Corporate Priority to "Support and Encourage" customer focused service delivery.
- HRM Police Services Review
- RCMP Mission and Value Statements "promote safe communities", "Provide the highest quality service through dynamic leadership, education, and technology in partnership with the diverse communities we serve" and, "Be accountable and efficient through shared-decision making".

#### **Goal 2003/2006**

Promote safer streets and communities.

#### **Objectives 2003/2006**

- Develop integrated and coordinated Traffic Enforcement Plan with HRP.
- Implement Municipal Traffic Team.

## **Analysis of Proposed Changes**

Municipal Traffic Enforcement has been identified as a primary issue for consideration of integrated delivery with HRP and Halifax Detachment. Regional population growth has created greater levels of traffic flow and congestion and the direct outcome of increased traffic levels is an increase in vehicle crashes and greater risk to public safety. A dedicated Municipal Traffic Enforcement Team has a number of compelling benefits.

- Contributes directly and immediately to public safety;
- Supports not only traffic enforcement, but related preventative and educational objectives such as School Bus safety, crosswalk safety, and traffic patrols in residential areas;
- Mobility of the unit permits enforcement activities throughout the municipality;
- Increases the public visibility and awareness of policing traffic related issues; and,
- The Municipal Traffic Enforcement Team will concentrate on city streets outside of the primary mandate of the RCMP provincial highway traffic units.

The staffing requirement for a Municipal Traffic Enforcement Team is assessed to be four Regular Members based upon professional judgment and consideration for the required shift coverage.

Given that there is a common focus of the RCMP and HRP to deal with the traffic enforcement issue, it is opportune to examine the possibility of taking a joint solution approach. There are a number of possible options available to pursue and it is pragmatic to do so in a cooperative, consultative fashion with HRP and HRM.

### *Service Levels:*

Improved service with respect to municipal traffic enforcement, prevention, and education.

### *Financial/Budget:*

Increased costs specific to the requested four member Municipal Traffic Team.

### *Processes:*

New internal processes required for coordinated employment of Municipal Traffic Team with HRP.

*Internal Service Providers:* No impact.

### *FTEs:*

Halifax Detachment will create a Municipal Traffic Enforcement Team consisting of four Regular Members within the 2003/2004 business plan. Halifax Detachment will seek these resources from within our current FTEs gained through realignment from within

and outside of Halifax Detachment. The RCMP Traffic Team will work in an integrated and coordinated fashion with HRP and the RCMP Provincial Traffic Program within a strategic framework to address the overall traffic concerns of the HRM.

### **Issue #3**

#### **Sexual Assault Investigation Team (SAIT)**

##### **Link to Corporate Priority and/or Program Mission**

- Council' Business Strategy on "Public Safety"
- EMT's Corporate Priority to "Support and Encourage" customer focused service delivery.
- HRM Police Services Review
- RCMP Mission and Value Statements "promote safe communities", "Provide the highest quality service through dynamic leadership, education, and technology in partnership with the diverse communities we serve" and, "Be accountable and efficient through shared-decision making".

##### **Goal 2003/2006**

Enhance police service delivery in the area of sexual assault investigation.

##### **Objectives 2003/2006**

- Implementation of a trained and experienced Sexual Assault Investigation Team.

##### **Analysis of Proposed Changes**

Currently RCMP General Investigation Service (GIS) members perform the full scope of criminal investigations and are not focused specifically on sexual assault cases. The RCMP does provide two Sexual Assault Investigation courses; Levels 1 and 2 to GIS members, however, not all members have had this training. Given the unique investigative requirements of sexual assault cases it is proposed that a dedicated, full time Sexual Assault Investigation Team (SAIT) be created. The SAIT will fulfill the following roles with associated benefits:

- Conduct all sexual assault investigation tasks including interviewing, evidence gathering, and court presentation;
- Establish relationships and work closely with community victim's services;



- Work closely with HRP sexual assault investigators including cooperative intelligence exchange and investigation; and,
- Build continuity and expertise in sexual assault investigation and assist in educating and training front-line members.

Based upon the professional judgment of experienced police officers, it is assessed that optimum staffing of the Sexual Assault Investigation Team is two Regular Members. Consideration of case burden and percentage clearance rates indicates that two investigators will be required to accept and manage all cases related to sexual assault in the jurisdiction. As well, the two full time members will provide sufficient schedule coverage in order to meet the requirements for timely and effective case investigation.

*Service Levels:*

Improved service delivery with respect to sexual assault investigation.

*Financial/Budget:*

Increased costs specific to the requested two member Sexual Assault Investigation Team.

*Processes:*

New internal processes required for coordinated employment of the Sexual Assault Investigation Team.

*Internal Service Providers:* No impact.

*FTEs:*

Halifax Detachment will create a Sexual Assault Investigative Team consisting of two regular members within the 2003/2004 business plan dedicated to investigating major sexual assaults. Halifax Detachment will seek these resources from within our current FTEs gained through realignment from within and outside of Halifax Detachment in keeping with the recommendations within the Perivale & Taylor report. The Sexual Assault Investigation Team will work cooperatively with Community Services and equivalent HRP investigators.

## **Issue #4**

### **Strategic Human Resources Allocation and Needs Assessment**

#### **Link to Corporate Priority and/or Program Mission**

- Council' Business Strategy on "Public Safety"
- EMT's Corporate Priority to promote a culture of excellence and success and to

ensure citizens feel and are safe to live and move within their community.

- HRM Police Services Review
- RCMP Mission and Value Statements "promote safe communities", "Provide the highest quality service through dynamic leadership, education, and technology in partnership with the diverse communities we serve" and, "Be accountable and efficient through shared-decision making".

### **Goal 2003/2006**

Deliver responsive and effective policing services, over the short and long term, facilitating safe homes and safe communities.

### **Objectives 2003/2006**

- Identify existing service challenges.
- Implement action plans to address existing service gaps.
- Develop a multi-year plan to address the re-allocation of existing resources and the projected short and long term requirements for new resources.

### **Analysis of Proposed Changes**

The Police Services Review recognised the trend toward a more dispersed population within the HRM. In general, the past 15 years have shown a relative decline in the urban core and steady growth in the suburban and rural urban fringe.

The Police Services Review employed a predictive model to estimate current and future resource requirements. The model results were revisited as part of the business planning process. It was determined that the predicted population numbers originally used in the model were in excess of those determined by the 2001 Census (1.83% predicted 5 year growth rate vice actual of 1.2%). The original model recommendation of increasing FTEs by three to four per year through to 2006 has been rationalised to an increase of two FTEs per year.

In order to assess the impact of population growth on resource requirements, a number of policing indicators were reviewed. Population growth data demonstrates an average population increase of approximately 2000 citizens per year in the RCMP Halifax Detachment region. The average rate of criminal code offences (1995 to 2000) per 1000 citizens in the Halifax Detachment was 81.5 and there is no reason to believe that this five year average rate is not representative of the current annual rate. The average criminal code case burden for Halifax Detachment in the year 2000 was 84.9 cases per Regular Member.

It has been assessed that for every 1000 citizen increase in population; one additional RCMP Regular Member is required to keep pace with the increased work load. Accordingly, for a 2000 citizen increase in population per year, there will be a corresponding requirement for an additional two RCMP Regular Members.

The analyses presented in the Police Services resource prediction model, in addition to resource requirement indicators such as population growth and crime rates, support an increase of two Regular Members in the current 2003/2004-budget year, as well as the two successive budget years.

*Service Levels:*

Service levels will improve based upon strategic re-allocation of existing resources and long term planning for additional resources.

*Financial/Budget:*

Increased costs specific to the requested two additional RCMP General Duty Regular Members.

*Processes:*

No impact.

*Internal Service Providers:*

No impact.

*FTEs:*

The management at Halifax Detachment feels that before it can support any requests for additional resources based upon the Police Services study, realignment from within Halifax Detachment must be conducted. Furthermore, the Police Services Study by Perivale & Taylor present a number of recommendations that also need to be explored before additional resources are requested. As a result, Halifax Detachment will not be seeking any additional resources in the 2003/2004 budget.

# RCMP

## Summary by Gross Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
P710 RCMP	\$13,632,700	\$14,184,300	\$15,070,000	\$15,199,600	\$15,889,000	\$819,000	5.4%
<b>Total</b>	<b>\$13,632,700</b>	<b>\$14,184,300</b>	<b>\$15,070,000</b>	<b>\$15,199,600</b>	<b>\$15,889,000</b>	<b>\$819,000</b>	<b>5.4%</b>

## Summary by Revenues

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
P710 RCMP	(\$336,722)	\$0	\$0	\$0	\$0	\$0	-
<b>Total</b>	<b>(\$336,722)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>-</b>

## Summary by Net Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
P710 RCMP	\$13,295,978	\$14,184,300	\$15,070,000	\$15,199,600	\$15,889,000	\$819,000	5.4%
<b>Total</b>	<b>\$13,295,978</b>	<b>\$14,184,300</b>	<b>\$15,070,000</b>	<b>\$15,199,600</b>	<b>\$15,889,000</b>	<b>\$819,000</b>	<b>5.4%</b>

# RCMP

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget %	
<b>Expenditures</b>							
Contract Fees	13,632,700	14,184,300	15,070,000	15,199,600	15,889,000	\$819,000	5.4%
<b>Total</b>	<b>\$13,632,700</b>	<b>\$14,184,300</b>	<b>\$15,070,000</b>	<b>\$15,199,600</b>	<b>\$15,889,000</b>	<b>\$819,000</b>	<b>5.4%</b>
<b>Revenues</b>							
Other Licenses, Permits and Fines	(336,722)	0	0	0	0	\$0	-
<b>Total</b>	<b>(\$336,722)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>Net Cost</b>	<b>\$13,295,978</b>	<b>\$14,184,300</b>	<b>\$15,070,000</b>	<b>\$15,199,600</b>	<b>\$15,889,000</b>	<b>\$819,000</b>	<b>5.4%</b>

## **Real Property and Asset Management Draft Mission Statement**

*In support of the programs and services delivered by HRM, we provide a broad range of physical asset management services including, the development of real property policy, real estate acquisitions and disposals, facilities planning and operations, parkland planning, parks operations and maintenance, capital project delivery for facilities and parks, operations and maintenance of the HRM fleet, and development and marketing of HRM's portfolio of business parks.*

## Description of Service

Real Property and Asset Management (RPAM) was formed in January 2003, as part of the organizational realignment announced in October 2002. Under this realignment all the parks and open space functions, and all fleet maintenance functions, were merged with Real Property Services into one business unit. As one integrated and central service focused business unit, RPAM is responsible for the operation, maintenance, and recapitalization of HRM's portfolio of physical assets, including over 1000 parks and playground sites, over 300 buildings, and over 1000 pieces of rolling stock. RPAM's mission is as follows:

**Real Property and Asset Management Mission (Draft):** *In support of the programs and services delivered by HRM, we provide a broad range of physical asset management services including, the development of real property policy, real estate acquisitions and disposals, facilities planning and operations, parkland planning, parks operations and maintenance, capital project delivery for facilities and parks, operations and maintenance of the HRM fleet, and development and marketing of HRM's portfolio of business parks.*

### **RPAM is broken down into six management units:**

**Real Property Operations** is responsible for the tactical delivery of services for the organization. These services will include all facility operations and maintenance, parks and open spaces, sports fields and playground maintenance, as well as the operation of the RPAM help line.

**Capital Projects** is responsible for planning, development and delivery of RPAM's capital program, which will include capital projects for all buildings, parks and parkland, and business parks as well as the delivery of capital work required in support of HRM's corporate initiatives.

**Fleet Services** is a central service delivery organization responsible for the maintenance, repair, and replacement of HRM's complete rolling stock. This includes the general fleet, emergency fleet, and transit fleet.

**Real Estate Services** is responsible for the acquisition and disposal of HRM real property, including the management and development of HRM's Business Parks. This organization is also responsible for the management of all of HRM's property leases and management agreements.

**Service Delivery** is responsible for annual business planning for the business unit, performance measurement activities required under the corporate scorecard initiative, as well as the relationship management with external associations, boards, and commissions on real property matters. This organization is also responsible to negotiate, prepare, and report business unit performance against established service level agreements.

**Real Property Planning** will be responsible for RPAM's strategic planning. This activity includes the processing of parkland planning applications, the development of real property policy in such matters as urban forestry planning, facility master plans, open space and real property planning (land use), waterfront planning, contributions to other HRM planning initiatives and liaison for both the Regional Plan and Capital District initiatives.

**\* Note : These reflect the strategic outcomes and client benefits of Real Property Services before the re-alignment. RPAM will be preparing new strategic outcomes and client benefits in the upcoming months.**

Strategic Outcomes	Indicators
Optimized portfolio of owned and leased Real Property	Cost per square foot  Ratio of owned to leased space  Vacancy rate
Affordable Long Term Capital Plan  Real Property Strategic Acquisition & Disposals Linked to Program Requirements	Programmed maintenance and capability deficiencies into a three (3) year Long Term Capital Plan  Acquisition and Disposal requirements programmed as part of long term capital plan.
HRM Business Parks strategy that enables regional economic growth	HRM Business Parks Growth Strategy  # and \$ value of lot sales per fiscal year.  % increase in tax base in business parks activity.
Best value for money in fully rationalized real property services delivery.	\$ value of annual sustainable savings achieved and planned for subsequent year.  Building performance measured against best in class (Municipal sector).



Strategic Outcomes	Indicators
Best within Municipal Sector	Number of capital projects delivered on time and within budget.  Building operating cost/sq. ft. compared to local market or other municipalities.  % of clients surveyed, using an existing building who report that building used is; extremely satisfactory very satisfactory satisfactory unsatisfactory.
Centralized service delivery enabling business unit to focus on delivery of its core programs.	% of clients surveyed who indicate their operations have not been impeded owing to a real property need.  % of clients surveyed who feel services have been enhanced.
Prioritization of space deficiencies across whole portfolio	Qualified and quantified space deficiencies by business unit, building type, and client group  Measured deferred maintenance list
Real Property and Asset Management standardization	% clients surveyed who report level of satisfaction based on negotiated levels of service:  extremely satisfactory very satisfactory satisfactory unsatisfactory.

Strategic Outcomes	Indicators
Measurable building data to support program delivery	Existence of decision support to include: business unit occupancy profile, % space /business unit and cost/building by business unit, vacancy rate/building and client group, backlog report, etc

**RPAM Organization Chart** (attachment)

**Current Year Operating and Capital Budget Totals.**

\* Note - for Real Property Services before re-alignment.

2002/2003 Net Operating Budget	2002/200 Gross Capital Budget
\$10,204,000	\$13,549,000 (Not including Business Parks)

**FTEs - Approved 2002/2003 and Proposed 2003/2004**

Real Property Services had **110 paid FTEs** for the 2002/03 budget. RPAM has 465 FTEs (TBC) and proposes to add 3.

**Summary of 2002/2003 Achievements**

\* Note - for Real Property Services only

Key Initiatives	Status
Conduct suitability assessment for select BU (PW&T, Community Projects)	-PW& T initiated using Dal students, more detail once the new Director is positioned. -Community Projects has been initiated
Complete Real Property Strategic Acquisition/Disposal Plan	Pieces existing/need to reconsider format
Prepare a new property transaction policy and procedure	Report went to Council 8 October 2002 and was approved.

Key Initiatives	Status
Implement Sale of land Reserve Pro-active Management Program	Quarterly Plan Updates provided to Finance
Complete acquisition of Treatment plant sites	Not yet complete
Property data update complete Phase II - Integration with SAP RE	Phase II involves collection of data on an additional 74 buildings, including the balance of the fire stations. Is currently in progress and should be completed and entered in SAP/RE by end of 3 <sup>rd</sup> Quarter
Surplus property catalogue complete. Disposal opportunities from within Surplus holdings are identified.	Complete
Hold at least two business related seminars for RPS staff	Project Management Seminar held in September Indoor Air Quality held in mid November
Develop PDP for unionized positions in Real Estate	Complete
Build Real Estate offices as self directed teams	Complete

Key Initiatives	Status
<p>Deploy SAP Real Estate (RE) and enhanced SAP Plant Maintenance (PM) technology in the Business Unit, while operating with enhancements to SAP Human Resources (HR)</p>	<p>SAP/RE has been deployed. Data population now ongoing (estimated 3 year process). Various report formats being finalized with IS. Some reports still unavailable due to existing Finance processes. Enhanced SAP/PM structure has been deployed. Improved level of detail on demand WOs now being generated. Data population for planned maintenance WOs now underway. Liaison with SAP/HR Team continues as it relates to interaction between SAP/RE and SAP/HR. Some enhancements of SAP/HR that will improve time entry into SAP/RE are not expected until next year.</p>
<p>Prioritized maintenance deficiencies by building asset as part of long Term Capital Plan</p>	<p>High level building condition assessment begun. Approximately 50 major core buildings and 70 rural fire stations have been examined and basic condition assessment information gathered. The building description information, square footage and tenant will be entered into the SAP RE module by the end of the fiscal year. It is intended that the building condition information will be entered into the SAP PM module and staff are currently examining how to adapt this module for this purpose. This program will be continued through upcoming years to include more buildings and a greater level of condition information.</p>

Key Initiatives	Status
<p>Prioritized capability deficiency by business unit as part of LTCP</p>	<p>The current Capital Budget process has been expanded to a three year format. The three year budget planning process will be the core of our long term planning for base building recapitalization. Our long term capital planning for capability upgrades to buildings will be driven by the long term program needs identified by our clients. RPS will continue to work with our clients to assist in the development and implementation of those plans.</p>
<p>Construction complete on Energy Performance Contract EPC</p>	<p>EPC has not yet been initiated as other priorities took precedence. New target date is being set for fourth quarter.</p>
<p>Identify priority real property capital work and development opportunities as part of capital district project.</p>	<p>Public Real Property Plan Committee formed. Committee is developing RFP for consultant to deliver a program that will identify public owned priority, strategic and opportunity property assets and facilitate their development in a strategic manner consistent with the public vision for the Capital District.</p>
<p>Develop a Business Unit Priority Project List and action them with budget afforded for the work (Project directed for physical workplace improvements.</p>	<p>We continue to accept requests and list them. The 3<sup>rd</sup> Floor Ferry Terminal fit-up for Sask Energy (which will provide a revenue stream), and funds will be needed to fit up space for Regional Planning, and City Hall renovations.</p>

Key Initiatives	Status
Complete Indoor Air Quality (IAQ) Protocol and report quarterly on active projects.	Procedures developed and implemented at Duke and within RPS Help Line. Posted on HRM Shared Drive with intention to roll out for all other facilities as SLAs developed. In interim, procedure put in place for those facilities that had an IAQ concern. IAQ annual survey check list developed for use by BSTs and will be rolled out in 4 <sup>th</sup> quarter. Quarterly reports in place in conjunction with one Safety Committee.
Deploy Building Services Technicians as part of Building Servicing Strategy.	Implementation took place in September
Complete report on redevelopment options for Bloomfield Centre	In progress
Consolidate Corporate Record Storage	RPS is working with records' staff to identify the program needs for a consolidated storage site. That information will be used to create a RFP to the leasing market for a turn key record storage site.
Consolidate Facility Operations into Cowie Hill Depot and surplus 3790 MacKintosh	This is part of the Alderney Gate lease/acquisition project. The recent revision to HRM administration structure have required a reassessment of staff relocations to both sites. The Cowie Hill relocation is still proposed to be begin by the end of this fiscal year.
Consolidate RPS and IS Offices into 3 <sup>rd</sup> Floor of Dartmouth Ferry Terminal	Revenue/economic development opportunity redirected this priority. Portion of space now leased to Heritage Gas. Another section of space being prepared for the Harbour Solutions Project.

Key Initiatives	Status
Complete Phase III - Real Property Information Management System	Postponed to 03/04
Complete Business Parks Growth Strategy Including; -analysis of market supply & demand, -revisions to lot pricing as necessary to achieve full cost recovery, -revisions to and launching of marketing program for new inventory.	Complete
Initial capital projects for servicing of lots in Bayers Lake & Burnside	<ul style="list-style-type: none"> <li>• Phase 11-1 of Burnside is now complete</li> <li>• Extension of Crane Lake Drive and lot servicing in Bayers Lake canceled on approval by Council with lands to be sold to adjacent property owner.</li> </ul>
Sale of \$2 million of serviced industrial building lots from existing inventory	<ul style="list-style-type: none"> <li>• Approximately \$ 1.5M closed</li> </ul>
Complete consultation with Halifax International Airport Authority on new designation for park & potential partnership for marketing and sale of lots.	<ul style="list-style-type: none"> <li>• Initial discussions May to July 02</li> <li>• RFP/Award for updating Park Development Plan Oct. 02</li> <li>• Complete consultations Mar 03</li> </ul>
Develop a repositioning plan for the park to include: -amendments as necessary to land use legislation -new marketing materials including park signage -"Rebranding" program which will lead to improved land sales	<ul style="list-style-type: none"> <li>• Preparation of marketing material and roll out of marketing initiative Fall 03</li> </ul>
Integrate need for provincial highway construction policy as component of the regional plan.	<ul style="list-style-type: none"> <li>• See Below</li> </ul>

Key Initiatives	Status
Develop a position paper on need for provincial highway construction policy and present it to Council, NSDOT, and other officials	<ul style="list-style-type: none"> <li>• Completion of case study on Bayers Lake Business Park with focus on transportation planning and development issues May 02</li> <li>• NSDOT and HRM study on Extension of Wright Ave. to Highway #118 for Expansion of Burnside Business Park (April 02)</li> <li>• Completion of Position Paper May 02</li> </ul>

## Internal/External Issues Analysis

### Issue # 1

#### Developing an Employee-Centered Workplace

With the realignment of the parks responsibilities and fleet responsibilities into RPAM, it will be fundamentally important to ensure the various workplaces are structured to achieve success. This requires a very good understanding of RPAM's mission and objectives for the year.

The restructure took place 1 January 03 and many organizational changes will continue into the summer. The RPAM workplaces need to enable productivity and the employees need to have access to training opportunities in an environment which promotes self improvement. This will take time, but in time, we need to move to a more performance focused work culture where the business unit performance can be measured against established and well articulated outcomes.

The workplace needs to recognize and reward good performance.

#### Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and /or Program Mission

- **Corporate Scorecard Theme** - Excellence in Service Delivery
- **CAO Goal** - Improve Customer Service



## **Goal 2003/2006**

A productive workplace environment where employees are afforded the opportunity to improve job, trade, and professional competencies.

### **Objectives 2003/2004**

- Hold at least three business related seminars for RPAM staff.
- Professionally accredit one Real Estate Officer
- Provide training opportunities for Crew Chiefs
- Integrate Employee Survey Action Plans from previous business units and status report by end of second quarter.
- Develop Fleet succession plan from Operational Review.
- Grow RPS Rewards and Recognition Program for broader business unit, and recognize employees once/quarter.
- Expand and formalize the RPAM Apprenticeship Program.
- Produce a training plan for each management unit.
- Develop a new Internal Communications Plan for RPAM utilizing the best aspects of strategies employed in the previous units and which reinforces the roles and responsibilities of the functional elements of RPAM.
- Create a 'skills training program' for union staff.
- Relocate Fire Fleet maintenance into a more suitable location.

### **Analysis of Proposed Changes**

#### *Service Levels*

Although it may be difficult to notice improvements initially, an improved workplace will yield more productivity. This can be measured by a reduction in absenteeism, improved output, and employee survey results.

#### *Financial/ Budget*

Funds are available for training, awards, seminars. Monies will be managed at management unit level.

The fire fleet relocation is currently unfunded. It may have to be postponed if resources can't be re-aligned.

#### *Processes*

As business unit re-alignment continues into new year there will a number of processes integrated for RPAM. These will include workplace practices as well as the integration of IT.

*Internal Service Providers*

These activities will require the support from the HR generalist. Initially an HR work plan will have to be prepared with the managers.

*FTE's*

No change.

**Issue # 2**

**Use of Technology in RPAM**

In total RPAM creates in excess of 200 (+) K of work orders each year through its various services delivery. The best use of IT is mission critical for RPAM.

With LIS now being developed and used more frequently, SAP RE and PM employed, and a yet to be made decision on SAP FM, the next twelve months will be important. We will need to bring all of issues forward and piece together an Information Technology plan specific for RPAM, and which is consistent with corporate data management objectives.

One focus will be on better using our IT to support business decisions.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and /or Program Mission**

- **Corporate Scorecard Theme**
  - Excellence in Service Delivery
  - Healthy, Sustainable, Vibrant Communities
- **CAO Goal**
  - Consolidated Data Management Plan

**Goal 2003/2006**

RPAM business operations enabled through technology

**Objectives 2003/2004**

- Complete the decision support system for SAP PM and RE to include reporting on backlog, full cost reporting, and building asset condition.

- Develop a plan to integrate SAP HR into SAP PM and RE
- As part of the Fleet Operational Review - determine best software solution and populate fleet data to produce a workable system of decision support reports.
- Review use of LIS and SAP in management of real property (to include parks) and prepare an implementation plan, within the framework of endorsed corporate data structure.

### **Analysis of Proposed Changes**

#### *Service Levels*

Better reporting will eventually lead to an improvement of RPAM performance and translate into enhanced levels of service. Given shortfall of measurable data it will be difficult to qualify at this point

#### *Financial/Budget*

50K in capital for continued data collection and population.

#### *Processes*

IT improvement should result in streamlined services.

#### *Internal Service Providers*

Will require support from Shared Services. LIS and SAP already have established plans and these activities form part of the plan. This will have to be evaluated and verified.

#### *FTE's*

Two (2) new FTEs are shown on the new structure, one for IT Integration, and one data maintenance. Both are unfunded at start of 03/04, and internal resources may be realigned later if existing staff can't manage the work.

### **Issue # 3**

#### **Long Term Capital Planning:**

RPAM will continue to work towards an approved Long Term Capital Plan (LTCP) as part of the Long Term Capital Committee. An outcome, in the medium term, must be a predictable funding plan to address both capability and maintenance deficiencies. This will be an area of risk for HRM. Given its focus on physical assets RPAM will play a significant role in this exercise.

RPAM needs to continue to make improvements in physical asset plans and reporting. RPAM will have the responsibility to develop plans to maintain and recapitalize all forms of HRM's

physical assets.

Business units continue to report a number of space deficiencies throughout HRM. With roughly 2.5M sq. ft. of building space under management and continued under funding on capital work, RPAM finds itself working in a breakdown maintenance mode.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and /or Program Mission**

- **Long Term Capital Plan**
- **Corporate Scorecard Theme**
  - Healthy, Sustainable, Vibrant Communities
  - Safe Communities
  - Excellence in Service Delivery

**Goal 2003/2006**

A Long Term Capital Plan which details accurate condition reports on all types of physical assets, and provides for an approved predictable funding level to address both annual maintenance deficiencies and longer term capability deficiencies.

**Objectives 2003/2004**

- Complete detailed asset plans for 30% of assets. (fleet assets, building assets and, parks and parkland assets).
- Produce a fleet replacement program
- Produce a 'State of the Physical Asset Report' for presentation to EMT and Council as a basis for the Long Term Capital Plan.
- Identify remaining space deficiencies and program as part of LTCP
- Produce a phased capital delivery program which features design funding one year followed by construction in subsequent years.
- Prioritize capability deficiency by business unit.
- Complete the initial portions (TBC) an indoor recreation facility master plan.
- Delivery 03/04 RPAM Capital Program on time and within budget.
- Conduct a facility suitability analysis for Public Works and Transportation and Community Projects of Environmental Management Services.
- Review fleet reserve policies and/or constraints with a view to expanding reserve to include ferries.

- Complete a condition assessment of rural fire apparatus.

### **Analysis of Proposed Changes**

#### *Service Levels*

A better integration of capital planning, and delivery will result in enhanced services. Will likely not be integrated until the latter part of 03/04. This will also help BUs to plan more effectively.

A State of the Asset Report will be instrumental in communicating the overall condition of HRM's physical assets.

There will be a reduction in some funding for maintenance deficiencies which means only a portion of work requested by Major Facilities will be done.

#### *Financial/Budget*

none

#### *Processes*

There will likely be some changes in capital planning as the condition reporting improves.

#### *Internal Service Providers*

Cooperation required with PW&T, EMS when suitability analyses are developed.

Assistance required from Financial Services as part of long term capital planning committee.

#### FTE's

2 Capital Projects - Funded as part of Capital Program.

1 Facility Master Plan - Organization development fund

### **Issue # 4**

#### **Continuous Quality Improvement**

Every workplace has room to improve. A continuous quality improvement plan needs to be a key element to the annual service plan. In 03/04 RPAM will begin a journey which will see as its end-state some recognition of the services delivered by RPAM as the best in municipal class.

The first step will be to research the bench mark.

Additionally it will be necessary to determine the optimum way for the new management units to report performance as part of the corporate scorecard project.

RPAM will complete some space improvements for Shared Services as well as develop a framework to enhance services delivered to the Rural Fire.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and/or Program Mission**

- **Corporate Scorecard Theme**
  - Healthy, Sustainable, Vibrant Communities
  - Excellence in Service Delivery
  - Safe Communities
  
- **CAO Goal**
  - Fiscal Health and Sustain ability
  - Improve Customer Service

**Goal 2003/2006**

HRM recognized as the best in municipal class in the delivery of fleet and real property related services.

**Objectives 2003/2004**

- Research best in municipal class in various service areas.
- Implement reporting under corporate scorecard
- Conduct a review of the delivery model used for the management of HRM portfolio of business parks.
- Review the delivery model for parks capital projects.
- As part of LIS projects demonstrate a tangible service improvement in the area of Parks, from a standpoint of productivity and response.
- Develop a management framework for rural fire stations, for capital planning and facility operations support.
- Establish a project office for transit fleet operational review and implement phases 1 and 2.
- Deliver space improvements for Corporate Record Storage.
- Real Property Leasing which stipulates program accountability as a basis for a transaction (through sponsor approval).

## **Analysis of Proposed Changes**

### *Service Levels*

Efficiencies should result in ability to reallocate resources to other areas to improve levels of services.

A better definition of priorities for rural fire will result in an improved level of service.

Transit review will result in enhanced services for transit operations.

### *Financial Budget*

Transit OR will have a net cost ~\$265K which will be partially funded from the SIR.

Corporate Record Storage lease costs will be ~100K, which is in the budget

### *Process*

Approved leasing policy will result in an improved accountability framework and best use of funds.

### *Internal Service Providers*

Fire Services for improvements to Rural Fire.

### *FTEs:*

3 Transit - Quality Analyst, Scheduler, Project Manager for the review.

## **Issue # 5**

### **Customer focussed Service Delivery and Standardization**

There is a need to describe all service levels and standards in negotiated Service Level Agreements (SLA) with the internal business units of HRM. This needs to become a standard onto itself, given RPAM is a corporate business unit responsive to other business units. These service are delivered internally to other business units, and externally through management agreements to various boards and associations.

Well defined and developed SLAs will drive our response to work requests and will form the basis for performance measurement.

Additionally, RPAM will need to rework the framework for all forms of management agreements with our external clients. This may have to be done through Council and will likely require some form of a steering Committee.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and /or Program Mission**

- **Corporate Scorecard Theme**
  - Excellence in Service Delivery
  - Safe Communities
  - Healthy, Sustainable, Vibrant Communities
  
- **CAO Goal**
  - Improve Customer Service
  - Fiscal Health and Sustain ability

**Goal 2003/2006**

RPAM's performance is measured against standards articulated in documented service level agreements.

**Objectives 2003/2004**

- Establish a Client Advisory Group with internal business units to prepare SLAs
- Approved by Council, develop an improved policy framework for the ongoing management for management agreements.
- Develop and negotiate a RPAM SLA with three business units. These SLA's will reflect the broad service delivery of RPAM including fleet, capital delivery, space management, real estate, and Facility operations.
- Establish tenant relations committees at key corporate sites. (Eric Spicer, Duke Tower, Alderney Gate, and West End Mall).
- Access customer feedback at the end of the second quarter and end of the fiscal year.
- Create client feedback meeting schedule in fleet services.

**Analysis of Proposed Changes**

*Service Levels*

SLA's - increased levels of service through better communication of service delivery outcomes. The creation of tenant relations committees will enable more responsive service delivery and a better understanding of clients needs.



*Financial Budgets*

no change

*Processes*

no change

*Internal Service Providers*

RCH and Financial Services will be required to support the new framework for management agreements.

*FTEs*

no change

**Issue # 6**

**Environmental and Sustainable Savings Opportunities**

There continues to be areas where sustainable savings can be realized. These savings could then be used to help fund shortfalls in other areas. Workplace operational improvements can be used to fund various enhancements in other areas of service. Finding ways to rationalize our overall building footprint reduces the amount of space we need to recapitalize and therefore reduces capital demand.

Currently HRM has roughly \$ 15M (indicative of equity) of surplus real property assets in inventory to be disposed of, funds which will help with building recapitalization efforts. RPAM currently spends in excess of \$150K annually to carry these surplus assets.

RPAM spends in excess of \$3M annually in energy costs for its buildings. Conservatively 15 percent annual savings can be achieved through selective energy refits to the buildings and building systems to save energy.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and /or Program Mission**

- **Corporate Scorecard Theme**
  - Healthy, Sustainable, Vibrant Communities
  - Safe Communities

- **CAO Goal**
  - Fiscal Health and Sustain ability
  - Improve Customer Service

### **Goal 2003/2006**

Physical assets under management are operated and maintained as efficiently and effectively as possible.

### **Objectives 2003/2004**

- Bring to market Halifax West, TexPark, and Greenvale School.
- Begin the construction of an Energy Performance Contract (EPC)
- Consolidate Facility Operations into Cowie Hill and surplus 3790 MacKintosh Street.
- Complete a parks rationalization study.
- With the MYFS, and looking forward to 04/05, find a way to help fund some for our capability deficiencies using equity in surplus inventory (contribution to Mainland Common Recreation Centre and possibly the HRM share of rink in Bedford).
- Participate in HRM school rationalization program with Department of Education
- Find a solution to carrying costs of surplus real property.

### **Analysis of Proposed Changes**

#### *Service Levels*

Sale of surplus assets will provide money to SOL reserve and therefore, enable more capital work.

#### *Financial Budgets*

There will no be impact in the budget this year, however, parks rationalization could reduce capital demand.

Energy retrofits in HRM's could result in substantial energy savings.

#### *Process*

None

#### *Internal Service Providers*

Planning Services will assist in preparing properties for market.

Financial Planning will need to assist with review of the MYFS as a means to fund projects from surplus property as well as to help find a solution to interim carrying costs.

*FTEs*

One planner II to be funded from SOL Reserve to help bring properties to market.

**Issue # 7**

**Support to Corporate Projects (CAD/RMS, RP and CD, LTCC, IBI Transit Study)**

As a central service and corporate business unit, RPAM will play a significant role with the approved corporate projects. Each management unit work plan will have to reflect the need to commit resources against these projects.

These corporate project priorities will need to be balanced against other activities in RPAM.

**Link to Corporate Priority, Corporate Scorecard Theme, Long Term Capital Plan and /or Program Mission**

- **Corporate Scorecard Theme**
  - Safe Communities
  - Excellence in Service Delivery
  - Healthy, Sustainable, Vibrant Communities
- **CAO Goal**
  - Fiscal Health and Sustainability
  - Improve Customer Service

**Goal 2003/2006**

RPAM successfully contributes to the outcomes of the key corporate project initiatives.

**Objectives 2003/2004**

- Build the Integrated Telecommunications and Dispatch Centre (ITDC).
- As part of the LTCC, report the condition of the physical assets to EMT and Council, and work to develop options to close the gap on funding capacity.
- Develop and implement a plan for the role out of improved physical asset management for rural fire.
- Implement portions of the Capital District Real Property Opportunities Plan.
- Deliver the first year objectives of the IBI Transit Study.
- Provide open space planning component of the Regional Plan.
- Continue to provide support to the Capital District.

## **Analysis of Proposed Changes**

### *Service Levels*

Improved call centre operations from ITDC and reduced costs.  
Better reporting and awareness of capital situation through reporting  
Improved service delivery with rural fire.

*Financial Budget:* no change

Processes: no change

### Internal Service Providers

Guidance required from Project Manager, Regional Plan and Capital District

*FTE's :* none

# Real Property & Asset Management

## Summary by Gross Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
W100 Administration/Service Deliv	\$860,931	\$616,120	\$598,209	\$634,522	\$969,946	371,737	62.1%
A510 Real Estate Services	782,552	827,369	0	0	0	0	-
C785 Alderney Landing	291,120	222,898	175,000	178,217	0	(175,000)	-100.0%
D955 Administration Com. Fac.	779,938	814,570	812,901	894,333	0	(812,901)	-100.0%
D965 Bloomfield Centre	47,500	19,433	0	0	0	0	-
D990 Booking & Rental Ser	261,981	402,196	491,385	551,616	0	(491,385)	-100.0%
D995 Shubie Campground	38,094	26,364	19,900	6,051	0	(19,900)	-100.0%
D996 Crichton Commun. Ctr	23,746	23,794	0	16,780	0	0	-
R775 Woodside Ferry Term.	0	0	0	(350)	0	0	-
R840 Parks	3,139,534	1,120	0	(66)	0	0	-
R850 Public Gardens	422,207	99,172	501,420	429,543	0	(501,420)	-100.0%
R862 Parks West 2	0	671,039	840,570	760,650	0	(840,570)	-100.0%
R863 Parks West 3	0	607,229	683,460	622,598	0	(683,460)	-100.0%
R870 Main Depot	211,906	167,654	150,700	150,700	0	(150,700)	-100.0%
R872 Parks East 2	0	1,200,232	1,214,465	1,402,589	0	(1,214,465)	-100.0%
R874 Parks East 4	0	581,393	725,079	665,745	0	(725,079)	-100.0%
R875 Parks East 5	0	760,339	894,269	803,790	0	(894,269)	-100.0%
W210 Buildings-Custodial	2,338,502	2,152,273	2,248,104	(537,711)	0	(2,248,104)	-100.0%
W300 RFM Rose Facility Manage	260,061	134,739	0	0	0	0	-
D997 Clearing/Parks/Sports	147,150	290,332	0	104,030	0	0	-
W120 Operations Admin	0	0	0	0	81,147	81,147	-
W220 Clearing-Facilities	11,222	(481,001)	0	(499,849)	0	0	-
W299 Clearing-General	163,368	95,169	0	(40,709)	0	0	-
W130 Contract Support Admin	0	0	0	0	3,053,137	3,053,137	-
W160 Facilities Admin	0	0	0	0	536,800	536,800	-
W200 Facility Operations	3,854,813	4,885,582	8,799,566	13,488,348	9,674,253	874,687	9.9%
R831 Parks/Open - Admin	1,375,302	764,001	494,301	639,841	291,690	(202,611)	-41.0%
R845 Parks Urban Forestry	525,336	722,295	668,676	729,015	700,366	31,690	4.7%
R851 Parks/Horticulture	0	1,142,240	534,444	602,549	1,533,133	998,689	186.9%
R855 Parks Cemeteries	445,174	572,842	725,933	618,256	522,345	(203,588)	-28.0%
R860 Parks/Open-West	449,910	675,022	829,026	886,338	841,371	12,345	1.5%
W180 Playgrounds East	0	0	0	0	888,611	888,611	-
W181 Sports/Play - Admin	0	0	0	0	514,069	514,069	-
W182 Sportsfields East	0	0	0	0	1,068,822	1,068,822	-
W184 Playgrounds West	0	0	0	0	759,814	759,814	-
W186 Sportsfields West	0	0	0	0	1,034,863	1,034,863	-
W188 Opps Support/Special Events	0	0	0	0	15,000	15,000	-
R933 Transit Bus Repairs	8,524,607	8,219	(60,200)	28,130	(97,600)	(37,400)	62.1%
R934 Transit Fleet Operations	612,120	(0)	54,670	(1,023)	(2,000)	(56,670)	-103.7%
R955 Ferry Services - R & M	477,025	(0)	(45,500)	(13,710)	0	45,500	-100.0%
R960 Access-A-Bus R & M	496,021	(0)	(23,500)	69	0	23,500	-100.0%
R961 Community Transit R & M	0	0	10,700	91,835	0	(10,700)	-100.0%
R912 Fleet Admin	0	0	0	0	155,000	155,000	-
R970 General Fleet R & M	110,929	2,672	81,902	(74,596)	(16,253)	(98,155)	-119.8%
R981 Fire Fleet R&M	0	0	0	0	100,000	100,000	-
W943 Planning Admin	0	0	0	0	579,684	579,684	-
W953 Capital Admin	0	0	0	0	680,536	680,536	-
W400 Acquisitions & Disposals	4,882,352	4,743,177	582,572	959,941	513,293	(69,279)	-11.9%
W500 Business Parks	0	15	355,756	309,494	190,129	(165,627)	-46.6%
W600 Real Estate - Admin	0	0	0	0	219,021	219,021	-
<b>Total</b>	<b>\$33,675,173</b>	<b>\$23,575,598</b>	<b>\$23,454,345</b>	<b>\$25,469,928</b>	<b>\$24,807,177</b>	<b>1,352,832</b>	<b>5.8%</b>

Cost Centres within Real Property & Asset Management have been realigned to reflect the new management accountability structure based on the recent HRM re-organization; cost centre budgets within the Business Unit will also be realigned to reflect that accountability structure.

# Real Property & Asset Management

## Summary by Revenues

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
A510 Real Estate Services	(1,323,852)	(1,090,033)	0	0	0	0	-
A520 Bldg Mgmt Services	(3,035)	0	0	0	0	0	-
D995 Shubie Campground	(19,287)	(1,833)	(9,100)	(15,569)	0	9,100	-100.0%
D996 Crichton Commun. Ctr	(39,832)	(23,793)	0	(16,780)	0	0	-
R850 Public Gardens	0	(9,519)	0	0	0	0	-
R862 Parks West 2	0	(31)	(4,151)	31	0	4,151	-100.0%
R863 Parks West 3	0	(33)	(1,730)	213	0	1,730	-100.0%
R874 Parks East 4	0	(31)	(3,875)	(19)	0	3,875	-100.0%
R875 Parks East 5	0	(4,038)	(2,490)	(1,682)	0	2,490	-100.0%
W210 Buildings-Custodial	(22)	(335,390)	(187,000)	(258,760)	0	187,000	-100.0%
W220 Clearing-Facilities	0	(127,145)	0	(16,599)	0	0	-
W200 Facility Operations	(305,690)	(697,619)	(1,348,000)	(1,917,121)	(1,803,000)	(455,000)	33.8%
R845 Parks Urban Forestry	(2)	(638)	0	346	0	0	-
R851 Parks/Horticulture	0	422	0	(2,665)	0	0	-
R855 Parks Cemeteries	(273,727)	(215,931)	(296,000)	(209,312)	(296,000)	0	-0.0%
R860 Parks/Open-West	(64,571)	(650)	(1,730)	(13,501)	0	1,730	-100.0%
W181 Sports/Play - Admin	0	0	0	0	(342,887)	(342,887)	-
R933 Transit Bus Repairs	(18,868)	(13,145)	0	(1,542)	0	0	-
R934 Transit Fleet Operations	1,290	0	0	0	0	0	-
R955 Ferry Services - R & M	(12,649)	(12,646)	0	370	0	0	-
R970 General Fleet R & M	0	(228,200)	0	(13,905)	0	0	-
W400 Acquisitions & Disposals	(1,007,431)	616	(412,500)	(490,673)	(350,000)	62,500	-15.2%
W500 Business Parks	0	(412,301)	(337,500)	(237,734)	(300,000)	37,500	-11.1%
<b>Total</b>	<b>(\$3,491,288)</b>	<b>(\$3,561,114)</b>	<b>(\$2,881,110)</b>	<b>(\$3,461,031)</b>	<b>(\$3,091,887)</b>	<b>(210,777)</b>	<b>7.3%</b>

# Real Property & Asset Management

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
W100 Administration/Service Deliv	\$860,931	\$616,120	\$598,209	\$634,522	\$969,946	371,737	62.1%
A510 Real Estate Services	(541,299)	(262,664)	0	0	0	0	-
A520 Bldg Mgmt Services	(3,034)	0	0	0	0	0	-
C785 Alderney Landing	291,120	222,898	175,000	178,217	0	(175,000)	-100.0%
D955 Administration Com. Fac.	775,909	807,525	812,901	894,433	0	(812,901)	-100.0%
D965 Bloomfield Centre	47,500	(111,237)	0	0	0	0	-
D990 Booking & Rental Ser	102,481	148,625	220,785	287,054	0	(220,785)	-100.0%
D995 Shubie Campground	18,807	24,531	10,800	(9,518)	0	(10,800)	-100.0%
D996 Crichton Commun. Ctr	(16,086)	0	0	0	0	0	-
R772 Maint. Metro Transit	67	670	0	0	0	0	-
R775 Woodside Ferry Term.	0	0	0	(350)	0	0	-
R840 Parks	3,130,866	1,293	0	(66)	0	0	-
R850 Public Gardens	422,207	89,654	501,420	429,543	0	(501,420)	-100.0%
R862 Parks West 2	0	671,007	836,419	760,681	0	(836,419)	-100.0%
R863 Parks West 3	0	607,196	681,730	622,811	0	(681,730)	-100.0%
R870 Main Depot	211,906	167,654	150,700	150,700	0	(150,700)	-100.0%
R872 Parks East 2	0	1,200,240	1,211,906	1,402,620	0	(1,211,906)	-100.0%
R874 Parks East 4	0	581,362	721,204	665,727	0	(721,204)	-100.0%
R875 Parks East 5	0	756,301	891,779	802,108	0	(891,779)	-100.0%
W210 Buildings-Custodial	2,338,479	1,816,883	2,061,104	(796,471)	0	(2,061,104)	-100.0%
W300 RFM Rose Facility Manage	260,061	134,739	0	0	0	0	-
D997 Clearing/Parks/Sports	147,150	290,332	0	104,030	0	0	-
W120 Operations Admin	0	0	0	0	81,147	81,147	-
W220 Clearing-Facilities	11,222	(608,146)	0	(516,448)	0	0	-
W299 Clearing-General	163,368	95,169	0	(40,709)	0	0	-
W130 Contract Support Admin	0	0	0	0	3,053,137	3,053,137	-
W160 Facilities Admin	0	0	0	0	536,800	536,800	-
W200 Facility Operations	3,549,122	4,187,963	7,451,566	11,571,227	7,871,253	419,687	5.6%
R831 Parks/Open - Admin	1,347,128	764,001	494,301	638,913	291,690	(202,611)	-41.0%
R845 Parks Urban Forestry	525,334	721,657	668,676	729,361	700,366	31,690	4.7%
R851 Parks/Horticulture	0	1,142,661	534,444	599,884	1,533,133	998,689	186.9%
R855 Parks Cemeteries	171,447	356,911	429,933	408,943	226,345	(203,588)	-47.4%
R860 Parks/Open-West	385,339	674,372	827,296	872,837	841,371	14,075	1.7%
W180 Playgrounds East	0	0	0	0	888,611	888,611	-
W181 Sports/Play - Admin	0	0	0	0	171,182	171,182	-
W182 Sportsfields East	0	0	0	0	1,068,822	1,068,822	-
W184 Playgrounds West	0	0	0	0	759,814	759,814	-
W186 Sportsfields West	0	0	0	0	1,034,863	1,034,863	-
W188 Opps Support/Special Events	0	0	0	0	15,000	15,000	-
R933 Transit Bus Repairs	8,505,739	(4,926)	(60,200)	26,587	(97,600)	(37,400)	62.1%
R934 Transit Fleet Operations	613,410	(0)	54,670	(1,023)	(2,000)	(56,670)	-103.7%
R955 Ferry Services - R & M	464,377	(12,646)	(45,500)	(13,340)	0	45,500	-100.0%
R960 Access-A-Bus R & M	496,021	(0)	(23,500)	69	0	23,500	-100.0%
R961 Community Transit R & M	0	0	10,700	91,835	0	(10,700)	-100.0%
R912 Fleet Admin	0	0	0	0	155,000	155,000	-
R970 General Fleet R & M	110,929	(225,528)	81,902	(88,502)	(16,253)	(98,155)	-119.8%
R981 Fire Fleet R&M	0	0	0	0	100,000	100,000	-
W943 Planning Admin	0	0	0	0	579,684	579,684	-
W953 Capital Admin	0	0	0	0	680,536	680,536	-
W400 Acquisitions & Disposals	3,874,921	4,743,794	170,072	469,269	163,293	(6,779)	-4.0%
W500 Business Parks	0	(412,287)	18,256	71,760	(109,871)	(128,127)	-701.8%
W600 Real Estate - Admin	0	0	0	0	219,021	219,021	-
<b>Total</b>	<b>\$30,183,885</b>	<b>\$20,014,484</b>	<b>\$20,573,235</b>	<b>\$22,008,897</b>	<b>\$21,715,290</b>	<b>1,142,055</b>	<b>5.6%</b>

# Real Property & Asset Management

## Summary by General Ledger Object

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
<b>Expenditures</b>							
Salaries	\$3,175,189	\$4,810,920	\$4,434,739	\$6,289,122	\$6,485,869	\$2,051,130	46.3%
Wages	9,304,139	8,975,289	10,694,427	6,492,837	9,598,293	(1,096,134)	-10.2%
Overtime - Salaries and Wages	1,192,566	782,921	652,000	780,635	732,900	80,900	12.4%
Benefits and Other (Salaries)	584,318	899,480	683,690	1,173,517	1,056,556	372,866	54.5%
Benefits and Other (Wages)	1,925,938	1,741,356	2,157,817	1,418,719	2,165,329	7,712	0.4%
Retirement Allowance & Severance	53,720	70,635	87,550	137,893	83,360	(4,190)	-4.8%
Clothing Allowance, Stipends, Other	(42,932)	27,480	22,868	39,652	12,900	(9,968)	-43.6%
Office Expenses, less Computers	303,550	289,408	314,152	294,682	282,433	(31,719)	-10.1%
Computers Expenses	(15,885)	3,984	6,000	11,271	12,400	6,400	106.7%
Consulting Fees	292,212	228,403	90,000	35,859	100,000	10,000	11.1%
Other Professional Fees	294,185	225,370	270,500	85,292	335,500	65,000	24.0%
Contract Fees	2,187,225	3,287,981	1,959,930	1,944,187	2,355,774	395,844	20.2%
Equipment and Supplies	333,277	362,256	311,365	236,835	359,920	48,555	15.6%
Materials	646,412	708,836	1,044,880	585,391	705,864	(339,016)	-32.4%
Building Repair, Maintenance	1,629,197	1,002,103	809,740	227,511	978,530	168,790	20.8%
Heating Fuel	1,279,249	903,586	1,016,300	152,142	1,128,800	112,500	11.1%
Electricity	1,768,654	1,742,206	1,620,521	191,020	1,833,300	212,779	13.1%
Equipment Repair, Maintenance	1,135,548	956,367	952,000	397,457	886,005	(65,995)	-6.9%
Vehicle Expenses	5,564,627	6,357,689	5,422,265	6,844,655	7,041,165	1,618,900	29.9%
Diesel Fuel	3,590,613	3,059,148	2,400,300	3,691,449	3,430,315	1,030,015	42.9%
Gasoline Fuel	397,313	330,529	281,800	379,050	1,067,300	785,500	278.7%
Membership Dues	4,617	6,349	8,750	6,868	8,100	(650)	-7.4%
Conferences and Travel	81,963	80,262	97,220	86,748	89,100	(8,120)	-8.4%
Training and Education	27,072	59,411	79,200	57,949	87,346	8,146	10.3%
Site Preparation	559	43	0	0	0	0	-
Advertising and Promotion	283,237	207,728	183,700	163,554	169,300	(14,400)	-7.8%
Books, Publications and Data	2,816	1,572	3,300	3,521	6,700	3,400	103.0%
Other Goods and Services	4,762,834	5,012,453	4,951,762	5,559,922	5,632,800	681,038	13.8%
Transfers Outside Agencies	236,915	356,998	252,900	333,500	236,900	(16,000)	-6.3%
Insurance Costs	0	0	1,500	0	0	(1,500)	-100.0%
Grants and Tax Concessions	31,655	50,000	0	9,669	145,000	145,000	-
Transfer to/from Reserves	(68,033)	0	0	0	(110,000)	(110,000)	-
Other Fiscal Charges	(330,460)	(1,058,358)	0	7,585,361	0	0	0.0%
Interdepartmental - Fleet	(4,131,862)	(14,893,787)	(14,016,648)	(16,712,419)	(18,743,903)	(4,727,255)	33.7%
Interdepartmental - Buildings	(2,908,865)	(3,000,019)	(3,000,183)	(3,000,017)	(2,976,879)	23,304	-0.8%
Interdepartmental - Other	83,608	(13,000)	(340,000)	(33,906)	(390,000)	(50,000)	14.7%
<b>Total</b>	<b>\$33,675,173</b>	<b>\$23,575,598</b>	<b>\$23,454,345</b>	<b>\$25,469,928</b>	<b>\$24,807,177</b>	<b>1,352,832</b>	<b>5.8%</b>
<b>Revenues</b>							
<b>Taxes, Transfers and Interest:</b>							
Other Taxes	489	2,216	0	0	0	0	-
Interest Revenues	(401)	0	0	0	0	0	-
<b>Departmental:</b>							
Parking and Facility Rentals	(1,376,480)	(1,690,346)	(1,735,000)	(1,991,227)	(1,803,000)	(68,000)	3.9%
Recreation and Leisure Revenues	(71,779)	(79,474)	0	(52,513)	0	0	-
Other Sales Revenue	(1,346,328)	(1,016,590)	(846,000)	(857,859)	(946,000)	(100,000)	11.8%
Other Revenues	(696,789)	(776,920)	(300,110)	(559,431)	(342,887)	(42,777)	14.3%
<b>Total</b>	<b>(\$3,491,288)</b>	<b>(\$3,561,114)</b>	<b>(\$2,881,110)</b>	<b>(\$3,461,031)</b>	<b>(\$3,091,887)</b>	<b>(210,777)</b>	<b>7.3%</b>
<b>Net Cost</b>	<b>\$30,183,885</b>	<b>\$20,014,484</b>	<b>\$20,573,235</b>	<b>\$22,008,897</b>	<b>\$21,715,290</b>	<b>1,142,055</b>	<b>5.6%</b>



# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
		BUDGET	PLAN	PLAN
<b>Real Property Services</b>				
CBR00050 Facilities Upgrade-General	1,661,000	425,000	475,000	400,000
CQ200448 Bayers Lake BP: Inventory Additions	0	60,000	0	0
CIA00625 Computerized Maintenance System	241,000	50,000	0	
<b>Provided to Other Business Units:</b>				
CVD00413 Fleet Vehicle replacement program		3,026,000	3,333,000	3,333,000
CQ200449 AeroTech Business Park: Street Paving	0	1,600,000	0	0
CB100078 HRM Depots Upgrades	388,000	100,000	200,000	175,000
CB100072 HRM Administration Buildings-Upgrades	160,000	283,000	120,000	120,000
CVJ00223 Apparatus Replacement	2,500,000	2,555,000	2,590,000	4,615,000
CBF00444 Station Replacement (4)	5,125,000	1,375,000	0	3,875,000
CVJ00252 Rehab Unit	0	350,000	0	0
CB100080 Fire Services-Station Upgrades	78,000	250,000	250,000	250,000
CVJ00224 Utility Vehicle Replacement	329,000	168,000	0	0
CVJ00043 Additional Utility Vehicles	0	50,000	0	0
CB100066 Regional Library-Facility Upgrades	62,000	120,000	200,000	200,000
CVD00434 Conventional Transit Bus Expansion	0	3,080,000	4,390,000	2,640,000
CVD00435 Conventional Transit Bus Replacement	0	2,125,000	7,225,000	5,950,000
CVD00430 Access-A-Bus Replacement	0	400,000	400,000	400,000
CB100077 Transit Facilities Upgrades	120,000	280,000	200,000	200,000
CBR00748 200 Illsley Ave-Air Quality Improvements	1,200,000	225,000	200,000	100,000
CVD00433 Service Vehicle Replacement	0	220,000	100,000	100,000
CBR00750 200 Illsley Ave-Safety Upgrades	290,000	150,000	200,000	200,000
CVD00436 Bi-annual Ferry Refit	0	150,000	150,000	150,000
CVD00429 Access-A-Bus Vehicle	0	100,000	100,000	0
CBR00724 Ferry Terminals-Pontoon Protection	85,000	20,000	0	0
CVD00431 Midlife Bus Rebuild	0	0	0	675,000
CVK00416 Police Vehicles-Marked (2003/04)	0	710,000	710,000	710,000
CVK00417 Police Vehicles-Unmarked (2003/04)	0	247,000	847,000	547,000
CVD00413 Fleet Vehicle replacement program		3,026,000	3,333,000	3,333,000
CPC00678 Artificial Turf Sportsfields	4,035,000	2,500,000	0	0
CPC00303 Playground Upgrades & Replacements	2,041,816	663,000	449,000	449,000
CBC00025 Major Facilities Upgrade	967,005	600,000	862,000	900,000
CPC00814 Mainland Commons-Halifax	250,000	450,000	0	0
CB100071 Various Recreation Facilities-Upgrades	361,000	404,000	350,000	365,000
CPC00680 Park Upgrades	714,000	365,000	100,000	175,000
CPC00467 Regional Trails Development	1,075,000	350,000	300,000	300,000
CB200455 Rocky Lake Recreation Centre	0	300,000	1,500,000	0
CB100091 Mainland Commons Recreation Facility	200,000	300,000	7,700,000	0
CB200240 Management Agreement Community Centres-U	75,000	175,000	200,000	200,000
CB100225 Arena Upgrades	86,000	175,000	150,000	150,000

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
		BUDGET	PLAN	PLAN
CPC00683 Sports Field Upgrades	717,000	170,000	200,000	200,000
CPC00676 New Park Development	450,000	150,000	0	0
CPC00682 Skateboarding Facilities	160,000	140,000	100,000	75,000
CPC00304 Ball Field Upgrades	539,753	125,000	125,000	150,000
CB200452 HRM Heritage Building Upgrades	0	100,000	150,000	250,000
CPR00316 HRM Wide Tree Planting	335,000	100,000	75,000	75,000
CPS00040 Point Pleasant Park Upgrades	50,000	100,000	0	0
CPC00677 New Playground Development	170,000	97,000	100,000	100,000
CPC00810 Outdoor/Spray Pools and Fountains	49,685	60,000	75,000	0
CPC00684 Sports Courts Upgrades	50,000	50,000	50,000	50,000
CBR00439 Dingle Tower-Facade Restoration	295,730	50,000	0	0
CPB00059 HRM Urban Forest Master Plan	100,000	50,000	0	0
CPS00042 Halifax Common Upgrades	75,000	50,000	0	0
CBG00300 Bicentennial Theatre-Repairs	131,000	45,000	65,000	0
CPB00259 Sustainable Mgmnt Research Proj-Athletic	50,000	30,000	0	0
CEC00686 Athletic Field/Park Equipment	70,000	25,000	25,000	25,000
CPB00462 Horticulture-Greenhouses	0	25,000	0	0
CPC00313 Regional Park Washroom Facilities	130,000	10,000	100,000	0
CPS00041 Lawn Bowling Facilities	35,000	0	125,000	0
CPR00325 Walkways-HRM Wide Program	355,000	0	50,000	50,000
CPC00675 Track and Field Upgrades	284,939	0	0	225,000
CB200454 Fall River Recreation Centre	0	0	0	1,500,000
CB200453 East Dartmouth Recreation Facility	0	0	0	1,000,000
CBR00069 Cherry Brook Comm Ctr-Reroofing&Misc Rep	170,000	0	0	320,000
<b>Total</b>	<b>26,261,928</b>	<b>28,804,000</b>	<b>37,874,000</b>	<b>34,532,000</b>

## **HALIFAX REGIONAL POLICE MISSION STATEMENT**

### **Who?**

The people within the communities of Halifax Regional Municipality

### **Why?**

To "Serve and Protect"

### **What?**

Leading and partnering

*Leading and partnering in our community to Serve and Protect*

### **Our Vision**

Safety, peace and order in the community

**DESCRIPTION OF SERVICE/PROGRAM**

The Halifax Regional Police are responsible for providing policing in the areas of the former City of Halifax, former City of Dartmouth, and the former Town of Bedford. The Halifax Regional Police strive to provide safety and peace and order in the community. This service is delivered in partnership with the community through a community policing philosophy delivering the seven policing functions: response, enforcement, crime solving, prevention, education, referral, and problem solving.

<b>WHERE ARE WE NOW?</b>			
<b>Business Unit Mission Statement</b>	Leading and Partnering in our community to Serve and Protect.		
<b>STRATEGIC OUTCOMES</b>	<b>INDICATORS</b>	<b>CLIENT BENEFITS</b>	<b>INDICATORS</b>
Sense of safety	Citizen Survey	Timely and effective response to emergencies	Response times Citizen survey
Effective practice approaches to local problems of crime and disorder through consultation and partnerships with the public, other government agencies, and businesses.	Number of partnerships  Number of meetings with public  Number of volunteers  Crime prevention programs delivered  Crime prevention material distributed  Indicators and evaluations from operational plans	Peace and order in local neighborhoods	Citizen survey  By political district: Violent, Property & total Criminal Code: -number -rate

STRATEGIC OUTCOMES	INDICATORS	CLIENT BENEFITS	INDICATORS
Increased trust and confidence in policing in HRM communities	Number of training courses  Completion of mandatory training  Number of debriefings after major incidents  By political district: Violent, Property & total Criminal Code: -number -rate	Trained and capable staff  Professional and quality service	Number of training courses  Completion of mandatory training  Number of debriefings after major incidents  Citizen survey
<b>2002/2003 Net Operating Budget</b>	\$36,624,000	<b>2002/2003 Gross Capital Budget</b>	\$6,257,000
<b>2003/2004 Approved FTEs</b>	565.5 - 403 sworn police officers -82.5 civilians	<b>2003/2004 Proposed FTEs</b>	569.5-403 sworn police officers -83.5 civilians

**Summary of Last Year's Achievements Against Last Year's Business Plan**

Key Initiative	Status
Response to Call for Service Calls for service	HRP response times are relatively stable the last 3 years 122,043 calls for service <i>for 2001</i>
Effectively respond to calls for service to the limits of resources available on a call for service provision	Approx. 95,000 dispatched calls for service in 2001
Victim of crime follow up phone call contact	2273 files were followed up by victim services

Key Initiative	Status
<p>Succession Planning Program Development AVL/GPS project (vehicle locators) AFIS (Automated Finger Print System) equipment Computer Firewall Installation Computer Room Abatement Project Digital mugshots System MDCs(Mobile Digital Computer) Computer Software Project Technological Inventory and disposal of surplus TMR(Trunk Radio System) Vendor Selection</p> <p>Problem Orientated Policing strategy development, training and policy implementation</p>	<p>Development and training completed. Implementation to begin. Completed and system operating Equipment purchased and delivered Completed Completed phase 1 95 % complete Completed Completed Completed- reviewed and development continuing</p>
<p>Enforcement</p> <p>Drug law enforcement</p> <p>Enforcement of Motor Vehicle Act</p>	<p>Total reported criminal code offences reported in 2001 increased by 1% over 2000 Violent crime increased by 8.0% over 2000 There were 2 homicides in 2001, a decline of 6 over 2000 Property crime decreased by 5.7% or 863 reported incidents over 2000 Break and enters decreased by 13.5% or 405 reported offences in 2001 from 2000. Stolen vehicles decreased by 14.5% or 242 reported incidents in 2001 from 2000. Other criminal code offences increased by 14.2% or 811 reported incidents over 2000</p> <p>Drug offences reported decreased by 5.6% offences over 2000</p> <p>14,790 summary offence tickets issued in 2001 including 1,165 for speeding</p>
<p>Crime Solving</p> <p>Case load per officer maintained at 2000 levels</p>	<p>Clearance rates for 2001 was 26.48% compared to 2000 when it was 24.84% for criminal code offences.</p> <p>Average is 60.0 cases per officer.</p>

Key Initiative	Status
Community Problem Solving Problem Oriented Policing Unit	6 member Unit activated in Jan. 2002. Executed 10 Operation plans as of November, 25, 2002.
High Risk Offender Surveillance Unit	4 member Unit activated in Jan. 2002. 144 warrants executed Surveillance conducted on 12 identified dangerous offenders no longer on parole 3 public notifications of dangerous offenders in HRM

### Issue # 1

#### **Strategic pro-active resource allocation of the seven policing functions-response, enforcement, crime solving, prevention, education, referral, and problem solving.**

In order to maintain and enhance the delivery of the seven policing functions, the Halifax Police require people to establish a permanent beat patrol in the Gottingen St area where there is a high level of fear due to high frequency of violent crime and drug dealing. Resources also are required to provide traffic enforcement which has become a major issue due to an increasing population which has increased traffic and become a major safety concern for residents. Changes in the Justice of the Peace System implemented by the Province has created the need for more support services in booking and the addition of AFIS(Automated Fingerprint Identification System) requires a support resource. Major Case Management also requires a support service through a crime analyst.

#### **Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme of "Safe Communities" to enhance public sense of safety.
- Corporate Scorecard theme of "Excellence in Service Delivery" to enhance customer satisfaction with level of services received.
- Council's priority of "Public Safety"
- EMT's priority to "Support and Encourage" Customer focused service delivery
- Halifax Regional Police Mission and Vision statements 'Leading and Partnering in our community to Serve and Protect" and "Safety, peace and order in our community"

#### **Goals 2003/2006**

- The delivery of effective problem solving policing initiatives in the context of the seven policing functions to eliminate or reduce problems in the short and long term to improve community safety and quality of life and provide a safer community .

- The delivery of efficient and effective reactive police service delivery, in the context of the seven policing functions, directed at short and long term community safety and quality of life issues to enhance public safety and provide for a safer community.

#### **Objectives 2003/2004**

- Establish permanent beat patrol in the Gottingen Street area
- Establish dedicated and focused Traffic Unit
- Improve service in Booking area and adjust to changes in the Justice of the Peace System by increasing booking officer complement by 2 FTEs
- Implement the new Automated Finger Print System to provide for more efficient and quicker identification of suspects
- Increase HRP crime solving capacity for serious crimes by acquiring a crime analyst focused on Incident tracking

#### **Analysis of Proposed Changes**

1. Establish permanent beat patrol in the Gottingen Street area with 8 FTEs

##### *Service Levels:*

8 FTEs will allow for a permanent presence of 2 police officers per watch in a community with a high frequency for crimes of violence and drug distribution and a high level of fear. This increased presence, with enforcement, will reduce the presence of criminals in the area and the number of violent crimes in the short term and in the long term will result in improved cooperation between police and members of the community along with a reduction in fear in the community. This is part of a long term strategy to work with the community and government agencies for long term change. This detail is currently staffed by 8 officers who were taken from other areas since May, 2002 and this resulted in backfilling their positions through overtime. This area had dedicated 2 person beat patrol until 1997 when it was eliminated due to budget demands of the day.

##### *Financial/Budget:*

In the long term, if 8 new FTEs are required there would be a one time cost of \$11,600 for two new portable radios as only 2 officers would be working at any one time. Hiring FTEs would result in an \$319,500 per year increased cost to the future sworn member staffing budget. The overtime costs currently being incurred to fill in for the 8 officers currently on this detail will be eliminated.

##### *Processes:*

Current processes will remain intact.

##### *Internal Service Providers:*

No impact at this time.

##### *FTE:*

No increase at this time. Current resourcing will remain with officers from other areas and overtime. The Policing Study implementation will examine how this need can best be resourced.



## 2. Establish dedicated and focused Traffic Unit

### *Service Levels:*

Traffic enforcement has become a concern for many residents in HRM and is an issue raised by a number of HRM Councillors and the number one complaint to the Divisional offices. The increase in traffic travelling in, out, and through the urban areas of HRM is causing safety concerns for residents. As a result, HRP initiated a Traffic Task Force which did produce positive results but the need for a persistent and focussed response to traffic enforcement persists.

In 1997, in response to the budget demands of the day, the 12 FTE Traffic Unit of HRP was disbanded. In spite of the issuing of 14,000 traffic tickets in 2001, traffic concerns still remain a priority for most citizens.

The establishment of a Traffic Unit, in the long term, will improve safety and the sense of safety for residents of HRM.

### *Financial/Budget:*

No impact at this time. Will meet with RCMP on this issue. Each full time FTE Traffic Officer can generate a potential \$30,428 in ticket revenue. If a vehicle, computer, and radar are required, there is a one time cost of \$50,000 per vehicle purchased. If new full time FTEs need to be hired in the future, the cost will add \$39,937.50 per year per officer to the future sworn staffing budget.

### *Process:*

Current processes will remain intact. This Unit would provide for a focused approach to traffic enforcement.

### *Internal Service Providers:*

No impact at this time.

### *FTEs:*

No impact at this time. RCMP-HRP will meet and examine a rationalized approach as part of the Policing Study.

## 3. Improve service in Booking area and adjust to changes in the Justice of the Peace System by increasing the booking officer complement by 2 FTEs

### *Service Levels:*

On April 1, 2002, the Nova Scotia Government instituted a new Justice of the Peace System. As a result, the amount of time and work required for processing of prisoners for both release and remand has become more than one person can complete while fulfilling the other duties in Booking. As a result, police officers are required to be taken off patrol to assist in Booking. The addition of 2 FTEs will provide Booking services during peak times and eliminate the need to bring in police officers from patrol to fill in. This will also result in savings in overtime by eliminating the need to call in off duty Booking officers to fill in when the regular watch Booking officers are off on vacation and other leave.

*Financial/Budget:*

Overtime will continue to be paid to call in booking officers when the regular watch booking officers are on vacation. Police officers may be redeployed from patrol areas to fill in. If 2 new full time FTE Booking officers need to be hired the cost will add \$74,806 per year to the future civilian staffing budget..

*Processes:*

Current processes as mandated by the change on April 1, 2002 in the Justice of the Peace System will remain in place.

*Internal Service Providers:*

No impact at this time.

*FTEs:* No increase at this time. The Policing Study implementation will examine how this need can best be resourced.

4. Implement the new Automated Finger Print System to provide for more efficient and quicker identification of suspects

*Service Levels:*

The addition of 1 FTE provides the business unit with a technician to operate the recently purchased Automated Fingerprint Identification System(AFIS). This system will allow for automation of the fingerprinting process and fit in with changes to the RCMP fingerprint system.

*Financial/Budget:*

Staffing costs will be covered in the current budget envelope. Cost savings of \$13,279.44 per year will result as fees paid to the RCMP for processing fingerprints will be eliminated.

*Processes:*

AFIS allows for the automatic taking of fingerprints and eliminates the need to use paper and sending the fingerprints on the paper form to the RCMP in Ottawa for processing. This system will scan in the fingerprints, search for matches, and then electronically sends the prints to Ottawa. It will be quicker and more efficient in identifying suspects fingerprints and eliminates people being processed under more than one name.

*Internal Service Providers:*

Human Resources will have to recruit and hire 1 FTE.

*FTEs:*

The business unit will increase by 1 FTE civilian.

5. Increase HRP crime solving capacity for serious crimes by acquiring a crime analyst focused on Incident tracking

*Service Levels:*

The addition of 1 FTE civilian Crime Analyst will provide the business unit with an analyst

focussed on incident tracking. This will provide investigative aid during serious crimes, series of crimes, and assist in identifying criminal suspect(s) and increase HRP crime solving capacity.

*Financial/Budget:*

No impact at this time.

*Processes:*

Current processes will remain in place.

*Internal Service Providers:*

No impact at this time.

*FTEs:*

No increase at this time. The Policing Study implementation will examine how this need can best be resourced.

## **Issue # 2**

### **Loss of expertise and experience through retirements/Succession Planning**

The average years of experience in the Operations Division and Operational Support Division is less than five years and fifteen years respectively. In the latter division, due to retirements, there has been a loss of hundreds of years of experience in the last two years.

There is the potential for 100 FTES's retiring in the next four years. These vacancies will occur at all rank levels within the HRP. Recruitment to replace retiring police officers and to replace the officers who are promoted is essential to maintain the service. Succession planning is also vital to ensure police officers are trained and possess the competencies to be promoted as supervisors and managers retire or move up.

The Specialist Training Courses and Supervisory/Management training courses are going to be required, delivered, and funded at a significant allocation of resources.

### **Link to Corporate Priority and/or Program Mission**

- Corporate Scorecard theme- "Safe Communities" to enhance public safety
- Corporate Scorecard theme of "Excellence in Service Delivery" to enhance customer satisfaction with level of services received
- Council's Business Strategy on "Public Safety"
- EMT's Corporate Priority to "Create a Workplace Environment that encourages employees to strive for excellence and success"
- Halifax Regional Police Mission Statement and commitment to "peak performance through education and a focus on continuous learning."

### **Goal 2003/2006**

Provide levels of training and develop and maintain expertise due to retirements and changes in

policing. HRP to recruit and hire qualified candidates as police officers. This will maintain and enhance public safety.

### **Objectives 2003/2004**

- The implementation and delivery of a strategic succession planning model and associated tasking assignments
- Recruit, select, train, and graduate 24 candidates from the HRP Police Cadet Science Program

### **Analysis of Proposed Changes**

#### *Service Levels:*

The implementation and delivery of the HRP "Strategic Succession Planning Model " and the associated tasking activities will take approximately two years to complete with a significant resource allocation with twenty-six projects presently identified at various stages of evolution. This will provide HRP with trained staff for smooth succession when staff resign or retire and provide for trained police officers to be hired.

The large retirement demographic profile of our sworn members will require significant resource investment dedicated to recruitment and training. The last recruit class training program was successful and a Police Cadet Science Program is to be implemented and completed in 2003 in order to provide trained police recruits to meet our needs resulting from retirements.

#### *Financial/Budget:*

The implementation of the Succession Plan will be done within the current budget envelope. Police cadets pay tuition for entry into the program. Cost recovery based on tuition fund the cost for this program.

#### *Processes:*

Current process for performance evaluation will change with the implementation of the Succession Plan. As in the past, the Police Cadet Science Program will be conducted with adjustments in training where required.

#### *Internal Service Providers:*

Training will be responsible to implement the Succession Plan along with other members identified within the organization.

Human Resources and Training will have to recruit 24 cadets for the Police Cadet Science Program and provide the training and instructors for the program. Training courses for members to prepare them for promotion will be identified for interested members to attend.

#### *FTE's:*

No change in complement.

## Issue # 3

### Technology Innovation and Rejuvenation Update for HRP to provide Community Safety

CAD/RMS (Computer Aided Dispatch/Records Management System) was initially established and implemented 15 years ago. This system needs to be upgraded and replaced in order to maintain and improve service and provide more accurate information. The improved RMS System will improve record keeping, case management and court processes. The TMR(Trunk Mobile Radio) project for 2003/2004 will be in a second phase. This will allow for full integration of the police voice communication system with other municipal and provincial agencies and improve service with a digital system and allow for improved service, especially in emergencies, as HRP will be able to talk directly to other services thereby enhancing public safety.

The current CAD/RMS and radio system are becoming obsolete with the changing technology. Both the CAD/RMS and TMR Project are corporate projects involving HRM Information Services, HRM Fire, HRM 911 Centre, and the Halifax Regional Police.

#### Link to Corporate Priority and/or Program Mission

- Corporate scorecard theme "Safe Communities"to enhance public safety
- Corporate Scorecard theme of "Excellence in Service Delivery" to enhance customer satisfaction with level of services received
- Council's Business Strategy on "Public Safety"
- EMT's Corporate Priority to "Support and Encourage Customer Focused Service Delivery"
- EMT'S Priority Projects " Corporate Data and Information Management - CAD/RMS Project" and "Trunked Mobile Radio Project"
- HRP Corporate priority of "Technology innovation and modernization in enhancing service delivery"

#### Goal 2003/2006

To further enhance police service delivery in areas of investigative case management, crime analysis, and intelligence information distribution for the purpose of pro-active positioning of service delivery, report writing, court disclosure, and communication which will free up human resources. Implementation of the TMR (Trunk Radio System) project.

#### Objectives 2003/2004

- The completion of the CAD/RMS (Computer Aided Dispatch/Records management System) project with co-ordinated response to Police specific technology requirements and interfaces with other agencies. CAD will be complete in 2003. RMS to be complete in 2004.

- The implementation and the installation of appropriate hardware and software to meet policing requirements working with HRM Information Services, HRM 911 Centre, and HRM Fire.

### **Analysis of Proposed Changes**

#### *Service Levels:*

CAD/RMS project will update and modernize hardware and software that was initially established and implemented fifteen years ago. The CAD modernization should be completed in the 2003-04 budget year and the RMS project started which will result in improved service with faster and more accurate information. The CAD/RMS will enhance service delivery through increased efficiencies and enhance public safety.

Record keeping, case management processes, and court required disclosure issues will be improved with the implementation of RMS.

The completion of the TMR project will fully integrate the police voice communication system with other municipal and provincial agencies. This project is ongoing for the next two years. It will improve service, especially in emergencies, by providing the ability for different emergency services throughout the province to communicate with each other on a common radio channel.

#### *Financial/Budget:*

No change to Operational budget. These issues are being funded in the Capital budget and involve more than one business unit in HRM.

#### *Processes:*

Radio equipment will be upgraded and replaced during the TMR Project. CAD, Record keeping, and Case Management processes will be upgraded with the RMS Project.

#### *Internal Service Providers:*

The CAD/RMS project and TMR project involves HRM Information Services, HRM Fire Service, and the HRM 911 Centre as a Corporate Project. This project also requires upgrade training from Human Resources and Training.

*FTEs:* No change in complement.

### **Issue #4**

### **Analysis and Implementation of the HRM Police Services Review Recommendations**

The final report on the policing review conducted by Perivale & Taylor resulted in 81 recommendations for providing the appropriate level of policing throughout HRM. HRP and the RCMP have established a joint committee to allow collaborative consultation for implementation strategies for the recommendations. The HRM Steering Committee has been established by the Chief Administrative Officer of HRM to review

and approve recommendations and developed implementation strategies of the joint HRP/RCMP Committee.

### **Link to Corporate Priority and/or Program Mission**

- Corporate scorecard theme "Safe Communities" to enhance public safety
- Corporate Scorecard theme of "Excellence in Service Delivery" to enhance customer satisfaction with level of services received
- Council's Business Strategy on "Public Safety"
- EMT's Corporate Priority to "Support and Encourage Customer Focused Service Delivery"

### **Goal 2003/2006**

Analysis and Implement recommendations from the HRM Police Services Review to improve the level of police service throughout HRM

### **Objective 2003/2004**

- Analysis and complete report in 2003 and begin implementation of recommendations from the HRM Police Services Review to improve the level of police service throughout HRM

### **Analysis of Proposed Changes**

#### *Service Levels:*

Implementation of the recommendations from the *Policing Study* should increase effectiveness and efficiency of police service throughout HRM through elimination of duplication and rationalization of service.

#### *Financial/Budget:*

Costs for the implementation for 2003/2004 will be covered in the proposed budget envelope. In future years, rationalization and elimination of duplication may result in cost savings or increase in service without hiring new FTEs- undetermined at this time.

#### *Processes:*

Once recommendations are implemented, changes in processes may result which add to effectiveness and efficiency.

#### *Internal Service Providers:*

Committees have been formed involving HRP, RCMP, and CAO's office.

#### *FTEs:*

No change in complement. 1 FTE has been seconded from HRP to the CAO'S Office to facilitate the implementation of the Policing Study recommendations.

# Halifax Regional Police Services

## Summary by Gross Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
P105 Chief's Office	\$996,155	\$1,389,126	\$1,092,210	\$1,180,852	\$625,100	(\$467,110)	-42.8%
P110 Professional Stds	96,332	92,397	98,200	91,067	86,600	(11,600)	-11.8%
P120 Public Affairs	198,531	220,921	204,600	233,783	242,400	37,800	18.5%
P130 Facilities & Prop.	185,408	245,250	115,500	270,354	115,500	0	0.0%
P135 Board Of Police Comm	1,851	4,837	3,500	5,661	3,500	0	0.0%
P115 Legal	43,831	256,035	80,000	43,112	80,000	0	0.0%
P205 Superintendent's Office	426,616	404,750	319,300	416,758	328,500	9,200	2.9%
P210 EAP	64,427	61,589	69,700	76,497	72,000	2,300	3.3%
P215 Secondments	(4,771)	341	0	0	0	0	-
P220 Human Resources	173,029	148,415	163,300	187,220	181,000	17,700	10.8%
P225 Training	482,339	771,137	512,300	810,886	479,400	(32,900)	-6.4%
P230 Finance	339,608	340,748	351,400	388,356	393,800	42,400	12.1%
P235 Extra Duty	673,065	632,692	512,600	661,014	580,900	68,300	13.3%
P250 Fleet Maintenance	993,702	983,507	1,020,700	1,056,712	1,199,500	178,800	17.5%
P255 Exhibits & Property	392,469	373,724	328,500	314,333	326,900	(1,600)	-0.5%
P440 ERT	18,062	23,075	9,800	23,279	9,800	0	0.0%
P445 Marine	43,634	43,224	48,500	43,872	48,500	0	0.0%
P450 Public Safety Unit	4,136	2,899	10,100	20,683	10,300	200	2.0%
P455 Bike Patrol	2,371	1,579	2,500	457	2,500	0	0.0%
P465 Mounted	8,345	6,529	7,400	7,682	7,400	0	0.0%
P505 Police Science Training	0	1	0	6,185	0	0	-
P350 Disclosure	72,165	73,468	81,400	78,858	84,200	2,800	3.4%
P460 Sch. Crossing Guard - Contra	789,308	845,310	921,000	835,363	948,200	27,200	3.0%
P270 Commissionaires	521,052	563,757	569,800	546,610	569,800	0	0.0%
P265 Records	802,610	787,425	931,100	905,650	971,000	39,900	4.3%
P240 SOTS - Formerly - Ticket Ad	220,567	164,072	184,500	182,053	193,300	8,800	4.8%
P125 Audit & Planning	259,925	162,211	215,300	159,178	218,800	3,500	1.6%
P305 Superintendent's Office	106,991	166,679	197,190	107,496	192,000	(5,190)	-2.6%
P310 R.A.P.I.D.	414,348	628,656	834,100	697,123	914,000	79,900	9.6%
P311 Projects Unit	65,047	77,409	79,700	81,852	81,400	1,700	2.1%
P315 Inves. Call Back Unit	128,284	188,984	204,600	255,362	210,500	5,900	2.9%
P365 Accidents	144,612	133,402	142,800	140,654	147,500	4,700	3.3%
P245 Court Officers	427,975	437,251	503,600	457,946	514,300	10,700	2.1%
P313 VICLAS	115,610	109,247	79,900	80,751	80,200	300	0.4%
P370 Formerly - Detention	268,782	274,416	255,300	356,536	422,300	167,000	65.4%
P405 Superintendent's Off	790,204	1,075,927	968,200	596,796	1,023,900	55,700	5.8%
P410 Shared Resources	944,442	702,563	439,500	776,262	1,052,100	612,600	139.4%
P415 Central	5,528,692	4,655,643	5,337,200	5,136,299	5,186,900	(150,300)	-2.8%
P420 West	4,526,155	4,360,312	4,600,800	4,494,385	4,603,700	2,900	0.1%
P425 East	4,239,818	4,396,685	4,918,000	4,197,159	4,779,900	(138,100)	-2.8%
P430 Victim Service	104,046	102,490	111,500	181,123	179,300	67,800	60.8%
P435 Canine	23,447	42,824	12,300	22,230	12,300	0	0.0%
P470 Port's Policing	0	502,516	517,300	742,758	537,600	20,300	3.9%
P475 Street Crime	359,211	479,047	715,200	849,915	741,800	26,600	3.7%
P480 CR/CP	535,885	622,182	559,300	568,991	493,500	(65,800)	-11.8%
P495 Power Shift	515,316	956,641	907,100	1,063,660	1,231,700	324,600	35.8%
P260 Warrants Execution	64,051	53,176	66,300	406	0	(66,300)	-100.0%
P312 SES Technical Unit	87,675	91,195	164,700	123,261	165,000	300	0.2%
P314 Computer Forensics	60,661	70,729	70,300	73,846	70,600	300	0.4%
P316 Repeat offender High Risk	0	21,506	0	(239)	0	0	-
P320 Polygraph	69,535	65,548	71,200	69,603	71,800	600	0.8%
P325 Identification	1,048,093	994,497	962,700	985,281	1,101,900	139,200	14.5%
P330 Fraud Unit	847,673	688,381	837,400	849,035	789,600	(47,800)	-5.7%
P335 Special Enforcement	1,337,950	1,397,103	1,360,100	1,666,706	1,284,200	(75,900)	-5.6%
P340 Criminal Intel Unit	542,313	708,530	646,400	857,212	737,600	91,200	14.1%
P345 Vice	532,357	478,488	542,500	561,487	558,000	15,500	2.9%
P355 Crime Stoppers	58,022	57,342	67,000	473	69,200	2,200	3.3%
P360 GIS	2,070,265	1,999,698	2,103,500	2,053,257	2,153,400	49,900	2.4%
P375 Formerly - Criminal Invest. S	1,695,824	1,999,731	2,007,100	2,413,143	2,215,700	208,600	10.4%
P380 Crime Analysis	101,590	100,869	118,000	122,237	155,900	37,900	32.1%
<b>Total</b>	<b>\$35,559,642</b>	<b>\$37,238,689</b>	<b>\$38,254,000</b>	<b>\$39,129,482</b>	<b>\$39,556,700</b>	<b>1,302,700</b>	<b>3.4%</b>



# Halifax Regional Police Services

## Summary by Revenues

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
P105 Chief's Office	(\$19,550)	(\$4,929)	\$0	(\$67,842)	\$0	0	-
P120 Public Affairs	(1,318)	(2,795)	0	0	0	0	-
P130 Facilities & Prop.	0	(547)	0	0	0	0	-
P115 Legal	0	(30,417)	0	(463)	0	0	-
P205 Superintendent's Office	(458,567)	(442,712)	(307,000)	(421,443)	(307,000)	0	-0.0%
P215 Secondments	(123,195)	(153,143)	(138,200)	(229,393)	(138,200)	0	-0.0%
P220 Human Resources	(5,216)	(7,789)	(9,300)	(2,596)	(9,300)	0	-0.0%
P225 Training	(6,825)	0	0	(17,512)	0	0	-
P230 Finance	0	(30)	0	(313)	0	0	-
P235 Extra Duty	(1,295,420)	(573,278)	(489,200)	(581,572)	(489,200)	0	-0.0%
P250 Fleet Maintenance	(5,573)	(6,077)	0	(4,600)	0	0	-
P255 Exhibits & Property	(6,202)	(8,094)	0	0	0	0	-
P440 ERT	(5,173)	(2,500)	0	(250)	0	0	-
P450 Public Safety Unit	0	0	0	(280)	0	0	-
P465 Mounted	(16,847)	(8,610)	0	0	0	0	-
P460 Sch. Crossing Guard - Contra	(23,534)	(18,890)	(58,100)	(19,704)	(60,400)	(2,300)	4.0%
P270 Commissionaires	0	(200)	0	0	0	0	-
P265 Records	(6,500)	(4,020)	(10,000)	(2,461)	(10,000)	0	-0.0%
P240 SOTS - Formerly - Ticket Ad	0	0	0	(180)	0	0	-
P125 Audit & Planning	(991)	(10)	(3,800)	0	(3,800)	0	-0.0%
P305 Superintendent's Office	0	0	0	(28,143)	0	0	-
P310 R.A.P.I.D.	(533)	(2,526)	0	(20,714)	0	0	-
P245 Court Officers	(3,608)	(2,889)	0	(2,341)	0	0	-
P405 Superintendent's Off	(58,949)	2,291	0	(1,479)	0	0	-
P410 Shared Resources	0	(885)	0	0	0	0	-
P415 Central	(375,634)	(31,066)	0	(311,183)	0	0	-
P420 West	(5,540)	0	0	0	0	0	-
P425 East	(2,314)	(454)	0	(698)	0	0	-
P430 Victim Service	0	(2,290)	0	0	0	0	-
P435 Canine	59	0	0	0	0	0	-
P470 Port's Policing	0	(727,983)	(541,400)	(788,118)	(541,400)	0	-0.0%
P480 CR/CP	(205)	(7,765)	0	(1,265)	0	0	-
P325 Identification	(44,482)	(41,923)	0	(45,132)	0	0	-
P335 Special Enforcement	(615)	0	0	(11,890)	0	0	-
P360 GIS	(798)	0	0	0	0	0	-
P375 Formerly - Criminal Invest. S	(14,606)	(7,762)	0	(3,127)	0	0	-
<b>Total</b>	<b>(\$2,482,135)</b>	<b>(\$2,087,294)</b>	<b>(\$1,557,000)</b>	<b>(\$2,562,699)</b>	<b>(\$1,559,300)</b>	<b>(2,300)</b>	<b>0.1%</b>

# Halifax Regional Police Services

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
P105 Chief's Office	\$976,605	\$1,384,196	\$1,092,210	\$1,113,010	\$625,100	(467,110)	-42.8%
P110 Professional Stds	96,332	92,397	98,200	91,067	86,600	(11,600)	-11.8%
P120 Public Affairs	197,214	218,126	204,600	233,783	242,400	37,800	18.5%
P130 Facilities & Prop.	185,408	244,704	115,500	270,354	115,500	0	0.0%
P135 Board Of Police Comm	1,851	4,837	3,500	5,661	3,500	0	0.0%
P115 Legal	43,831	225,618	80,000	42,649	80,000	0	0.0%
P205 Superintendent's Office	(31,951)	(37,963)	12,300	(4,685)	21,500	9,200	74.8%
P210 EAP	64,427	61,589	69,700	76,497	72,000	2,300	3.3%
P215 Secondments	(127,966)	(152,802)	(138,200)	(229,393)	(138,200)	0	-0.0%
P220 Human Resources	167,813	140,626	154,000	184,624	171,700	17,700	11.5%
P225 Training	475,514	771,137	512,300	793,374	479,400	(32,900)	-6.4%
P230 Finance	339,608	340,718	351,400	388,044	393,800	42,400	12.1%
P235 Extra Duty	(622,355)	59,414	23,400	79,442	91,700	68,300	291.9%
P250 Fleet Maintenance	988,130	977,430	1,020,700	1,052,112	1,199,500	178,800	17.5%
P255 Exhibits & Property	386,267	365,629	328,500	314,333	326,900	(1,600)	-0.5%
P440 ERT	12,889	20,575	9,800	23,029	9,800	0	0.0%
P445 Marine	43,634	43,224	48,500	43,872	48,500	0	0.0%
P450 Public Safety Unit	4,136	2,899	10,100	20,403	10,300	200	2.0%
P455 Bike Patrol	2,371	1,579	2,500	457	2,500	0	0.0%
P465 Mounted	(8,502)	(2,081)	7,400	7,682	7,400	0	0.0%
P505 Police Science Training	0	1	0	6,185	0	0	-
P350 Disclosure	72,165	73,468	81,400	78,858	84,200	2,800	3.4%
P460 Sch. Crossing Guard - Contra	765,773	826,420	862,900	815,659	887,800	24,900	2.9%
P270 Commissionaires	521,052	563,557	569,800	546,610	569,800	0	0.0%
P265 Records	796,110	783,405	921,100	903,189	961,000	39,900	4.3%
P240 SOTS - Formerly - Ticket Ad	220,567	164,072	184,500	181,873	193,300	8,800	4.8%
P125 Audit & Planning	258,934	162,201	211,500	159,178	215,000	3,500	1.7%
P305 Superintendent's Office	106,991	166,679	197,190	79,353	192,000	(5,190)	-2.6%
P310 R.A.P.I.D.	413,815	626,131	834,100	676,409	914,000	79,900	9.6%
P311 Projects Unit	65,047	77,409	79,700	81,852	81,400	1,700	2.1%
P315 Inves. Call BackUnit	128,284	188,984	204,600	255,362	210,500	5,900	2.9%
P365 Accidents	144,612	133,402	142,800	140,654	147,500	4,700	3.3%
P245 Court Officers	424,367	434,362	503,600	455,605	514,300	10,700	2.1%
P313 VICLAS	115,610	109,247	79,900	80,751	80,200	300	0.4%
P370 Formerly - Detention	268,782	274,416	255,300	356,536	422,300	167,000	65.4%
P405 Superintendent's Off	731,255	1,078,219	968,200	595,317	1,023,900	55,700	5.8%
P410 Shared Resources	944,442	701,678	439,500	776,262	1,052,100	612,600	139.4%
P415 Central	5,153,058	4,624,577	5,337,200	4,825,116	5,186,900	(150,300)	-2.8%
P420 West	4,520,615	4,360,312	4,600,800	4,494,385	4,603,700	2,900	0.1%
P425 East	4,237,505	4,396,230	4,918,000	4,196,461	4,779,900	(138,100)	-2.8%
P430 Victim Service	104,046	100,200	111,500	181,123	179,300	67,800	60.8%
P435 Canine	23,506	42,824	12,300	22,230	12,300	0	0.0%
P470 Port's Policing	0	(225,467)	(24,100)	(45,360)	(3,800)	20,300	-84.2%
P475 Street Crime	359,211	479,047	715,200	849,915	741,800	26,600	3.7%
P480 CR/CP	535,680	614,417	559,300	567,726	493,500	(65,800)	-11.8%
P495 Power Shift	515,316	956,641	907,100	1,063,660	1,231,700	324,600	35.8%
P260 Warrants Execution	64,051	53,176	66,300	406	0	(66,300)	-100.0%
P312 SES Technical Unit	87,675	91,195	164,700	123,261	165,000	300	0.2%
P314 Computer Forensics	60,661	70,729	70,300	73,846	70,600	300	0.4%
P316 Repeat offender High Risk	0	21,506	0	(239)	0	0	-
P320 Polygraph	69,535	65,548	71,200	69,603	71,800	600	0.8%
P325 Identification	1,003,611	952,574	962,700	940,150	1,101,900	139,200	14.5%
P330 Fraud Unit	847,673	688,381	837,400	849,035	789,600	(47,800)	-5.7%
P335 Special Enforcement	1,337,335	1,397,103	1,360,100	1,654,816	1,284,200	(75,900)	-5.6%
P340 Criminal Intel Unit	542,313	708,530	646,400	857,212	737,600	91,200	14.1%
P345 Vice	532,357	478,488	542,500	561,487	558,000	15,500	2.9%
P355 Crime Stoppers	58,022	57,342	67,000	473	69,200	2,200	3.3%
P360 GIS	2,069,467	1,999,698	2,103,500	2,053,257	2,153,400	49,900	2.4%
P375 Formerly - Criminal Invest. S	1,681,217	1,991,969	2,007,100	2,410,016	2,215,700	208,600	10.4%
P380 Crime Analysis	101,590	100,869	118,000	122,237	155,900	37,900	32.1%
<b>Total</b>	<b>\$33,077,507</b>	<b>\$35,151,395</b>	<b>\$36,697,000</b>	<b>\$36,566,783</b>	<b>\$37,997,400</b>	<b>1,300,400</b>	<b>3.5%</b>

# Halifax Regional Police Services

## Summary by General Ledger Object

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
<b>Expenditures</b>							
Salaries	\$24,421,730	\$26,021,954	\$27,834,500	\$27,705,833	\$28,899,300	1,064,800	3.8%
Wages	918,203	66,422	165,100	120,937	165,100	0	0.0%
Overtime - Salaries and Wages	861,992	724,067	530,100	1,416,324	537,700	7,600	1.4%
Benefits and Other (Salaries)	3,543,948	3,741,477	3,942,800	3,974,521	4,260,100	317,300	8.0%
Benefits and Other (Wages)	356,229	289,133	313,500	260,778	118,000	(195,500)	-62.4%
Retirement Allowance & Severance	765,507	420,019	603,700	574,070	207,900	(395,800)	-65.6%
Clothing Allowance, Stipends, Other	318,627	328,510	308,600	346,642	323,400	14,800	4.8%
Office Expenses, less Computers	635,223	572,096	591,790	661,926	626,300	34,510	5.8%
Computers Expenses	370,499	796,134	641,300	662,295	655,300	14,000	2.2%
Consulting Fees	5,715	532	9,500	13,865	9,500	0	0.0%
Other Professional Fees	45,993	324,838	88,800	56,966	88,800	0	0.0%
Contract Fees	675,417	821,190	748,700	897,862	728,700	(20,000)	-2.7%
Equipment and Supplies	583,786	526,411	480,700	495,155	440,200	(40,500)	-8.4%
Materials	3,822	7,591	7,500	7,281	0	(7,500)	-100.0%
Building Repair, Maintenance	116,862	81,855	26,000	74,920	24,000	(2,000)	-7.7%
Heating Fuel	0	119	400	0	400	0	0.0%
Electricity	4,995	3,246	3,500	2,247	3,500	0	0.0%
Equipment Repair, Maintenance	256,951	420,042	382,300	309,094	458,300	76,000	19.9%
Vehicle Expenses	295,949	469,138	334,600	325,848	8,600	(326,000)	-97.4%
Diesel Fuel	225	369	700	74	700	0	0.0%
Gasoline Fuel	449,811	398,629	444,400	445,530	0	(444,400)	-100.0%
Membership Dues	7,515	7,755	7,600	10,676	7,600	0	0.0%
Conferences and Travel	99,254	77,644	35,300	145,593	49,300	14,000	39.7%
Training and Education	193,607	264,267	185,600	245,851	185,600	0	0.0%
Site Preparation	0	275	0	0	0	0	-
Advertising and Promotion	47,488	19,244	7,000	26,597	6,900	(100)	-1.4%
Books, Publications and Data	2,828	5,659	6,100	14,986	6,100	0	0.0%
Other Goods and Services	156,234	126,292	50,210	71,914	42,200	(8,010)	-16.0%
Transfer to/from Reserves	317,256	516,833	400,000	0	400,000	0	0.0%
Other Fiscal Charges	21	67,723	0	113,829	0	0	-
Interdepartmental - Fleet	255	525	0	0	1,199,500	1,199,500	-
Interdepartmental - Buildings	101,700	101,700	101,700	95,867	101,700	0	0.0%
Interdepartmental - Other	2,000	37,000	2,000	52,000	2,000	0	0.0%
<b>Total</b>	<b>\$35,559,642</b>	<b>\$37,238,689</b>	<b>\$38,254,000</b>	<b>\$39,129,482</b>	<b>\$39,556,700</b>	<b>1,302,700</b>	<b>3.4%</b>
<b>Revenues</b>							
<b>Taxes, Transfers and Interest:</b>							
Transfers from Governments, Other	(3,477)	0	(13,100)	0	(13,100)	0	-0.0%
<b>Departmental:</b>							
Area Tax Rates and Transfers	(17,559)	(18,767)	(18,100)	(19,484)	(20,400)	(2,300)	12.7%
False Alarm Ordinance	(298,645)	(260,738)	(221,500)	(221,276)	(221,500)	0	-0.0%
Other Licenses, Permits and Fines	(16,708)	(13,248)	(42,500)	(13,036)	(42,500)	0	-0.0%
Tipping Fees	0	1,567	0	0	0	0	-
Other Sales Revenue	(30,686)	(33,081)	(34,000)	(46,102)	(34,000)	0	-0.0%
Other Revenues	(2,115,060)	(1,763,027)	(1,227,800)	(2,262,801)	(1,227,800)	0	-0.0%
<b>Total</b>	<b>(\$2,482,135)</b>	<b>(\$2,087,294)</b>	<b>(\$1,557,000)</b>	<b>(\$2,562,699)</b>	<b>(\$1,559,300)</b>	<b>(2,300)</b>	<b>0.1%</b>
<b>Net Cost</b>	<b>\$33,077,507</b>	<b>\$35,151,395</b>	<b>\$36,697,000</b>	<b>\$36,566,783</b>	<b>\$37,997,400</b>	<b>1,300,400</b>	<b>3.5%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
		BUDGET	PLAN	PLAN
<b>Regional Police Services</b>				
CIK00289 CPIC Interfaces - Hardware & Software	200,000	150,000		
<b>Provided by Other Business Units:</b>				
CVK00416 Police Vehicles-Marked (2003/04)	0	710,000	710,000	710,000
CVK00417 Police Vehicles-Unmarked (2003/04)	0	247,000	847,000	547,000
CB200516 Integrated Dispatch & Telecommunications Project	0	3,050,000	1,850,000	0
CEY00281 Trunked Mobile Radio System(TMR)	3,300,000	1,442,000	2,659,000	0
CIP00763 Computer Aided Dispatch (CAD)	6,385,000	700,000	0	0
CIY00019 Civic Addressing	791,600	350,000	345,000	100,000
Total	10,676,600	6,649,000	6,411,000	1,357,000

# Shared Services Draft Mission Statement

*Shared Services works with the public, employees, business units, Council and ABC's to provide integrated client focussed solutions in the areas of technology, knowledge/data management and public access through the provision of leadership, expertise, advice, products and standards*

<p><b>SHARED SERVICES MISSION*</b>                  *As of January 2003                  Shared Services was restructured as part of the initiative to realign services in support of the Corporate scorecard themes.                  Fleet Services are now aligned with Real Property and Asset Management.                  Shared Services is responsible for the core business areas listed in the service plan.                  The business plan has been consolidated to reflect the new functions.</p>	<p><i>Shared Services works with the public, employees, business units, Council and ABC's to provide integrated client focussed solutions in the areas of technology, knowledge/data management and public access through the provision of leadership, expertise, advice, products and standards.<sup>1</sup></i>  <b>Core Business Areas:</b>  <i>Public Access - "provide seamless access to services &amp; information using a variety of integrated channels"</i></p> <ul style="list-style-type: none"> <li>• Customer Service Centres</li> <li>• Corporate Call Centre/ Dispatch</li> <li>• E- services</li> </ul> <p><i>Knowledge Management - "collect, store and manage business &amp; geographic data as a decision support tool"</i></p> <ul style="list-style-type: none"> <li>• Civic Addressing Program/Project</li> <li>• Information Management</li> <li>• Resource/Records Management</li> <li>• Geographical Information Services</li> <li>• Web Administration</li> </ul> <p><i>Business Unit Support Services - "provide services &amp; systems in support of HRM's business &amp; corporate priorities"</i></p> <ul style="list-style-type: none"> <li>• Marketing, Design and Print Services</li> <li>• Payroll and Administrative Services</li> <li>• Business Solutions</li> <li>• Network, PC and User Support</li> </ul>
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This *Draft* mission statement is intended to be presented to Program & Service in the coming year.

STRATEGIC OUTCOMES	INDICATORS	CLIENT BENEFITS	INDICATORS
<p>1. To provide efficient, cost effective, client focused <i>Services to Internal and External Clients</i> in core business areas.</p>	<ul style="list-style-type: none"> <li>• level of client satisfaction</li> <li>• % of work redirected in-house</li> </ul>	<ul style="list-style-type: none"> <li>• Business units can focus on what they do best</li> <li>• Citizens get prompt, efficient service for payments and inquires</li> </ul>	<ul style="list-style-type: none"> <li>• More resources available to Business Units for their core functions or resource transfer</li> <li>• Centres of expertise are created within HRM</li> <li>• User satisfaction ratings</li> </ul>
<p>2. Advance the corporate objectives of <i>Systems and Service Integration</i></p>	<ul style="list-style-type: none"> <li>• # of stand alone data bases eliminated</li> <li>• % of enterprise system users increased</li> <li>• % of calls resolved at 1<sup>st</sup> point of contact increased</li> </ul>	<ul style="list-style-type: none"> <li>• One point of contact</li> <li>• End to end accountability for service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• # of channels for services are increased</li> <li>• Opportunities for integration of services/messages are increased</li> </ul>

STRATEGIC OUTCOMES	INDICATORS	CLIENT BENEFITS	INDICATORS
3. Advance the public interest by promoting <i>Value for Money</i> in core business areas.	<ul style="list-style-type: none"> <li>• Service areas benchmarked against private sector services</li> <li>• increase in volume discounts</li> <li>• # of times costs of service maintained and services enhanced</li> </ul>	<ul style="list-style-type: none"> <li>• Business units can focus on what they do best</li> <li>• Good service at a competitive price</li> </ul>	<ul style="list-style-type: none"> <li>• Client Satisfaction</li> <li>• # of resources redirected to value added functions</li> </ul>
4. Provide leadership for <i>Service Delivery Improvements</i> in core areas of responsibility	<ul style="list-style-type: none"> <li>• # of service contracts that are successfully negotiated and implemented</li> <li>• % of time that service standards are achieved</li> <li>• time from initial point of contact to resolution of issues is reduced</li> </ul>	<ul style="list-style-type: none"> <li>• Good service provided at a competitive rate</li> <li>• Accessible, reliable, clear information is available through a variety of mediums</li> <li>• service standardization</li> <li>• Tracking &amp; accountability for resolution or hand-offs</li> </ul>	<ul style="list-style-type: none"> <li>• Client satisfaction</li> <li>• Bench marking against private sector services</li> <li>• % of time grade of service is achieved</li> <li>• Maintain or increase service portals/options</li> <li>• # of processes standardized</li> </ul>



STRATEGIC OUTCOMES	INDICATORS	CLIENT BENEFITS	INDICATORS
<p>5. Support <i>Corporate and Business Unit Priorities</i></p>	<ul style="list-style-type: none"> <li>• Projects delivered on time and on budget</li> <li>• # of staff hours allocated to corporate projects and EMT priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Business Units focus on what they do best</li> <li>• One point of contact where feasible</li> <li>• Duplication reduced</li> <li>• Flexible resource allocation</li> <li>• Access to internal expertise</li> </ul>	<ul style="list-style-type: none"> <li>• level of client satisfaction based on service standards</li> <li>• # of services integrated into one project</li> <li>• # of times Shared Services able to respond to unscheduled project or program</li> <li>• % time of access to systems &amp; networks</li> </ul>
<p>6. Lead the Corporation as the <i>Centre of Knowledge Management and Business Solutions</i> (records management, statistics/surveys, web management, systems development, marketing and design, information technology, and data management)</p>	<ul style="list-style-type: none"> <li>• Number of internal consultants used to provide HRM business units with knowledge management support.</li> <li>• Project on time, on budget, within scope.</li> <li>• Retention/attraction of skilled employees</li> </ul>	<ul style="list-style-type: none"> <li>• Access to appropriate level of trained resources to supply answered to technical issues.</li> <li>• Access to appropriate tools and resources for data and information management, technology and internal/external communications</li> </ul>	<ul style="list-style-type: none"> <li>• # of recommendations made, accepted and implemented</li> <li>• Client satisfaction</li> <li>• Retain/attract employees in specialized skill areas</li> </ul>

STRATEGIC OUTCOMES	INDICATORS	CLIENT BENEFITS	INDICATORS
2003/2004 Net Operating Budget	\$12,559,853	2003/2004 Gross Capital Budget	\$ 6,986,000
2002/2003 Approved FTE's	141* * Represents adjustments to remove fleet services from Shared Services general.	2003/2004 Proposed FTE's (2 additional positions have been identified in the business plan but are not funded in 2003/2004) 1 Web support, 1 Survey & Research Coordinator	146 3 Call Centre Agent 1 Web Architect 1 Oracle Support

**SUMMARY OF LAST YEAR'S ACHIEVEMENTS AGAINST LAST YEAR'S BUSINESS PLAN**

<b>Key Initiative</b>	<b>Status</b>
<p>Ensure that the quality of the work environment and management structure of Shared Services supports high functioning work teams that are appropriately staffed, trained and equipped to provide a high level of employee satisfaction and customer service.</p>	<ul style="list-style-type: none"> <li>• Transit Fleet Operational review of completed.</li> <li>• Succession planning begun in Fleet, HRM Printing Centre</li> <li>• Employee Survey Action Plan validated and rolled out to staff</li> <li>• Communication Plan developed and implemented</li> <li>• Rewards and Recognition Program developed and implemented</li> <li>• Development of training plans are in progress</li> <li>• Managers have received training in Attendance Management and programs are being developed and rolled out to staff</li> <li>• Apprenticeship Program underway in Fleet Services</li> <li>• IS: Labour market survey for technical positions used in bargaining for NSUPE contract</li> </ul>

Key Initiative	Status
<p>Ensure that the Operating and Capital investments in assets and services is appropriate and cost effective.</p>	<p>Fleet:</p> <ul style="list-style-type: none"> <li>• Data collected to analyze the age, effectiveness, appropriateness and use of the current rolling stock.</li> <li>• Standardized vehicles specifications for purchasing of vehicles have been developed.</li> <li>• Fleet Asset Replacement Plan has been drafted as part of the capital budget information required for the Multi-Year Capital budget.</li> <li>• SAP is being analyzed to determine how it can be made more effective as an information management tool for Fleet Services.</li> <li>• 32 new buses arriving December 02 and January 03</li> </ul> <p>Marketing &amp; Design:</p> <ul style="list-style-type: none"> <li>• Black and white copying capacity doubled in Printing Centre with lease of 2 black and white high speed copiers to replace single black and white copier.</li> <li>• Colour copying now available in Printing Centre with lease of colour copier.</li> <li>• Upgraded designers computers for less down time</li> </ul> <p>IS:</p> <ul style="list-style-type: none"> <li>• Negotiated new desk-top support services with decreased costs</li> <li>• Negotiated new cellular phone service agreement with service level enhancement</li> </ul>

Key Initiative	Status
<p>Enhance the information and data management systems support decision making and Corporate and Business Unit priorities.</p>	<p>Data Management:</p> <ul style="list-style-type: none"> <li>• Intranet mapping services available to all Business Units with custom applications developed for Call Centre, Waste Resources, Transit and Public Works.</li> <li>• Civic Address corrections have been quantified and 2-3 year plan developed</li> <li>• Ongoing analysis of GISS data gaps</li> <li>• Civic Address data deployed to GISS, LIS (Oracle)FDM and access to Civic Address data now centralized (one point only).</li> <li>• Documentation of Civic address data maintenance procedures.</li> <li>• Negotiations underway with Services Nova Scotia and Municipal Relations for data sharing agreements.</li> <li>• Work is commencing on development of a new building footprint layer</li> </ul> <p>Customer Service:</p> <ul style="list-style-type: none"> <li>• Land Information System Customer Service Module has been implemented in the HRM Call Centre and its clients (Solid Waste, Transit, Finance, and Community Projects</li> <li>• Over 170,000 citizen requests have been received and tracked within the LIS Customer Service Module.</li> </ul> <p>IS:</p> <ul style="list-style-type: none"> <li>• Technical support SAP HR/Payroll</li> <li>• Project Management &amp; technical support LIS Phase 1 Implementation</li> <li>• Implemented SAP Real Estate (SAP - PM module) April 2002</li> <li>• City View Upgrade - to stabilize the product for conversion to LIS</li> <li>• Developed &amp; Implemented Cemetery System for Parks &amp; Recreation</li> <li>• Developed &amp; implemented Bylaw</li> </ul>

Key Initiative	Status
<p>Provide quality customer service that meets the needs of our internal and external clients.</p>	<p>Status of Service Agreements:</p> <ul style="list-style-type: none"> <li>• Service Level Agreements completed:               <ul style="list-style-type: none"> <li>- Fleet Services and Transit</li> <li>- Payroll &amp; Admin Services and Parks &amp; Open Spaces</li> <li>- Major Marketing Clients (Recreation, Transit, Waste Resources, Financial Services)</li> </ul> </li> <li>• Service Level Agreements in progress:               <ul style="list-style-type: none"> <li>- Customer Service Centre and Financial Services</li> <li>- Customer Service Centre and HRWC</li> <li>- Payroll &amp; Admin Services and Technical &amp; Underground Services</li> <li>- Payroll &amp; Admin Services and Streets and Roads</li> <li>- Fleet Services and Parks and Outdoor Services</li> <li>- Call Centre and Financial Services</li> <li>- Dispatch and Parks Services</li> </ul> </li> </ul> <p>Customer Satisfaction Initiatives:</p> <ul style="list-style-type: none"> <li>• Statement of Allocation of Postage Costs and Printing Services developed for each Business Unit to evaluate existing service levels</li> <li>• New Performance Tracking system implemented for management of Civic Address inquiries resulting in improved response times.</li> <li>• Client Advisory Groups developed for major clients of the Call Centre and Dispatch to enable service levels to be established.</li> <li>• Customer Satisfaction Survey completed in Customer Service Centre - Benchmark data established.</li> <li>• Call Centre agent monitoring and customer satisfaction surveys underway.</li> <li>• Customer Satisfaction data is continually</li> </ul>

Key Initiative	Status
<p>Maximize the opportunities for integration and service improvements through the use of technology and process change.</p>	<p>LIS:</p> <ul style="list-style-type: none"> <li>• LIS Customer Service Request Module installed and "go live" date was July,2002 for Phase 1 and October 2002 for Phase I (Dispatch). Currently configuration for Mayor's Office, Councillors' Office, Clerk's Office and CAO and Deputy CAO's Office is underway. Go Live scheduled for January/February 2003.</li> </ul> <p>GISS:</p> <ul style="list-style-type: none"> <li>• GISS Intranet mapping rolled out to Business Units.</li> </ul> <p>Marketing &amp; Design:</p> <ul style="list-style-type: none"> <li>• Partnering with Province to integrate Web Services - common search engine, links developed so that visitors to either site can access information on Municipal or Provincial Services easily.</li> <li>• Developed and implemented on line surveys for three Corporate Projects.</li> <li>• E-mail response transitioned to Call Centre from Webmaster to increase response time to e-mail enquiries to the HRM website and integrate this process with the information services handled by the Call Centre.</li> </ul> <p>Information Management:</p> <ul style="list-style-type: none"> <li>• upgrade to <i>InMagic</i> the corporate library search engine.</li> </ul> <p>Information Services:</p> <ul style="list-style-type: none"> <li>• Launched &amp; supported HRM's Intranet service</li> <li>• e-commerce/e-business - first application developed and implemented - parking tickets. Business case and beginning implementation of recreation registration.</li> </ul>

Key Initiative	Status
<p>Provide an appropriate level of support for Corporate Projects and EMT Priorities.</p>	<ul style="list-style-type: none"> <li>• Shared Services: The following Corporate Projects were supported by Shared Services: Regional Planning, LIS, CAD/RMS, Long Term Capital Planning, Data Sharing Agreement, Staff Council Relations, Corporate Data and Information Management, TAR, Workplace Environment, Electronic Payment File between Customer Service Centre and HRWC, E-Commerce Roll Out of On Line Parking Ticket Payment, By-Law Rationalization, Capital District Project, accounting for the equivalent of three (3.5) full time staff positions.</li> <li>• Information Services: The following Corporate Projects were supported by Information Services: Regional Planning, LIS, CAD/RMS, E-commerce, SAP HR/Payroll accounting for the equivalent of nine (9) full time staff positions.</li> </ul>



## Internal/External Issue Analysis

### Issue #1

#### Quality of the Workplace Environment for Shared Services Employees

In January 2003 Shared Services took over responsibility for the Information Services and Information Resource Management business functions. This restructuring provides an excellent opportunity to ensure that the strategic outcomes of Shared Services will be supported with the appropriate technical expertise and positions Shared Services to lead the corporation as the centre for knowledge management and business solutions in support of Corporate Outcomes. This is a challenge the Director of Shared Services and Management Team take seriously. Combining business functions and staff and focusing on the shared mission of Shared Services will be the first challenge of the new business unit.

In addition the 2000 Employee Survey indicated the employees of Shared Services are concerned about workplace health and safety issues, quality of management and supervision, communications, equity and access to the appropriate training, tools and technology required to be safe and productive in their workplaces. Only 60% of those responding indicated that they felt they had access to the appropriate tools and technology to do their jobs; 49% rated communication as poor and 47% said they would not recommend HRM to others as a good place to work. Progress has been made in addressing many of these issues through communications and reward & recognitions plans. It is anticipated that responses to the 2003 employee survey will reflect improvement.

HRM has made significant investment in recruiting and training skilled IT technical staff. Appropriate cross training and retention strategies need to be in place to ensure HRM's investment in a skilled employees in protected. Staff often see the Call Centres as a 'training ground' or 'first step' into the corporation. To effectively operate HRM's call centre requires skilled employees with a broad knowledge of HRM's businesses and technologies. Currently, Shared Services has difficulty retaining trained call centre staff when positions are posted because of the demands of the job, the shift work and the pay. The current collective agreement has made steps in recognizing the importance of HRM's call Centre employees. An appropriate recruiting, training and retention strategy is required for the Call Centre.

The challenge for 2003 will be to consolidate these initiatives and ensure staff of the new Shared Services Business unit have the management structure, information and resources to understand and meet the strategic objectives of Shared Services and the goals of the Corporate Scorecard.

### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

- EMT's "Employee Survey Priority" by continuing to work to validate and implement the Shared Services Employee Survey Plan, the Communication and Rewards & Recognition Plans.
- Shared Services goal to ensure that it has "high functioning work teams that are appropriately staffed, equipped and trained, thus ensuring a high level of employee satisfaction and customer service" and the Corporate Scorecard "Excellence in Service Delivery - people resources.
- EMT's priority of "Creating a Workplace Environment that encourages employees to strive for Excellence and Success".
- The Corporate Guiding Principal to "Provide respect, learning, cooperation and sharing of knowledge and resources through HRM" by creating an environment within Shared Services that recognizes and promotes these values.

### **Goal 2003/2006**

To ensure that the quality of the work environment and management structure of Shared Services supports high functioning work teams that are appropriately staffed, trained and equipped to provide a high level of employee satisfaction and customer service.

### **Objectives 2003/2004**

- To implement the new Shared Services management structure and build a culture of excellence and responsiveness to internal and external service delivery.  
**Accountability:** Director and Management Team and Shared Services Team  
**Performance Measures:** Plan is completed. Implementation begun. Senior positions filled.
- Continue to roll out the Employee Survey Action Plan and evaluate its effectiveness.  
**Accountability:** Management Team  
**Performance Measures:** Improved morale among staff. Improvement in service delivery and customer satisfaction. Improved results in future surveys.
- Continue to refine Communication and Rewards & Recognition Action Plans and evaluate their effectiveness.  
**Accountability:** Management Team  
**Performance Measures:** Improved morale among staff. Improvement in service delivery and customer satisfaction. Improved results in future surveys.

- Ensure that Shared Services staff have an appropriate combination of technical, customer service and knowledge skills.  
**Accountability:** Shared Services Management Team  
**Performance Measures:** Training plans are developed and implemented for each section. Policy and Procedure manuals are provided to staff. Cross training opportunities are provided for staff.
- Monitor and refine IT, Call Centre and technical skill retention strategy and align them with Corporate Human Resource Strategies as they evolve .  
**Accountability:** Shared Services Management Team  
**Performance Measures:** % retention/attraction of appropriately skilled employees

### **Analysis of Proposed Changes**

#### *Service Levels:*

Will decrease slightly in 2003/2004 as investment is made in our staff through training, consultation and career development.

#### *Financial/Budget:*

Operating costs will increase slightly to provide for training costs and the introduction of a rewards & recognition program.

#### *Processes:*

Processes will change to support the internal communications structure.

#### *Internal Service Providers:*

Additional resources will be required from the Human Resources Business Unit to support the development of Training and Succession Plans, especially in the Call Centre, and IS to ensure that the technology is available to support communication with the Shared Services work groups.

## **Issue #2**

### **Planning for and Securing Capital Resources**

#### Print Centre

The Printing Centre has aging pieces of equipment that need to be replaced in order to keep pace with demand from Business Units and Council. The technology in the industry is changing at a much faster rate than in the past few years. In the past we have purchased equipment and continued to utilize it past its useful lifespan while falling behind in the technology. The two colour press and

copying equipment have been replaced in the past 14 months. Digital technology is available that would increase the productivity and efficiency of the copiers. It is essential that a Capital Assets Replacement Plan is developed to ensure that equipment does not outlive its usefulness and incur large repair bills and that capital is available to acquire new equipment as is necessary.

#### Intra/Internet

HRM is currently operating on an inadequate platform for the growing Internet/Intranet utilization, especially with expansion into e-commerce. A plan and capital funding for migration to a larger, more secure and robust platform must be developed if HRM is to take advantage of future employee self-serve, remote access and e-commerce opportunities.

#### Wide Area Network and IT Hardware and Software

The existing Wide Area Network (WAN) and hardware is a combination of old legacy and new equipment. The majority of the equipment predates amalgamation and is over 7 years old and is no longer manufactured or serviced. The desk top software is also now over 5 years old and is no longer serviced nor industry standard. HRM is moving towards up-to-date system solutions such as LIS, SAP, CAD/RMS and is accessing this through the network and running desk top applications that benefit from compatibility. An immediate upgrade of technology is required to support the immediate business needs of HRM. Upgrades will be necessary on an ongoing basis to keep the hardware and software - the basic business equipment of HRM- up to date and at an acceptable business standard.

### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

Creation of a long term Capital Plan for Shared Services will link to:

- Shared Services goal to "have sufficient capital resources to deliver services effectively, improve customer service and control operating costs to clients."
- The HRM "Long Term Capital Planning Initiative" by ensuring that complete and accurate information is available throughout the processes.
- EMT's Priority " to support and encourage customer focused service delivery".
- EMT's "Corporate Data and Information Management Project and Trunk Mobile Radio Project."
- HRM's Guiding Principal to "deliver efficient, effective and responsive service."
- Corporate Scorecard - Excellence in Service Delivery.

## Goal 2003/2006

That sufficient capital resources are available to deliver services efficiently, improve customer service, support the business functions of HRM and control operating costs to Business Unit Clients.

## Objectives 2003/2004

- A technology Plan is developed for all aspects of Citizen Access according to the needs and priorities expressed by HRM citizens.  
**Accountability:** Call Centres Manager, Customer Service Centres Manager, Marketing, Design and Print Services Manager, GIS Manager, Data Manager, Systems Manager  
**Performance Measures:** The Plan is completed. Higher level of integration and access.
- A Capital Assets Program is developed for the Printing Centre.  
**Accountability:** Manager of Marketing, Design and Print Services  
**Performance Measures:** Capital available to keep up to date. Equipment replaced in timely and fiscally responsible manner.
- A Capital Asset Program (beyond 3 years) is developed for future software and hardware requirements in support of the Integrated Cities initiative.  
**Accountability:** General Manager, Information Services  
**Performance Measure:** Reserve Policy approved by Council.
- A Capital program is developed for an HRM enterprise content management system to manage the entire life cycle of information (from creation to disposition) of all corporate records and information holdings, in physical and electronic format.  
**Accountability:** Data Manager and Coordinator, Information Resources  
**Performance Measure:** The Plan completed. The Plan adopted by SMT and EMT.

## Analysis of Proposed Changes

### *Service Level:*

No noticeable change to service levels in the short term but in the longer term service levels should improve if funding for asset replacement and acquisition are provided. Print services capacity to Business Units of HRM could improve if print on demand was funded such as in house processing of printing pay notices, tax bills and colour publications - directing those dollars from external contracts to internal resources.

*Financial/Budget:*

Provision will need to be made in the Capital Budget to support the Plans, see Capital Project #'s CED00439 - Print on Demand System (to be funded through Service Improvement Reserve) and CIO00261 - Desktop license upgrades and CIO 00262 - Wide Area Network Upgrades have been funding over the next three years. The Capital Projects proposed to enhance the HRM Internet infrastructure and pilot project for an Enterprise Content Management System were not funded in the 2003/2004 Capital budget. An interim solution to provide a more robust platform for HRM's Internet site will need to be found from the current IS operating budget.

*Processes:*

There will be a high level of consultation with internal clients.

*Internal Service Provider:*

Financial Services will be required to provide resources to assist with financial background on Reserve Policy for Capital Assets for software and hardware requirements.

## **Issue #3**

### **Information and Data Management**

A new Civic Address database has been developed and considerable work has been done to improve HRM sewer data. Work is commencing on the development of a new building footprint layer. However, many of the remaining HRM property related databases are incomplete, inaccurate and not integrated. There are no business processes in place to keep data current and data ownership and accountability issues are unclear. This lack of data integrity and access, risks public safety, impacts on revenue opportunities, lessens productivity and wastes resources.

HRM is generally not well positioned to respond to partnership opportunities, i.e. Gas Distribution, because of the lack of reliable property and infrastructure data, the notable exception being Civic Address data.

The implementation of LIS has enabled progress to be made with data access and integration. This will continue to improve as LIS is implemented across the Corporation and as other enterprise systems, i.e. CAD/RMS, are implemented.

Shared Services has acquired responsibility for storage and retrieval of corporate records. With the growth of electronic information records and FOIPOP requirements information management is gaining attention as part of the overall knowledge management strategy of the organization. The need to plan for, manage and control records and information in HRM has never been greater. The

intent of bringing Information Management into Shared Services is to ensure that the storage and retrieval of corporate records, both paper and electronic, is managed under one business unit and provide the technical expertise to propose corporate solutions.

A small point was raised in this years audit management letter regarding information risk management relative to users access to the SAP system. In response Shared Service Information Services will work with Human Resources, Finance and the end-user departments to formalize the policies and procedures for user access to and within SAP.

### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

Creating accurate property related databases (Civic Address & GIS attribute library layers) and effectively administering HRM's corporate records and information systems will support:

- The Shared Services goal "to improve the accuracy, completeness, currency and availability of data to support decision making and Business Unit activities."
- Council priority of "planned growth, public safety and infrastructure management."
- EMT Priorities "supporting and encouraging customer focused service delivery and clarification of Municipal/Provincial roles and responsibilities."
- The Corporate Scorecard themes of Safe Communities by ensuring emergency services and others can accurately locate properties; Excellence in Service Delivery by reducing duplicate databases and the resources required to maintain them as well as enhance decision making and productivity; and, Excellence in Governance by supporting strategic planning initiatives, i.e. Integrated City, Regional Planning.
- Corporate Projects such as "Capital District Task Force, Trunk Mobile Radio, Tax Structure, Corporate Data and Information Management, Regional Planning, Performance Measurements and Computer Aided Dispatch and Information Management Projects, all of which require accurate and complete data for full implementation.

### **Goals 2003/2006**

- Enhance the information and data management systems to support decision making and Corporate and Business Unit priorities and ensuring a high level of integration.
- To improve the completeness, accuracy, currency and availability of data to support decision

making and Business Unit activities.

### Objectives 2003/2004

- Improve quality of Corporate and GIS data sets by analyzing, prioritizing and resourcing to deal with data gaps including continuing the corrections program for the civic address project.  
**Accountability:** Data Manager, GISS Manager  
**Performance Measures**
  - Data maintenance procedures are documented.
  - Reduction in number of databases supported.
  - Increase in the completeness of Civic Address and GISS attribute library layers.
- Deploy Civic Address database to external partners, i.e. Province of Nova Scotia, Canada Post, Stats Canada, etc.  
**Accountability:** Data Manager, Database Administrator  
**Performance Measures**
  - Data maintenance procedures are documented.
  - Reduction in number of databases supported.
  - Increase in the completeness of Civic Address and GISS attribute library layers.
- Establish and document data maintenance procedures.  
**Accountability:** Data Manager, GISS Manager  
**Performance Measures**
  - Data maintenance procedures are documented.
  - Reduction in number of databases supported.
  - Increase in the completeness of Civic Address and GISS attribute library layers.
- Develop a custodianship model for long term maintenance of HRM property data sets.  
**Accountability:** Data Manager, GISS Manager  
**Performance Measures**
  - Data maintenance procedures are documented.
  - Reduction in number of databases supported.
  - Increase in the completeness of Civic Address and GISS attribute library layers.
- Continue to support and promote integration of data through the implementation of LIS Phase II and the development of the LIS Knowledge Base.  
**Accountability:** LIS Steering Committee and leadership of Director, Shared Services in cooperation with the Project Manager of Integrated City.  
**Performance Measures:** Adoption and acceptance of project plan and priorities. Reduction in



the number of data based supported.

- Consolidation and establishment of a centralized HRM records storage facility.  
**Accountability:** Real Property Services and Coordinator of Information Resources  
**Performance Measure:** Plan for a facility developed by RPS and approved by Shared Services.
- Develop a corporate-wide depository policy for the Corporate library.  
**Accountability:** Coordinator, Information Resource Management  
**Performance Measure:** Policy and procedures and training program developed in conjunction with Human Resources, in order to address knowledge/record transfer upon employee retirement/termination or organizational change.
- Educate business units on Administrative Order #31 and the importance and necessity of a corporate wide information management program.  
**Accountability:** Coordinator, Information Resource Management  
**Performance Indicator:** Establish the Information Resource Management Client Advisory Group. Business unit satisfaction with progress of the Advisory Group and value of their resource commitment.
- Coordinate appropriate respond to audit comments to ensure adequate security procedures user access to and within SAP and for removal of user access to Enterprise systems (SAP and LIS).  
**Accountability:** Manager, Business Solutions  
**Performance Indicators:** No risks in this areas identified in the 2003/2004 audit.

### **Analysis of Proposed Changes**

#### *Service Levels:*

In the short term, resources from GIS will be re-aligned to support the data analysis, collection and improvements resulting in increased wait for some GIS services. Service levels for records retrieval will decrease without a centralized storage facility.

#### *Financial/Budget:*

Requires continuation and enhancement of financial support through the Capital Budget process for Civic Address Project and LIS Systems project.

See Capital Project #'s CIY00019 and CIO00108. The Gas project will require HRM to accelerate the data collection efforts. This is not provided for in either the 2003/2004 Capital or Operating Budgets.

*Processes:*

Shared Services will work with Business Units in the development of processes to ensure quality data and information management.

*Internal Service Provider:*

All Business Units will need to support the aspects of the data model and custodianship. IS will need to support the technical needs of the data project. Human Resources will need to work with Information Resources to develop the policy and procedures and training to ensure knowledge/records transfer and retention. Human Resources to provide change management expertise for communications with Business units on the Enterprise solutions plan. Real Property resources need to identify and secure centralized records storage and facility.

*FTE:*

2.0 FTE's will be required to work on the Civic Address and General Service Areas Corrections Project. This is included in the proposed 2003/2004 Capital Budget.

## **Issue #4**

### **Quality Customer Service**

Shared Services provides services to both internal and external clients. During the past year Shared Services has developed Service Level Agreements with several of its major clients. Over the next year, Shared Services will continue to monitor the effectiveness of these Service Level Agreements and negotiate new ones with the remaining clients. The challenge is to develop agreements and service levels that both parties can live with, measuring the success or failure of these agreements and using this information to improve services. The transition of Information Services and Information Resource management to Shared Services provides the opportunity to develop terms of reference for Client Advisory Groups in all these areas and seek out means to provide end-to-end user support that addresses the needs of the user groups.

Currently, the design of the HRM Website is based on the organizational structure which creates a web site based on organizational structures rather than focused on service to the citizens of HRM. Best practices show that websites based on a transactional rather than corporate structures provide more citizen centered service delivery. As Internet use increases HRM also requires a more robust and flexible solution from their present web host, Aliant. The present system cannot host third party applications (mapping functions), provide interactive functions and will be limited in its ability to support the expansion of e-commerce.

The Call Centre and Customer Service Centres are the first point of contact between citizens of HRM

and the services we provide. It is important that this first point of contact set and meet a grade of service that reasonably meets the needs of business units and the expectations of the public within the resources available. Because of the differing nature of the service inquires this represents an ongoing challenge to the staff and management of the call centre. Strategies to address this challenge include:

1. Enhancing "Tier 0" Service levels - How information is delivered to the public.

As an organization we need to ensure messages are communicated effectively to the public in clear, understandable and complete way and utilizing as many channels as possible so the public have the information they need. Tier "0" service levels will be critical to achieving the level of customer service expected. The Client Advisory Groups have been developed in the past year to work on this challenge.

2. Measure and monitor the percentage of calls being resolved at the Call Centre and Customer Service Centres (Tier 1) or handed off for further service (Tier 2) and determine if that percentage is increasing or decreasing and if, in some service areas, a realignment of resources is justified.

The By-law rationalization project has identified a number of by-laws where the processes have not had any 'ownership' within the Corporation. They are also identifying areas where the public information, access or registration can be provided at the Customer Service Centres or Call Centre. This is a positive direction fully supported by Shared Services. However, it is critical to HRM's and Shared Services' commitment to provide quality customer service that the appropriate process mapping of organizational accountability and the resourcing to respond to the public be provided to Shared Services before accountability for the public access is transferred to Shared Services.

### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

Deliver quality customer service that links to:

- Council's Priorities on "fiscal accountability and providing best value for dollars spent."
- EMT's Priority to support and encourage "customer focused service delivery."
- EMT's Priority Projects on "performance measurement."
- HRM's Guiding Principles on delivering efficient, "effective and responsive services."
- Shared Services Mission Statement and goal to "provide quality customer service."
- Corporate Scorecard theme of "Excellence in Service Delivery".

## Goal 2003/2006

To provide quality customer service that meets the needs of our internal and external clients.

### Objectives 2003/2004

- Continue to develop Service Level Agreements with Business Unit clients and evaluate the existing ones.  
**Accountability:** Shared Services Managers  
**Performance Measures:** Service Level Agreements are successfully negotiated with all Business Units and implemented. Clients report higher level of satisfaction. Roles and responsibilities clearly understood. Public report higher level of satisfaction.
- Partnership developed with Province to further integrate the HRM and Province of Nova Scotia websites to enable the public to easily navigate in both sites and access information on services seamlessly. Further explore the potential sharing of technology and processes, as has been done with the Search Engine.  
**Accountability:** Manager of Marketing, Design and Print Services  
**Performance Measure:** Seamless accessibility to Provincial and Municipal information for the public. Greater level of customer satisfaction.
- Restructure of the HRM Website to improve navigation and establish content management processes. \* Note: This initiative is contingent on resolving the requirements for a more robust platform for the HRM Internet site and staffing resources.  
**Accountability:** Manager of Marketing, Design and Print Services and GM, IS Services  
**Performance Measures:** Customer satisfaction. More consistent look and feel. Increased # of visits to website and reduction in calls to Call Centre.
- Develop Terms of Reference for Client Advisory Groups and implement recommendations.  
**Accountability:** Managers of Call Centres and Dispatch, Business Solutions, Information Resource management and IT User Support Services  
**Performance Measures:** Communication processes will be developed and documented. Grade of service will increase. Client Advisory Groups act as consultants to Business Units in the area of excellence in customer service delivery.
- One Stop - client centered support for Systems and PC users.  
**Accountability:** GM Information Services  
**Performance Measure:** client satisfaction, increased service/resolution levels, identification of training needs and support and training plans in place (in consultation with business units) to

deliver that support

- Address Grade of Service Issues at the Corporate Call Centre.  
**Accountability:** Call Centre Manager  
**Performance Standards:** Call Centre is meeting or exceed Grade of Service Standard at all times - including peak periods.
- Work with the By-law rationalization project to identify and appropriately transfer accountability for citizen information and access to HRM's Customer Service Centres and Corporate Call Centre  
**Accountability:** Team Lead, Customer Service Centres and Call Centre Manager  
**Performance Standards:** Process mapping and resource evaluations are completed and service agreements negotiated before accountability is transferred

### Analysis of Proposed Changes

#### *Service Levels:*

Service levels will improve as initiatives are planned and implemented.

#### *Financial/Budget:*

No change.

#### *Processes:*

It is likely that a number of processes will change as Shared Services continues to work with clients on the development of service agreements and customer service standards. This will involve a high level of client consultation.

#### *Internal Service Providers:*

Business Units clients will need to be available for consultation and project work. Business units will be engaged to determine whether efficient call handling at "Tier 1"- the Call Centre- is reducing demand on their services and staff.

#### *FTE:*

This work will be delivered as part of the Managers' responsibility.

Three (3) additional call centre agent has been found from within the Shared Services envelope. 2 additional FTE's required for the Website Redesign Project. 1 FTE has been provided for from the Shared Services 2003/2004 operating budget. The 2<sup>nd</sup> position is not funded in the 2003/2004 budget..

## **Issue #5**

### **Use of technology for integration and service improvements.**

The Shared Services structure was implemented to provide opportunities to maximize opportunities for integration and service delivery improvements to business units and citizens of HRM through the best use of technology and process change and provide leadership to the corporation in these areas.

Currently within HRM, there exists a wide variety of disparate systems using a collection of technologies and shared data in formats that are neither compatible or integrated. In some cases there is no technology available to support business activities and staff must rely on cumbersome processes and unreliable sources to store and retrieve information. This lack of appropriate technologies and business processes leads to inefficiencies, lack of customer focus and duplication of effort.

The installation of enterprise systems such as SAP, LIS and CAD/RMS and the vision and activities to integrate corporate data functions in support of HRM's enterprise systems represent a significant corporate investment. It is imperative that decisions regarding function and utilization HRM's enterprise systems assures the best tool is chosen for the function and that the integration of the systems is as seamless as possible. It is also important that business units understand and comply with the vision of "best corporate solution" rather than software solution that may serve the needs of business unit but aren't integrated into our enterprise systems or using HRM's core data. Support of this vision is critical to developing the "integrated city".

The integrated City project will be a new corporate initiative for 2003/2004. Shared Services is positioned to be the a key business unit that supports the directions and initiatives of the vision of an integrated city. Many of the corporate and business unit initiative already underway will form the groundwork of the Integrated city. As a new initiative the direction and resource requirements expected from Shared Services have not yet been defined. Shared Services sees the opportunity presented by the Integrated City Initiative as the alignment of a number of current initiatives under an integrated technology and customer service strategy for the future of HRM.

As HRM moves more and more to using enterprise systems to manage our information and data Business Units have a growing interest in the reports that turn data into business knowledge. HRM's need for a robust system to manipulate data from various sources and create meaningful report is growing. The LIS project have identified a tool that appears to meet the corporate needs. That tool is being evaluated for use with all HRM's enterprise systems and data management.

In an effort to measure client satisfaction, both internal and external, and to gather constituents' opinions and concerns, HRM constantly surveys clients. Often, the same demographic information

is collected over and over again and held in separate databases for specific Business Unit purposes. It is not shared or treated as a valuable corporate asset and the financial resources used for collection of this information are not used as efficiently as they could be if they were available through one central repository. Shared Services should provide the corporation with centralized business expertise in survey methodology.

### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

The introduction and integration of improved technology and processes will support:

- Shared Services Mission to "increase opportunities for integration, achieve economies of scale and improve customer service."
- Council priorities on "public safety and fiscal accountability."
- EMT's priorities on "Customer Focused Service Delivery and creating a workplace environment that encourages employees to strive for excellence and success."
- HRM's Guiding Principles to "deliver efficient, effective and responsive services."
- EMT Priority Projects on Trunk Mobile Radio System, Corporate Data and Information Management and Performance Measurement and Hansen LIS.
- Corporate Scorecard theme of "Excellence in Service Delivery".
- Supports the Integrated City initiative.

### **Goal 2003/2006**

Maximize the opportunities for integration and service improvements through the use of technology and process change.

### **Objectives 2003/2004**

- Ensure best use and maximum integration between LIS and SAP Business Solutions systems .  
**Accountability:** GM Information Services in co-operation with Project Manager of Integrated City  
**Performance Indicator:** LIS/SAP steering committees combined into single Business Solutions Committee. Best use and integration plan developed and adopted by the Steering Committee. Work with Human Resources to implement a change management plan so that Business Units

understand the Business Solutions integration plan and impacts on their use of HRM's enterprise solutions.

- Roll out LIS Customer Service Module to all remaining Business Unit's in HRM.  
**Accountability:** Hansen Steering Committee and Core Team  
**Performance Measures:** Module is installed. Grade of service increases. Clients report higher level of satisfaction.
- Migrate the non emergency Dispatch Service to one integrated system.  
**Accountability:** Co-ordinator Dispatch Service  
**Performance Measures:** Legacy systems are integrated and efficiencies are achieved.
- Continue to improve GIS functionality in LIS.  
**Accountability:** Manager GISS, Data Base Administrator  
**Performance Measures:** Mapping functions are available to support business processes and functionality. Customers report a higher level of satisfaction.
- Increase capacity and quality of service in Printing Centre and introduce workflow management software through acquisition of Print on Demand system.  
**Accountability:** Manager of Marketing, Design & Printing Services  
**Performance Measures:** Capacity increases. Deadlines are met. Decrease in # of copying jobs being sent out to outside service providers. Productivity increases. Expansion of services.
- Determine and implement, where feasible, opportunities for further integration of structures and services in Call Centres, Dispatch, Customer Service Centres and Web services.  
**Accountability:** Managers associated with these functions.  
**Performance Measures:** Increase # of web based transaction opportunities. Call Centres and Dispatch staff can provide back up for one another. Customer's report a higher level of satisfaction. Grade of services increase. Public have greater opportunity for participation.
- Develop the business case for a Survey and Research Coordinator.  
**Accountability:** Director Shared Services  
**Performance Measures:** Internal and external surveys coordinated so that data and results are integrated wherever possible and economies of scale achieved. Appropriate research methods are used and the results drive service improvements.
- Install Hansen Dynamic Portal to provide on line service requests initiation and look up and some functionality in permit applications and notification.  
**Accountability:** Hansen Steering Committee and Core Team  
**Performance Measures:** Functionality available to internal and external clients.



- Determine and implement the best corporate solutions for data mining and reporting for HRM's data mining and reporting requirements.  
**Accountability:** GM, Information Services and Data Manager in consultation with LIS/SAP Steering Committee  
**Performance Measures:** Corporate solution evaluated, selected and installed.

### **Analysis of Proposed Changes**

#### *Service Levels:*

In the short term there will be a reduction in service levels as staff are trained on the new technologies and processes are redesigned. In the longer term the service levels will increase significantly.

#### *Financial/Budget:*

The Capital Budget allocation will need to support the acquisition and installation of the technology and process redesign and integration. LIS Hansen Phase III;

#### *Processes:*

Processes associated with call taking, information storage and retrieval work flow and customer follow-up will need to be re-designed.

#### *Internal Service Providers:*

Resources will need to be available from IS to support the technology, HR to support the training needs of staff and Business Units to consult on the business process changes. Trunk Mobile Radio Committee will recommend and install an integrated system.

#### *FTE:*

1 FTE will be required for the Survey and Research Coordinator. A business case for this position will be built in 2003/2004 for funding by redirecting resources.

## **Issue #6**

### **Support of Corporate and EMT Priorities**

In addition to supporting day to day business and priorities identified by other Business Unit Shared Services will either take the lead or be a major contributor to a number of Corporate and EMT priorities in 2003/2004. In order to support these priorities and stay within the budget envelope, Shared Services has developed work plans that will allow for this re-ordering of priorities and work assignments based on the existing corporate priorities and projects for 2003/2004:

Marketing, Design and Print Services will be involved in providing services to the following corporate projects:

Regional Planning, Harbour Solutions, Civic Election, By-law rationalization, Employee Survey, HRM's Annual Report

Call Centre, Dispatch and Customer Service Centres will be involved in:

LIS Phase 2, By-Law Rationalization, Non -emergency integrated dispatch, and e-commerce

GISS and Data Management will be involved in:

Regional Planning, CAD/RMS, LIS Phase 2, Boundary Re-alignment and Civic Election, Civic Addressing and correction, and other projects drawing on geographic data.

HRIS and Administrative Services will be involved in:

SAP/ HR Phase 2

IS will be involved the following corporate projects:

- Combined Police/Fire/E911 Computer Aided Dispatch and records management system. Providing project management, network support, programming conversion support, and database administration.
- Integrated Land Information System Phase II. Providing project management, network support, programming conversion support, and database administration.
- SAP HR/ Payroll Phase II Implementation. Providing technical project management, systems configuration, and programming conversion support.
- E-Commerce at HRM - Continuing to coordinate with Aliant to implement e-commerce at HRM including business cases, process mapping and implementation.
- New Transit Support System. Providing project management, data base administration and network support.
- Current applications upgrades and support - Class, SAP Financials, Hansen and Richter as well as the technical infrastructure such as desktop and network access.

### **Link to Corporate Priority, Long Term Capital and/or Program Mission**

Investment of resources in the Corporate and EMT Priorities will support:

- Shared Services mission to “increase opportunities for integration, achieve economies of scale and improve customer service.
- Council’s Priorities on public safety and fiscal accountability.
- EMT’s Priorities on “Customer Focused Service Delivery”.

- EMT's Priorities on TMR, Regional Planning, Corporate Data and Information Management, Land Information System and Performance Management.
- Shared Services Mission Statement and goal to "provide quality customer service".

### **Goal 2003/2006**

To provide an appropriate level of support for Corporate Projects and EMT Priorities.

### **Objectives 2003/2004**

See objectives for Issues #1 - #5.

### **Analysis of Proposed Changes**

#### *Service Levels:*

Business Units who rely on these services will experience a lower service level in 2003/2004, particularly in Marketing, Design and Print Services, GISS and Call Centres/Dispatch areas.

There will be less support from the Marketing Section to new projects.

GISS will be slower to respond to requests for mapping, analysis and GPS projects.

#### *Financial/Budget:*

Operating costs have been funded within the existing Budget envelope or through capital funding requests.

The CAD/RMS project has identified up to \$800,000 annual ongoing operating costs (commencing in 2004/2005) to support the implementation. Much of these commitments involve staff resources, licensing agreements and other hardware and software support costs generally budgeted in Information Services. There is NO budget capacity to support these new operating costs within the current Shared Service Operating Budget.

#### *Processes:*

Process changes have been identified in other sections.

#### *Internal Service Providers:*

These have been identified in other sections.

*FTE's:*

1 FTE may be required for Oracle Support for Corporate initiatives, including election readiness. Funding for this initiative has been provided for in the 2003/2004 budget.

# Shared Services

## Summary by Gross Expenditures

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
A610 Director of Shared Services	\$258,452	\$161,248	\$181,563	\$170,680	\$207,536	\$25,973	14.3%
A630 Shared Services Co-ordinatio	70,329	198,159	99,550	74,042	105,600	6,050	6.1%
A122 Information Resource Manag	183,592	176,624	260,815	237,871	271,021	10,206	3.9%
A123 Corporate Library	63,165	52,607	0	0	0	0	-
A635 GIS	397,953	401,185	469,550	419,030	485,750	16,200	3.5%
C330 Civic Addressing	5,597	299,462	329,800	294,866	335,600	5,800	1.8%
A410 Administration - IT	2,095,374	2,329,359	2,267,877	2,209,162	2,165,543	(102,334)	-4.5%
A440 Technology Infrastructure	2,206,525	2,103,096	2,719,234	2,514,971	2,769,818	50,584	1.9%
A444 Systems & Networks	108,781	320,835	0	25,033	0	0	-
A420 Customer Care	437,675	380,758	409,701	400,245	491,217	81,516	19.9%
A441 Helpdesk	136,366	281,353	284,952	279,454	284,343	(609)	-0.2%
A442 PC Support	98,386	172,861	214,327	188,092	278,590	64,263	30.0%
A430 Business Solutions	1,379,243	1,509,734	1,549,386	1,501,438	1,728,934	179,548	11.6%
A436 CAD/RMS	0	0	0	0	404,000	404,000	-
A124 Office Services - Print Shop	755,884	695,571	699,200	853,350	705,100	5,900	0.8%
A620 Mrkt & Promotions	663,213	673,011	766,550	803,221	771,800	5,250	0.7%
A661 Admin. & Storefont	5,428	41,736	80,379	66,068	80,400	21	0.0%
A663 Alderney Gate	72,803	76,476	84,610	84,227	86,110	1,500	1.8%
A664 West End Mall	89,478	76,104	87,314	81,931	92,300	4,986	5.7%
A665 Scotia Square	138,020	156,165	151,300	149,756	152,800	1,500	1.0%
A666 Cole Harbour Place	80,421	76,343	86,710	79,616	86,900	190	0.2%
A667 Acadia Centre	82,234	75,002	85,817	77,608	87,200	1,383	1.6%
A668 Musquodoboit Harbour	1,768	2,832	2,700	2,156	2,700	0	0.0%
A625 Corporate Call Centre	498,440	740,552	858,400	905,201	1,026,000	167,600	19.5%
A615 Payroll & Admin Serv	1,014,110	1,083,426	1,222,400	1,162,369	1,174,540	(47,860)	-3.9%
<b>Total</b>	<b>\$10,843,236</b>	<b>\$12,084,497</b>	<b>\$12,912,135</b>	<b>\$12,580,386</b>	<b>\$13,793,802</b>	<b>881,667</b>	<b>6.8%</b>

## Summary by Revenues

	2000-2001 Actual	2001-2002 Actual	2002-2003 Budget	2002-2003 Actual	2003-2004 Budget	Change over Budget	%
A610 Director of Shared Services	(\$1,528)	(\$375)	\$0	(\$100)	\$0	0	-
A122 Information Resource Manag	(1,890)	(2,450)	0	(568)	0	0	-
A635 GIS	(29,235)	(16,290)	(11,900)	(16,653)	(11,900)	0	-0.0%
C330 Civic Addressing	0	0	0	(1,300)	0	0	-
A444 Systems & Networks	0	(386)	0	0	0	0	-
A615 Payroll & Admin Serv	(187,799)	(187,990)	(187,800)	(194,458)	(195,600)	(7,800)	4.2%
<b>Total</b>	<b>(\$462,951)</b>	<b>(\$506,496)</b>	<b>(\$434,000)</b>	<b>(\$724,722)</b>	<b>(\$441,800)</b>	<b>(7,800)</b>	<b>1.8%</b>

# Shared Services

## Summary by Net Expenditures

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
A610 Director of Shared Services	\$256,924	\$160,873	\$181,563	\$170,580	\$207,536	25,973	14.3%
A630 Shared Services Co-ordinatio	70,329	198,134	99,550	74,042	105,600	6,050	6.1%
A122 Information Resource Manag	181,702	174,174	260,815	237,303	271,021	10,206	3.9%
A123 Corporate Library	63,165	52,607	0	0	0	0	-
A635 GIS	368,718	384,895	457,650	402,377	473,850	16,200	3.5%
C330 Civic Addressing	5,597	299,462	329,800	293,566	335,600	5,800	1.8%
A410 Administration - IT	2,093,989	2,330,053	2,267,877	2,195,212	2,165,543	(102,334)	-4.5%
A440 Technology Intrastructure	2,204,676	2,086,194	2,711,234	2,435,199	2,761,418	50,184	1.9%
A444 Systems & Networks	108,781	320,449	0	25,033	0	0	-
A420 Customer Care	436,987	380,758	409,701	400,245	491,217	81,516	19.9%
A441 Helpdesk	136,366	281,353	284,952	279,454	284,343	(609)	-0.2%
A442 PC Support	98,386	172,861	214,327	188,092	278,590	64,263	30.0%
A430 Business Solutions	1,378,734	1,508,959	1,549,386	1,495,788	1,728,934	179,548	11.6%
A436 CAD/RMS	0	0	0	0	404,000	404,000	-
A124 Office Services - Print Shop	705,906	651,099	691,200	707,362	697,100	5,900	0.9%
A620 Mrkt & Promotions	637,001	610,734	712,650	699,730	717,900	5,250	0.7%
A661 Admin. & Storefont	(156,450)	(133,513)	(84,021)	(96,727)	(83,600)	421	-0.5%
A663 Alderney Gate	72,803	76,476	84,610	84,227	86,110	1,500	1.8%
A664 West End Mall	89,478	76,104	87,314	81,931	92,300	4,986	5.7%
A665 Scotia Square	138,020	156,165	151,300	149,756	152,800	1,500	1.0%
A666 Cole Harbour Place	80,421	76,343	86,710	79,616	86,900	190	0.2%
A667 Acadia Centre	82,234	75,002	85,817	77,608	87,200	1,383	1.6%
A668 Musquodoboit Harbour	1,768	2,832	2,700	2,156	2,700	0	0.0%
A625 Corporate Call Centre	498,440	740,552	858,400	905,201	1,026,000	167,600	19.5%
A615 Payroll & Admin Serv	826,311	895,436	1,034,600	967,911	978,940	(55,660)	-5.4%
<b>Total</b>	<b>\$10,380,285</b>	<b>\$11,578,001</b>	<b>\$12,478,135</b>	<b>\$11,855,664</b>	<b>\$13,352,002</b>	<b>873,867</b>	<b>7.0%</b>

# Shared Services

## Summary by General Ledger Object

	2000-2001	2001-2002	2002-2003	2002-2003	2003-2004	Change over	
	Actual	Actual	Budget	Actual	Budget	Budget	%
<b>Expenditures</b>							
Salaries	\$4,750,829	\$5,489,060	\$5,996,149	\$5,867,538	\$6,406,070	409,921	6.8%
Wages	(7,913)	25,946	9,500	160	11,000	1,500	15.8%
Overtime - Salaries and Wages	78,372	114,426	96,430	153,847	132,804	36,374	37.7%
Benefits and Other (Salaries)	704,203	824,107	954,883	926,962	1,045,548	90,665	9.5%
Benefits and Other (Wages)	91,763	117,940	119,012	140,459	132,691	13,679	11.5%
Retirement Allowance & Severance	15,677	16,192	24,202	50,600	39,493	15,291	63.2%
Clothing Allowance, Stipends, Other	(871)	1,031	2,500	520	2,200	(300)	-12.0%
Office Expenses, less Computers	890,151	689,622	737,235	900,423	742,377	5,142	0.7%
Computers Expenses	3,140,970	3,508,533	3,715,055	3,355,650	4,066,575	351,520	9.5%
Consulting Fees	124,620	175,320	245,000	162,169	236,000	(9,000)	-3.7%
Other Professional Fees	8,811	0	0	0	4,715	4,715	-
Contract Fees	219,328	199,968	193,700	238,882	195,000	1,300	0.7%
Equipment and Supplies	173,129	119,408	87,600	123,113	74,500	(13,100)	-15.0%
Materials	85	0	0	14	0	0	-
Building Repair, Maintenance	3,840	541	2,500	1,342	0	(2,500)	-100.0%
Electricity	(170)	0	0	0	0	0	-
Equipment Repair, Maintenance	522,332	474,327	394,948	329,863	342,000	(52,948)	-13.4%
Membership Dues	2,497	2,629	4,500	3,064	4,750	250	5.6%
Conferences and Travel	61,190	70,540	60,250	80,764	71,650	11,400	18.9%
Training and Education	182,701	185,488	199,850	191,992	206,506	6,656	3.3%
Advertising and Promotion	2,823	5,275	8,900	14,262	9,900	1,000	11.2%
Books, Publications and Data	34,363	9,090	45,000	15,000	42,850	(2,150)	-4.8%
Other Goods and Services	8,808	15,850	14,921	14,258	27,173	12,252	82.1%
Transfer to/from Reserves	(165,000)	0	0	0	0	0	-
Other Loan and Interest Charges	668	0	0	0	0	0	-
Other Fiscal Charges	0	17,203	0	8,954	0	0	-
Interdepartmental - Fleet	30	0	0	0	0	0	-
Interdepartmental - Other	0	22,000	0	550	0	0	-
<b>Total</b>	<b>\$10,843,236</b>	<b>\$12,084,497</b>	<b>\$12,912,135</b>	<b>\$12,580,386</b>	<b>\$13,793,802</b>	<b>881,667</b>	<b>6.8%</b>
<b>Revenues</b>							
Other Licenses, Permits and Fines	(80,824)	(62,602)	(56,900)	(63,233)	(56,900)	0	-0.0%
Other Fees	(75,435)	(93,900)	(75,000)	(76,023)	(80,000)	(5,000)	6.7%
Other Sales Revenue	(31,280)	(31,110)	(39,400)	(35,855)	(41,800)	(2,400)	6.1%
Environmental Protection/Waste Wat	(187,799)	(187,798)	(187,800)	(187,799)	(187,800)	0	-0.0%
Other Revenues	(87,613)	(131,194)	(74,900)	(361,812)	(75,300)	(400)	0.5%
<b>Total</b>	<b>(\$462,951)</b>	<b>(\$506,496)</b>	<b>(\$434,000)</b>	<b>(\$724,722)</b>	<b>(\$441,800)</b>	<b>(7,800)</b>	<b>1.8%</b>
<b>Net Cost</b>	<b>\$10,380,285</b>	<b>\$11,578,001</b>	<b>\$12,478,135</b>	<b>\$11,855,664</b>	<b>\$13,352,002</b>	<b>873,867</b>	<b>7.0%</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
		BUDGET	PLAN	PLAN
<b>Shared Services</b>				
CIO00108 Land Information System	1,570,000	727,000	0	0
CIN00200 SAP Project (HR Phase II, Other)	195,000	592,000	750,000	200,000
CIO00261 Desktop Software Upgrade	0	175,000	175,000	200,000
CIO00262 Computer Network Infrastructure Upgrade	0	100,000	95,000	90,000
CED00439 Print on Demand Sys.(T/R Micro Press)	0	107,000	0	0
<b>Provided to Other Business Units:</b>				
CEY00281 Trunked Mobile Radio System(TMR)	3,300,000	1,442,000	2,659,000	0
CB200516 Integrated Dispatch & Telecommunications Project	0	3,050,000	1,850,000	0
CIP00763 Computer Aided Dispatch (CAD)	6,385,000	700,000	0	0
CIY00019 Civic Addressing	791,600	350,000	345,000	100,000
Total	12,241,600	7,243,000	5,874,000	590,000



CENTENNIAL ARENA COMMISSION

OPERATING BUDGET - APRIL 1, 2003- MARCH 31, 2004

	Budget 2002-2003	Budget 2003-2004
<b>Revenue</b>		
Advertising	\$3,000	3,000
Building Rent	4,000	4,000
Ice Rental - Other	156,000	185,000
Ice Rental - Figure Skating	65,000	60,000
Ice Rental - Minor Hockey	133,000	133,000
Ice Rental - Public Skate	13,000	13,000
Ice Rental - Senior Skate	4,000	4,000
Interest Income	1,000	2,000
Management Fees	100	100
<b>Total Operating Revenue</b>	<b>\$379,100</b>	<b>\$404,100</b>
<b>Expenses</b>		
Advertising	\$1,000	\$1,000
Building Repairs	9,000	9,000
Electricity	85,000	90,000
Fuels	22,000	25,000
Hired Equipment & Truck Rental	6,000	8,000
Ice Plant Supplies	2,000	2,000
Miscellaneous	2,000	4,000
Outside Contractors	9,000	9,000
Repair & Maintenance- Zamboni	6,000	6,000
Repair & Maintenance- Electrical	2,000	2,000
Repair & Maintenance - Ice Plant	12,000	12,000
Salaries & Benefits	207,000	220,000
Telephone	3,000	3,000
Uniforms & Sanitary Supplies	4,000	4,000
Water	7,000	9,000
<b>Total Operating Expenses</b>	<b>\$377,000</b>	<b>\$404,000</b>
<b>Operating Income (Loss)</b>	<b>\$2,100</b>	<b>\$100</b>

COLE HARBOUR PLACE

OPERATING BUDGET - APRIL 1, 2003- MARCH 31, 2004

	Budget 2002-2003	Budget 2003-2004
<b>Revenue</b>		
<u>Arena</u>		
Ice Rentals	\$642,000	\$630,000
Soccer Rental	10,000	10,000
Public Skate	23,000	23,000
Trade Shows, Group Assemblies & Security	18,000	21,200
<u>Administration</u>		
Lifestyle & Preventive Medicine Centre	61,000	58,000
Multipurpose Room & Settle Room	180,000	225,000
HRM & Community Services Lease	306,000	300,000
Advertising & Miscellaneous	43,160	50,590
<u>Other</u>		
Aramark Commission	44,000	40,776
Athletics	1,206,000	1,194,300
Aquatics	494,000	500,000
<b>Total Operating Revenue</b>	<b>\$3,027,160</b>	<b>\$3,052,866</b>
<b>Expenses</b>		
Salaries	\$1,500,096	\$1,558,320
Benefits	152,847	170,660
Advertising	45,000	28,000
Training	12,500	17,500
Supplies, Clothing & Stationery	148,800	126,600
Contract Services & Other Equipment	176,500	176,500
Small Tools & Maintenance Equipment	26,250	41,250
Repairs & Maintenance - Vehicle	12,000	12,500
Repairs & Maintenance - Building	70,000	85,000
Repairs & Maintenance - Grounds	75,000	70,000
Water	50,000	50,000
Fuel	115,000	115,000
Electricity	315,000	305,000
Travel	8,300	7,850
Chemicals	22,000	22,000
Office & Other	91,954	104,350
<b>Total Operating Expenses</b>	<b>\$2,821,247</b>	<b>\$2,890,530</b>
<b>Revenue less Expenses</b>	<b>\$205,913</b>	<b>\$162,336</b>
Equipment Replacement	84,413	46,836
Payment for Expansion	121,500	115,500
<b>Operating Income (Loss)</b>	<b>\$0</b>	<b>\$0</b>

**DARTMOUTH SPORTSPLEX**

**OPERATING BUDGET - APRIL 1, 2003- MARCH 31, 2004**

	<b>Budget 2002-2003</b>	<b>Budget 2003-2004</b>
<b>Revenue</b>		
Arena	\$552,500	\$558,000
Common Room	660,000	596,000
Aquatic	491,300	536,500
Athletics	1,392,000	1,408,500
<b>Total Operating Revenue</b>	<b>\$3,095,800</b>	<b>\$3,099,000</b>
<b>Expenses</b>		
Salaries	\$1,567,000	\$1,571,000
Benefits	218,000	219,000
Advertising	65,000	75,000
Training & Conferences	32,500	36,000
Supplies, Clothing & Stationery	24,000	23,000
Contract Services & Other Equipment	101,300	95,500
Small Tools & Maintenance Equipment	88,300	76,800
Repairs & Maintenance - Vehicle	9,000	9,000
Repairs & Maintenance - Building	78,000	75,000
Janitorial	25,000	25,000
Water	44,000	53,000
Fuel	130,000	130,000
Electricity	270,000	270,000
Travel	1,000	1,000
Chemicals	11,000	11,000
Office & Other	79,400	73,700
Summer Shutdown	52,300	25,000
Municipal Taxes	0	5,000
<b>Total Operating Expenses</b>	<b>\$2,795,800</b>	<b>\$2,774,000</b>
<b>Revenue less Expenses</b>	<b>300,000</b>	<b>325,000</b>
Transfer to Capital Reserves	300,000	325,000
<b>Operating Income (Loss)</b>	<b>\$0</b>	<b>\$0</b>

HALIFAX FORUM COMMUNITY ASSOCIATION

OPERATING BUDGET - APRIL 1, 2003- MARCH 31, 2004

	Budget 2002-2003	Budget 2003-2004
<b>Revenue</b>		
Advertising	\$30,000	\$35,000
Ice Rental	630,000	660,000
Lot Building	289,750	318,000
Canteen	220,700	240,700
Bar	75,500	78,000
Skate Sharpener	3,500	3,500
Social Nights	2,126,227	2,170,000
<b>Total Operating Revenue</b>	<b>\$3,375,677</b>	<b>\$3,505,200</b>
<b>Expenses</b>		
Advertising	\$57,500	\$60,000
Business/Promotional	20,000	20,000
Building Repairs and Maintenance	73,000	80,000
Electricity	200,668	210,668
Fuels	85,242	85,242
Equipment Ice Maintenance	34,000	40,000
Lease Payment - New Facility	94,128	150,450
Professional Fee	20,000	8,000
Miscellaneous - Canteen	37,570	37,570
Cost of Goods	168,280	177,480
Bingo Prizes	1,387,900	1,388,800
Security	7,000	8,000
Non Routine Items	150,000	150,000
Salaries & Benefits	779,340	875,794
Telephone	16,000	16,000
Sanitary Supplies	20,000	20,000
Refuse Collection	13,500	17,000
Reserve Capital Equipment	151,799	96,446
Office/Uniforms/Miscellaneous	34,250	33,250
Water	25,500	30,500
<b>Total Operating Expenses</b>	<b>\$3,375,677</b>	<b>\$3,505,200</b>
<b>Operating Income (Loss)</b>	<b>\$0</b>	<b>\$0</b>

NOTE: 2002/03 budgeted 6 months, new facility; 2003/04 budget based on 12 months new facility.

**SACKVILLE SPORTS STADIUM**

**OPERATING BUDGET - APRIL 1, 2003- MARCH 31, 2004**

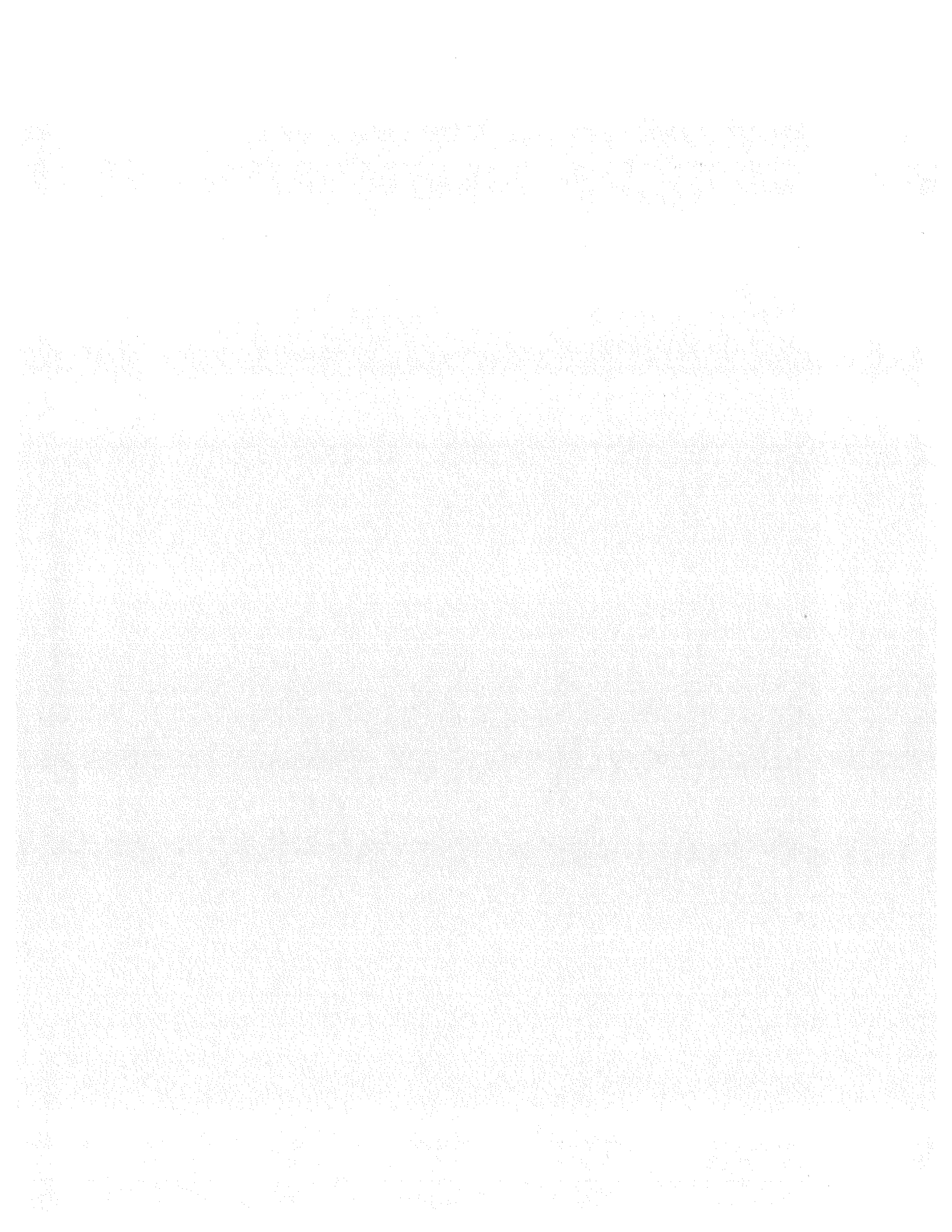
	<b>Budget 2002-2003</b>	<b>Budget 2003-2004</b>
<b>Revenue</b>		
Memberships	\$1,067,991	950,000
Fitness & Activities	155,000	178,000
Swimming	502,000	558,374
Ice Rentals	415,220	419,210
Pool Rentals	35,000	30,000
Concessions (net)	20,000	20,000
Day Passes	18,084	18,000
Advertising	98,000	48,000
Facility Rentals	4,000	6,000
Curling	145,700	135,000
Lease revenues	197,460	180,076
HRM Subsidy	70,961	0
<b>Total Operating Revenue</b>	<b>\$2,729,416</b>	<b>\$2,542,660</b>
<b>Expenses</b>		
Salaries	\$1,362,745	\$1,315,677
Benefits	141,000	150,000
Electricity, Oil & Propane	414,177	430,000
Maintenance	103,536	110,000
Pool Chemicals	13,500	13,500
Sanitary Supplies	20,000	20,000
Curling Supplies	7,680	7,680
Snow/Garbage Removal & Grounds	45,000	45,000
Pool & Fitness Supplies	64,778	62,000
Membership Expenses	35,500	53,070
Staff Expenses	12,360	15,000
Office, Computer & Other	90,340	95,000
Commercial Occupancy Tax		29,000
Amortization	0	66,000
Interest Expenses	0	40,000
<b>Total Operating Expenses</b>	<b>\$2,310,616</b>	<b>\$2,451,927</b>
<b>Revenue less Expenses</b>	<b>418,800</b>	<b>90,733</b>
Payment for Expansion	420,000	450,000
<b>Operating Income (Loss)</b>	<b>(\$1,200)</b>	<b>(\$359,267)</b>

## CENTENNIAL POOL

### OPERATING BUDGET - APRIL 1, 2003- MARCH 31, 2004

	<b>Budget 2003-2004</b>
<b>Revenue</b>	
Day Passes	59,500
Groups/Rentals	65,000
Memberships	10,000
Miscellaneous	53,050
HRM Grant	140,000
Monthly Parking	77,500
Special Events	9,000
<b>Total Operating Revenue</b>	<b>\$414,050</b>
<b>Expenses</b>	
Wages	\$158,400
Financial Charges	11,125
Repairs/Maintenance	53,500
Supplies/Equipment	28,770
Marketing	6,000
General Expenses	95,100
Parking Lot Expenses	58,050
Shut Down Expenses	3,000
<b>Total Operating Expenses</b>	<b>\$413,945</b>
<b>Operating Income (Loss)</b>	<b>\$105</b>







## **Reserves**

### ***Purpose of Reserves***

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

1. They allow for a smoothing of expenditures that might otherwise require an extreme single year outlay (ie. equipment expenditures and snow-removal expenditures).
2. They allow for long term planning of major capital expenditures such as the opening and closing of land-fill cells, and the Harbour Solutions Project.
3. They assist with cash flow management and can reduce the issuance of debt, acting as "savings" for future needs.

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement. This differs from the Operating Budget (General Fund) which, in accordance with the Municipal Government Act, must budget for a year-end net balance of zero.

### ***Strategies for Reserves***

The Reserves Policy approved by Regional Council on December 1, 1998 implemented the following strategies:

1. Reserve funding is incorporated into a financial plan as an integral part of the Operating and Capital Budgets.
2. Each reserve has its purpose clearly defined in a Business Case plan. The Business Case must also include the source and application of funds, the expected time line and any appropriate maximum amount, and projected annual contributions, withdrawals, and balances.
3. Reserves are centrally administered so as to ensure consideration for the whole organization.

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

## **Funding of Reserves**

The Reserves are funded through the Halifax Regional Municipalities general tax rate with the exception of the Environmental Control Reserve and the Wastewater/Stormwater Management Reserve. These two reserves are funded through the Environmental Protection Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

## **Equipment and Operating Reserves**

These reserves are established following the very general guidelines outlined in the Municipal Accounting and Reporting Manual, Section 3241 as issued by the Province of Nova Scotia. Their general intent is to save for large expenditures on equipment by appropriating funds from operating.

**General Fleet (Q204):** To provide for replacement of fleet vehicles and equipment with a useful life of less than 10 years for Public Works and Transportation Services, Parks and Recreation Services and Metro Transit Vehicles.

**Police Vehicles (Q205):** To provide for replacement of Police Service vehicles with a useful life of less than 10 years.

**Fire Vehicles (Q206):** To provide for replacement of Fire & Emergency Service utility vehicles (cars, vans, and light trucks), and firefighting equipment as they reach the end of their useful life. Also, to provide partial financing for the replacement of firefighting apparatus (heavy firefighting trucks).

**Radio System Loan (Q209):** This loan to finance the radio system is being paid off through payments from the Operations Stabilization Reserve (Q308). The last payment to bring the loan balance to 0 will occur in 2004-2005.

**CLASS System Loan (Q210):** This loan to finance the CLASS system is being paid off through payments from the Operations Stabilization Reserve (Q308). The last payment to bring the loan balance to 0 will occur in 2004-2005.

**Library Automation Loan (Q211):** This loan to finance the library automation system is being paid off through payments from the Operations Stabilization Reserve (Q308). The last payment to bring the loan balance to 0 will occur in 2004-2005.

**Fuel System (Q213):** This reserve will be used to finance replacement of the Municipality's

aging fuel tanks. The reserve will be funded from a fuel surcharge added to the cost of fuel charged back to HRM business units.

**Environmental Control (Q105):** This reserve provides operating and capital funding for the Municipality's sewage treatment plants, a domestic water plant, a sludge transport unit and a biosolids stabilization lagoon, as well as, various interceptor sewers, pumping stations and associated forcemains. The reserve is funding through the Environmental Protection Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

**Wastewater/Stormwater Management (Q106):** In compliance with By-Law S-100 Respecting Sewer Charges, this reserve provides for the annual costs of maintaining the wastewater and stormwater collection system. The reserve is funded from the Wastewater/Stormwater Management Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

**Sludge Tipping Fees (Q117):** This reserve is used to maintain and clean out the Aerotech Lagoon. The reserve is funded from sludge tipping fees paid by septic tank cleaning businesses which use the Lagoon.

**Self Insurance (Q306):** This reserve is used to pay the deductibles on insurance claims submitted on behalf of the Municipality.

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

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

**Service Improvement (Q310):** This reserve will be used to provide loans for business redesign projects that improve the Municipality's business processes and for which seed capital is required. Eligible projects must demonstrate anticipated down stream benefits that will result from reworking processes and activities. Net cost savings from projects will be used to repay the reserve in the form of loan payments (principal and interest).

**Cemetery Maintenance (Q311):** This reserve provides funds for perpetual care maintenance for cemeteries not already provided for in existing Cemetery Trust Accounts. The reserve is funded from the sale of cemetery lots.

**Heritage & Cultural Tourism (Q312):** This reserve is used to provide funding to prepare heritage and cultural sites for increased access by citizens and tourists in a way that presents, promotes and preserves them for future generations.

**Municipal Elections (Q313):** Funds from this reserve are allocated for the purpose of conducting special and regular elections pursuant to legislation. In addition, the election reserve will provide for a small amount of funding (\$2,000 - \$3,000 annually) for the purpose of updating the election database (civic addresses and street ranges within polls/districts), ensuring critical information is current and in place for special, and in particular, regular elections.

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

**Special Events (Q315):** This reserve provides funding to attract and host exceptional Tourism, Culture, & Heritage events, that typically are national or international in calibre and occur on an infrequent basis, where the Municipality provides a leading and/or hosting role.

**DNA Costs (HRP and RCMP) (Q316):** This reserve provides funding to pay for the costs of conducting DNA evidentiary analysis for the Halifax Regional Police and the RCMP. The costs are associated with a prescribed User fee determined by the National Police Service Forensic Laboratory.

**Titanic Reserve (Q317):** This reserve is used to maintain existing monuments, markers, and interpretive panels and create new ones related to the famous ocean liner, and to design and publish interpretive materials. The reserve is largely funded from donations.

### **Capital Reserves**

The Municipal Government Act addresses these types of reserves in Sections 99 and 100. The general intent of these funds is to provide for future contingencies that have a high probability of occurring and have a long range (5 - 30 years) time line.

**Sale of Capital Assets (Q101):** Real property sold by the Municipality must be placed in a Capital Reserve as required by Section 99 of the Municipal Government Act (MGA). Under the MGA, funds may only be used for either (1) capital expenditures for which the municipality may borrow; or (2) repayment of the principal portion of capital debt. It is Council's intention that the reserve be primarily used for the acquisition of land, buildings and similar fixed assets.

**Business/Industrial Parks Expansion (Q121):** The Municipal Government Act Section 99 requires that any sales of land be deposited into a Capital Reserve fund. This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business and industrial parks.

**Capital Surplus (Q103):** This reserve is for any purpose identified in Section 99 of the MGA under the Capital Reserve Section including (1) capital expenditures for which the Municipality may borrow and (2) repayment of the principal portion of capital debt.

**Sewer Redevelopment (Q104):** To fund upgrading and installation of trunk sewer systems within existing developed areas in accordance with By-Law S-100, Respecting Sewer Charges. The reserve can be used for emergency repair and restoration such as when a sewer collapses as a consequence of structural deterioration.

**Parkland Development (Q107):** This reserve is required for the development of new parkland in new residential developments. The reserve is funded from fees charged to real estate developers based on a percentage of the sale price of building lots.

**Sackville Landfill Closure (Q119):** This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Sackville Landfill site and monitor it thereafter for environmental impact. The Sackville Landfill closed in the 1996-1997 fiscal year and is required to be fully funded for closure and post closure costs within 10 years of closure. The reserve will provide for ongoing operating costs to monitor the site for an additional 10 years until 2017.

**Otter Lake Landfill Closure (Q120):** This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Otter Lake Landfill site and monitor it thereafter for environmental impact. It is currently estimated that Otter Lake will accept waste for approximately 25 years.

**Water Treatment Plants Infrastructure (Q122):** This reserve provides for replacements, upgrades and expansions of the existing wastewater treatment plants within the context of By-Law S-100, Respecting Sewer Charges. The reserve is funded from the Environmental Protection Charge collected on water bills on behalf of the Municipality by the Halifax Regional

Water Commission.

**Waste Resources (Q123):** To provide funding for the construction of landfill cells and purchase of equipment including replacement carts to operate the waste resources program.

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

**Metro Park Parkade (Q125):** This reserve is used to maintain and upgrade this property owned by the Municipality. The reserve is funded from a percentage of the parking fees collected.

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

**Rural Fire Reserve:** This reserve will be used to fund the replacement and upgrade of fleet, equipment, buildings and other assets of the rural fire departments. This reserve was established April 1, 2003 coincident with the implementation of the Municipality's new tax structure which switched funding of rural fire departments from local area rates to the general tax fund. Because of small assessment bases, the area rates often did not provide enough revenue to properly maintain the assets of the rural fire departments.

**Ferry Replacement Reserve:** This reserve will be used to fund the replacement of the Halifax Harbour passenger ferries as they reach the end of their useful lives. Because replacement is very expensive (about \$7.5 million each) and occurs infrequently (about every 35 years), the funding of a reserve will allow the cost to be spread out and absorbed over many years.

**New Capital Replacement Reserve:** As part of its Integrated City strategy, the Municipality is implementing several new systems including an integrated and computer aided dispatch, mobile radio system, land information system, and payroll/human resources system. Due to the high technology nature of these new systems, they will become obsolete relatively quickly as service agreements expire. Therefore, this reserve is being started in 2003-2004 as means of funding the

eventual replacement of these systems.

**Kingswood Water (Q108):** This reserve is used to maintain and upgrade the water system in the Kingswood residential subdivision.

**Windsor Junction Water (Q110):** This reserve is used to pay back a loan made to finance the construction of this water system in Windsor Junction. The reserve is funded from charges received from residents when they hook up to the system.

**5594-96 Morris St (Q112):** This reserve is used to maintain and upgrade this property owned by the Municipality.

**Rockingham Community Centre (Q113):** This reserve is used to maintain and upgrade this property owned by the Municipality.

**5557 Cunard St (Q114):** This reserve is used to maintain and upgrade this property owned by the Municipality.

**Captain William Spry (Q115):** This reserve is used to maintain and upgrade this property owned by the Municipality.

**Richmond School (Q116):** To provide for major repairs and renovations to this building in accordance with the terms of the lease.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2004 based on the 2003-2004 Operating and Capital Budget.

**HALIFAX REGIONAL MUNICIPALITY  
RESERVE FUNDS PROJECTION  
TO MARCH 31, 2004**

	Actual Balance March 31, 2003	Contributions	Interest	Withdrawals	Projected Balance March 31, 2004
Equipment Reserves	1,538,407	853,881	55,366	(1,173,000)	1,274,654
Operating Reserves *	9,752,680	6,237,295	130,087	(6,444,284)	9,675,778
Capital Reserves	33,472,962	22,998,528	1,239,557	(13,950,885)	43,760,162
Pollution Control Reserves	11,736,345	33,314,667	1,404,274	(27,621,052)	18,834,234
	<b>\$56,500,394</b>	<b>\$63,404,371</b>	<b>\$2,829,284</b>	<b>(\$49,189,221)</b>	<b>\$73,544,828</b>

\* excluding Pollution Control Reserves



**HALIFAX REGIONAL MUNICIPALITY  
RESERVE FUNDS PROJECTION  
to March 31, 2004**

	Net of Approp.			Net of Approp.			Projected Available Balance March 31, 2004
	Actual Available March 31, 2003	2003/04 Projected Contributions	2003/04 Projected Interest ***	2003/04 Capital Budget Withdrawals	2003/04 Operating Budget Withdrawals	2003/04 Other Withdrawals	
<b>Equipment and Operating Reserves</b>							
Q204 General Fleet	1,298,895	15,000	19,706	(875,000)			458,601
Q205 Police Vehicles	830,205	60,000	27,097				917,302
Q206 Fire Vehicles	195,197	340,000	7,398	(298,000)			244,595
Q209 Radio System Loan	(374,003)	187,004					(186,999)
Q210 CLASS System Loan	(26,091)	13,044					(13,047)
Q211 Library Automation Loan	(407,671)	203,833					(203,838)
Q213 Fuel System	21,875	35,000	1,165				58,040
<b>Total Equipment Reserves</b>	<b>1,538,407</b>	<b>853,881</b>	<b>55,366</b>	<b>(1,173,000)</b>	<b>0</b>	<b>0</b>	<b>1,274,654</b>
<b>Operating Reserves</b>							
Q105 Environmental Control	11,731,664	20,977,835	1,404,274	(9,151,000)	(5,133,220)	(1,000,000)	18,829,553
Q106 Wastewater/Stormwater Management	4,681	12,336,832 *			(12,336,832)		4,681
	<b>11,736,345</b>	<b>33,314,667</b>	<b>1,404,274</b>	<b>(9,151,000)</b>	<b>(17,470,052)</b>	<b>(1,000,000)</b>	<b>18,834,234</b>
Q117 Sludge Tipping Fees	208,079	661,900	2,909			(633,400)	239,488
Q306 Self Insurance	1,701,343	3,285,000	15,750		(3,285,000)		1,717,093
Q308 *** Operations Stabilization	2,299,545		10,553		(403,884)		1,906,214
Q309 Snow & Ice Control	2,580,229		33,019				2,613,248
Q310 Service Improvement	1,706,818	370,000	14,283	(472,000)		(110,000)	1,509,101
Q311 Cemetery Maintenance	39,465	20,000	1,468				60,933
Q312 Heritage & Cultural Tourism	260,349	292,062	12,700	(660,000)			(94,889)**
Q313 Municipal Elections	257,025	200,000	9,638				466,663
Q314 EMO Cost Recovery	205,409	25,000	5,781				236,190
Q315 Special Events	274,704	1,183,333	20,178			(680,000)	798,215
Q316 DNA Costs (HRP and RCMP)	216,881	200,000	3,733		(200,000)		220,614
Q317 Titanic Reserve	2,833		75				2,908
<b>Total Operating Reserves</b>	<b>21,489,025</b>	<b>39,551,962</b>	<b>1,534,361</b>	<b>(10,283,000)</b>	<b>(21,358,936)</b>	<b>(2,423,400)</b>	<b>28,510,011</b>
<b>Total Equipment &amp; Operating Reserves</b>	<b>23,027,432</b>	<b>40,405,843</b>	<b>1,589,727</b>	<b>(11,456,000)</b>	<b>(21,358,936)</b>	<b>(2,423,400)</b>	<b>29,794,666</b>

\* Projected Revenues were inserted to match budgeted expenditures. Finance & Environmental Services are monitoring reserve to ensure non deficit balance.

\*\* Due to year end actuals being lower than anticipated, the Heritage & Culture Reserve is showing a projected negative balance for March 31, 2004. As a reserve cannot have a negative balance, Financial Services will work with the business unit to ensure the reserve does not end in a negative balance, cash flows are monitored, and projects deferred until funding is available.

\*\*\* Interest calculations are based on projected balances, and not actuals. Therefore, interest will be adjusted upon quarterly updates with Council.

**HALIFAX REGIONAL MUNICIPALITY  
RESERVE FUNDS PROJECTION  
To March 31, 2004**

Capital Reserves	Actual March 31, 2003	2003/04 Projected Contributions	2003/04 Projected Interest	2003/04 Capital Budget Withdrawals	2003/04 Operating Budget Withdrawals	2003/04 Other Withdrawals	Projected Balance March 31, 2004
Q101 Sale of Capital Assets	4,117,353	2,685,605	51,668	(1,675,000)		(5,566,187)*	(386,562)**
Q121 Business/Industrial Parks Expansion	5,930,086	2,000,000	191,909	(1,910,000)			6,211,995
Q103 Capital Surplus	1,969,609	128,000	47,934	(80,000)			2,065,543
Q104 Sewer Redevelopment	4,586,152	1,700,000	189,207	(1,350,000)			5,125,359
Q107 Parkland Development	889,599	150,000	25,027				1,064,626
Q119 Sackville Landfill Closure	6,230,422	1,057,000	168,432	(1,224,698)			6,231,156
Q120 Other Lake Landfill Closure	4,931,790	1,038,923	140,885	(250,000)			5,861,598
Q122 Water Treatment Plants Infrastructure	840,316	1,008,000	108,158	(1,000,000)			956,474
Q123 Waste Resources	494,045	5,800,000	125,703	(895,000)			5,524,748
Q124 Upper Sackville Turf	52,958						52,958
Q125 Metro Park Parkade	222,500						222,500
Q126 Strategic Growth Reserve	3,000,000	5,000,000	150,680				8,150,680
Q Rural Fire Reserve		417,500	5,950				423,450
Q Ferry Replacement Reserve		1,000,000	14,251				1,014,251
Q New Capital Replacement Reserve		1,000,000	14,251				1,014,251
Q108 Kingswood Water	3,092		82				3,174
Q110 Windsor Junction Water	35,932	2,000	1,017				38,949
Q112 5594-96 Morris St	32,743	5,500	942				39,185
Q113 Rockingham Community Centre	10,805		285				11,090
Q114 5557 Cunard St	93,901	6,000	2,182				102,083
Q115 Captain William Spry	16,555		595				17,150
Q116 Richmond School	15,104		399				15,503
Subtotal Other	208,132	13,500	5,502				227,134
<b>Total Capital Reserves</b>	<b>33,472,962</b>	<b>22,998,528</b>	<b>1,239,557</b>	<b>(7,160,000)</b>	<b>(1,224,698)</b>	<b>(5,566,187)</b>	<b>43,760,162</b>
<b>TOTAL RESERVES</b>	<b>\$56,500,394</b>	<b>\$63,404,371</b>	<b>\$2,829,284</b>	<b>(\$18,616,000)</b>	<b>(\$22,583,634)</b>	<b>(\$7,989,587)</b>	<b>\$73,544,827</b>

\* Capital withdrawals carried forward from 2002/03 Capital Budget.

\*\* Due to year end actuals being lower than anticipated, the Sale of Land Reserve is showing a projected negative balance for March 31, 2004. As a reserve cannot have a negative balance, Financial Services will work with the business unit to ensure the reserve does not end in a negative balance, cash flows are monitored, and projects deferred until funding is available.

\*\*\* Interest calculations are based on projected balances, and not actuals. Therefore, interest will be adjusted upon quarterly updates with council.





# Halifax Regional Municipality

## Approved 2003-04 Capital Budget by Category

	2003-04 Gross Expenditures	Cost Sharing	Reserves	LIC	Infrast.	2003-04 Total Funding	Capital from Operating	2003-04 Requested Debt
Buildings	10,410,000	0	(1,588,000)	0	(617,000)	(2,205,000)	(1,271,000)	6,934,000
Community & Property Development	2,850,000	0	(260,000)	0	0	(260,000)	(1,840,000)	750,000
Councillor's Funds	920,000	0	0	0	0	0	(920,000)	0
Equipment - Heavy	1,085,000	0	(755,000)	0	0	(755,000)	(200,000)	130,000
Equipment - Light	2,395,000	0	(392,000)	0	0	(392,000)	(1,493,000)	510,000
Fleet	13,181,000	0	(1,093,000)	0	0	(1,093,000)	(3,828,000)	8,260,000
Industrial Parks	1,910,000	0	(1,910,000)	0	0	(1,910,000)	0	0
Information Technology	3,204,000	(95,000)	(240,000)	0	0	(335,000)	(2,869,000)	0
Parks & Playgrounds	6,065,000	(914,000)	(487,000)	0	(1,600,000)	(3,001,000)	(3,064,000)	0
Roads & Streets	12,565,000	(300,000)	0	(700,000)	0	(1,000,000)	(6,430,000)	5,135,000
Sewers	12,641,000	0	(11,501,000)	0	0	(11,501,000)	(120,000)	1,020,000
Sidewalks, Curbs & Gutters	2,970,000	0	0	(750,000)	0	(750,000)	0	2,220,000
Solid Waste	390,000	0	(390,000)	0	0	(390,000)	0	0
Traffic Improvements	2,750,000	(480,000)	0	0	0	(480,000)	(947,000)	1,323,000
	<b>73,336,000</b>	<b>(1,789,000)</b>	<b>(18,616,000)</b>	<b>(1,450,000)</b>	<b>(2,217,000)</b>	<b>(24,072,000)</b>	<b>(22,982,000)</b>	<b>26,282,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget by Business Unit

	2003-04 Gross Expenditures	Cost Sharing	Reserves	LIC	Infrast.	2003-04 Total Funding	Capital from Operating	2003-04 Requested Debt
CAO & General Government	11,311,000	0	(8,131,000)	0	0	(8,131,000)	(3,180,000)	0
Environmental Management Services	1,145,000	0	(1,145,000)	0	0	(1,145,000)	0	0
Financial Services	335,000	0	(205,000)	0	0	(205,000)	0	130,000
Fire & Emergency Services	765,000	0	(80,000)	0	0	(80,000)	(200,000)	485,000
Halifax Regional Library	229,000	0	(160,000)	0	0	(160,000)	(69,000)	0
Planning & Development Services	750,000	0	0	0	0	0	0	750,000
Public Works & Transportation	24,585,000	(780,000)	(3,700,000)	(1,450,000)	0	(5,930,000)	(7,497,000)	11,158,000
Real Property Services	22,977,000	(899,000)	(3,553,000)	0	(2,217,000)	(6,669,000)	(5,799,000)	10,509,000
Recreation, Culture & Heritage	820,000	(15,000)	(580,000)	0	0	(595,000)	(25,000)	200,000
Regional Police Services	150,000	0	0	0	0	0	(150,000)	0
Shared Services	10,269,000	(95,000)	(1,062,000)	0	0	(1,157,000)	(6,062,000)	3,050,000
	<b>73,336,000</b>	<b>(1,789,000)</b>	<b>(18,616,000)</b>	<b>(1,450,000)</b>	<b>(2,217,000)</b>	<b>(24,072,000)</b>	<b>(22,982,000)</b>	<b>26,282,000</b>

# Halifax Regional Municipality

## Approved 2004-05 Capital Budget by Category

	2004-05 Gross Expenditures	Cost Sharing	Reserves	LIC	Infrast.	2004-05 Total Funding	2004-05 Requested Debt
Buildings	17,157,000	(2,000,000)	(4,755,000)	0	(2,610,000)	(9,365,000)	7,792,000
Community & Property Development	4,565,000	0	(355,000)	0	0	(355,000)	4,210,000
Councillor's Funds	920,000	0	0	0	0	0	920,000
Equipment - Heavy	4,460,000	0	(1,770,000)	0	0	(1,770,000)	2,690,000
Equipment - Light	3,651,000	0	(242,000)	0	0	(242,000)	3,409,000
Fleet	19,845,000	0	0	0	0	0	19,845,000
Industrial Parks	250,000	0	(250,000)	0	0	(250,000)	0
Information Technology	2,577,000	(96,000)	0	0	0	(96,000)	2,481,000
Parks & Playgrounds	2,419,000	(100,000)	(150,000)	0	0	(250,000)	2,169,000
Roads & Streets	12,734,000	(300,000)	0	(550,000)	0	(850,000)	11,884,000
Sewers	124,147,000	(30,000,000)	(92,872,000)	0	0	(122,872,000)	1,275,000
Sidewalks, Curbs & Gutters	2,800,000	0	0	(800,000)	0	(800,000)	2,000,000
Solid Waste	150,000	0	(150,000)	0	0	(150,000)	0
Traffic Improvements	6,240,000	(498,000)	0	(1,242,000)	(1,000,000)	(2,740,000)	3,500,000
	<b>201,915,000</b>	<b>(32,994,000)</b>	<b>(100,544,000)</b>	<b>(2,592,000)</b>	<b>(3,610,000)</b>	<b>(139,740,000)</b>	<b>62,175,000</b>

# Halifax Regional Municipality

## Approved 2004-05 Capital Budget by Business Unit

	2004-05 Gross Expenditures	Cost Sharing	Reserves	LIC	Infrast.	2004-05 Total Funding	2004-05 Requested Debt
CAO & General Government	124,414,000	(30,000,000)	(87,802,000)	0	0	(117,802,000)	6,612,000
Environmental Management Services	1,920,000	0	(1,920,000)	0	0	(1,920,000)	0
Financial Services	300,000	0	0	0	0	0	300,000
Fire & Emergency Services	1,242,000	0	(242,000)	0	0	(242,000)	1,000,000
Halifax Regional Library	50,000	0	0	0	0	0	50,000
Planning & Development Services	50,000	0	0	0	0	0	50,000
Public Works & Transportation	32,589,000	(798,000)	(5,400,000)	(2,592,000)	(1,000,000)	(9,790,000)	22,799,000
Real Property Services	31,208,000	(2,000,000)	(4,590,000)	0	(2,610,000)	(9,200,000)	22,008,000
Recreation, Culture & Heritage	935,000	(100,000)	(590,000)	0	0	(690,000)	245,000
Regional Police Services	0	0	0	0	0	0	0
Shared Services	9,207,000	(96,000)	0	0	0	(96,000)	9,111,000
	<b>201,915,000</b>	<b>(32,994,000)</b>	<b>(100,544,000)</b>	<b>(2,592,000)</b>	<b>(3,610,000)</b>	<b>(139,740,000)</b>	<b>62,175,000</b>



# Halifax Regional Municipality

## Approved 2005-06 Capital Budget by Category

	2005-06 Gross Expenditures	Cost Sharing	Reserves	LIC	Infrast.	2005-06 Total Funding	2005-06 Requested Debt
Buildings	16,885,000	(625,000)	(6,230,000)	0	0	(6,855,000)	10,030,000
Community & Property Development	8,370,000	0	(320,000)	0	0	(320,000)	8,050,000
Councillor's Funds	920,000	0	0	0	0	0	920,000
Equipment - Heavy	4,816,000	0	(3,406,000)	0	0	(3,406,000)	1,410,000
Equipment - Light	130,000	0	(80,000)	0	0	(80,000)	50,000
Fleet	19,120,000	0	0	0	0	0	19,120,000
Industrial Parks	0	0	0	0	0	0	0
Information Technology	2,390,000	0	0	0	0	0	2,390,000
Parks & Playgrounds	2,504,000	(25,000)	(200,000)	0	0	(225,000)	2,279,000
Roads & Streets	13,454,000	(300,000)	0	(550,000)	0	(850,000)	12,604,000
Sewers	92,399,000	(4,000,000)	(87,724,000)	0	0	(91,724,000)	675,000
Sidewalks, Curbs & Gutters	2,800,000	0	0	(800,000)	0	(800,000)	2,000,000
Solid Waste	12,350,000	0	(12,350,000)	0	0	(12,350,000)	0
Traffic Improvements	7,600,000	0	(1,250,000)	(1,250,000)	(2,500,000)	(5,000,000)	2,600,000
	<b>183,738,000</b>	<b>(4,950,000)</b>	<b>(111,560,000)</b>	<b>(2,600,000)</b>	<b>(2,500,000)</b>	<b>(121,610,000)</b>	<b>62,128,000</b>

# Halifax Regional Municipality

## Approved 2005-06 Capital Budget by Business Unit

	2005-06 Gross Expenditures	Cost Sharing	Reserves	LIC	Infrast.	2005-06 Total Funding	2005-06 Requested Debt
CAO & General Government	101,054,000	(4,000,000)	(85,854,000)	0	0	(89,854,000)	11,200,000
Environmental Management Services	15,756,000	0	(15,756,000)	0	0	(15,756,000)	0
Financial Services	0	0	0	0	0	0	0
Fire & Emergency Services	480,000	0	(80,000)	0	0	(80,000)	400,000
Halifax Regional Library	50,000	0	0	0	0	0	50,000
Planning & Development Services	0	0	0	0	0	0	0
Public Works & Transportation	33,739,000	(300,000)	(3,200,000)	(2,600,000)	(2,500,000)	(8,600,000)	25,139,000
Real Property Services	27,866,000	(625,000)	(6,070,000)	0	0	(6,695,000)	21,171,000
Recreation, Culture & Heritage	870,000	(25,000)	(600,000)	0	0	(625,000)	245,000
Regional Police Services	0	0	0	0	0	0	0
Shared Services	3,923,000	0	0	0	0	0	3,923,000
	<b>183,738,000</b>	<b>(4,950,000)</b>	<b>(111,560,000)</b>	<b>(2,600,000)</b>	<b>(2,500,000)</b>	<b>(121,610,000)</b>	<b>62,128,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Buildings</b>					
<b>Real Property Services</b>					
1	CBR00748 200 Illsley Ave-Air Quality Improvements	1,200,000	225,000	200,000	100,000
2	CBR00750 200 Illsley Ave-Safety Upgrades	290,000	150,000	200,000	200,000
3	CBR00724 Ferry Terminals-Pontoon Protection	85,000	20,000	0	0
4	CBR00050 Facilities Upgrade-General	1,661,000	425,000	475,000	400,000
5	CB100077 Transit Facilities Upgrades	120,000	280,000	200,000	200,000
6	CBF00444 Station Replacement (4)	5,125,000	1,375,000	0	3,875,000
7	CB100072 HRM Administration Buildings-Upgrades	160,000	283,000	120,000	120,000
8	CB100078 HRM Depots Upgrades	388,000	100,000	200,000	175,000
9	CB100080 Fire Services-Station Upgrades	78,000	250,000	250,000	250,000
10	CB100091 Mainland Commons Recreation Facility	200,000	300,000	7,700,000	0
11	CB200455 Rocky Lake Recreation Centre	0	300,000	1,500,000	0
12	CB100071 Various Recreation Facilities-Upgrades	361,000	404,000	350,000	365,000
13	CB100225 Arena Upgrades	86,000	175,000	150,000	150,000
14	CB200452 HRM Heritage Building Upgrades	0	100,000	150,000	250,000
15	CBG00300 Bicentennial Theatre-Repairs	131,000	45,000	65,000	0
16	CB200240 Management Agreement Community Centres-U	75,000	175,000	200,000	200,000
17	CB100066 Regional Library-Facility Upgrades	62,000	120,000	200,000	200,000
18	CBC00025 Major Facilities Upgrade	967,005	600,000	862,000	900,000
19	CIA00625 Computerized Maintenance System	241,000	50,000	0	0
20	CBR00439 Dingle Tower-Facade Restoration	295,730	50,000	0	0
21	CB200454 Fall River Recreation Centre	0	0	0	1,500,000
22	CBR00069 Cherry Brook Comm Ctr-Reroofing&Misc Rep	170,000	0	0	320,000
23	CB200453 East Dartmouth Recreation Facility	0	0	0	1,000,000
Total		11,695,735	5,427,000	12,822,000	10,205,000
<b>Public Works &amp; Transportation</b>					
1	CBU00237 Snow & Ice Salt Storage	0	0	200,000	200,000
<b>Transit Services Division:</b>					
1	CB200425 Park & Ride Improvement & Expansion	0	500,000	250,000	0
	CB200428 Transit Terminal Upgrade & Expansion	0	1,000,000	500,000	500,000
	CBT00432 Bus Stop Accessibility	0	100,000	150,000	150,000
	CBT00438 New Bus Shelters	0	60,000	60,000	60,000
	CB200427 Satellite Garage Facility	0	0	750,000	5,500,000
	CBT00437 Bus Shelters-Replacement	0	0	60,000	60,000
Total		0	1,660,000	1,970,000	6,470,000

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Recreation Culture &amp; Heritage</b>					
1	CBG00505 Civic Collection Storage	0	50,000	50,000	25,000
2	CBG00306 Evergreen House-Install Heating System	25,000	40,000	25,000	25,000
3	CBG00508 Gill Backdrop-Bicentennial	0	60,000	5,000	0
4	CBG00314 Visitor Information Centres-Interior Upg	25,000	50,000	50,000	0
5	CBG00506 Starr Manufacturing Site	0	15,000	25,000	100,000
6	CBG00301 City Hall-Halifax Hall Improvements	50,000	15,000	10,000	10,000
Total		100,000	230,000	165,000	160,000
<b>Financial Services</b>					
1	CBM00423 Seaview Prk-PCB Site-Decmmissn'g/restor.	0	0	300,000	0
Total		0	0	300,000	0
<b>Shared Services</b>					
0	CB200516 Integrated Dispatch & Telecommunications Project	0	3,050,000	1,850,000	0
Total		0	3,050,000	1,850,000	0
<b>Regional Libraries</b>					
1	CBW00481 Facilities Review & Plan Implementations	0	43,000	0	0
1	CBW00475 Spring Garden Rd Library	0	0	50,000	50,000
Total		0	43,000	50,000	50,000
<b>Total Buildings</b>		<b>11,795,735</b>	<b>10,410,000</b>	<b>17,157,000</b>	<b>16,885,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Community &amp; Property Development</b>					
<b>Planning &amp; Development</b>					
1	CDC00111 Oversized Streets	2,450,000	750,000	50,000	0
	<b>Total</b>	<b>2,450,000</b>	<b>750,000</b>	<b>50,000</b>	<b>0</b>
<b>General Government</b>					
	CDE00105 Regional Planning Programme	150,000	600,000		
	Transportation Infrastructure	0	0	3,000,000	7,000,000
	CDG00271 Cap. Distr. - Downtown Streetscapes	1,063,649	350,000	400,000	400,000
	CDG00490 Cap. Distr. - Urban Design Study	0	500,000	500,000	500,000
	CDG00494 Cap. Distr. - Halifax Waterfront WDCL Partnershi	0	100,000	90,000	100,000
	CDG00332 Capital District-Wayfinding Study & Impl	50,000	70,000	90,000	70,000
	CDG00520 Cap. Distr. - Real Property Opportunities		100,000	100,000	0
	CDG00499 Cap. Distr. - Implement HRM Policy Re:Burying	0	30,000	0	0
	CDG00498 Cap. Distr. - Cogswell Design & Administration	0	150,000	0	0
	CDG00493 Cap. Distr. - Implement Greenway Study	0	10,000	50,000	50,000
	<b>Total</b>	<b>1,263,649</b>	<b>1,910,000</b>	<b>4,230,000</b>	<b>8,120,000</b>
<b>Recreation Culture &amp; Heritage</b>					
1	CDG00509 Heritage Incentive Program	0	50,000	50,000	50,000
2	CDG00305 Deadman's Island-Public Access Pathway	80,000	70,000	35,000	0
3	CDG00311 Scott Manor House-Land Acquisition	225,000	25,000	25,000	25,000
4	CDG00487 Public Art-Repair & New	0	15,000	50,000	50,000
5	CDG00511 Cultural Asset Inventory	0	20,000	50,000	50,000
6	CDG00510 Lighting Granville Mall	0	10,000	25,000	25,000
7	CDG00333 Community History Boards Prog.	35,000	0	50,000	50,000
	<b>Total</b>	<b>340,000</b>	<b>190,000</b>	<b>285,000</b>	<b>250,000</b>
	<b>Total Community &amp; Property Development</b>	<b>4,053,649</b>	<b>2,850,000</b>	<b>4,565,000</b>	<b>8,370,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Councillor's Funds</b>					
<b>CAO &amp; Governance</b>					
CCV00176	District 1 Capital Funds	80,000	40,000	40,000	40,000
CCV00177	District 2 Capital Funds	80,000	40,000	40,000	40,000
CCV00178	District 3 Capital Funds	80,000	40,000	40,000	40,000
CCV00179	District 4 Capital Funds	91,621	40,000	40,000	40,000
CCV00180	District 5 Capital Funds	118,484	40,000	40,000	40,000
CCV00181	District 6 Capital Funds	87,471	40,000	40,000	40,000
CCV00182	District 7 Capital Funds	80,000	40,000	40,000	40,000
CCV00183	District 8 Capital Funds	80,000	40,000	40,000	40,000
CCV00184	District 9 Capital Funds	89,420	40,000	40,000	40,000
CCV00185	District 10 Capital Funds	83,768	40,000	40,000	40,000
CCV00186	District 11 Capital Funds	80,000	40,000	40,000	40,000
CCV00187	District 12 Capital Funds	89,788	40,000	40,000	40,000
CCV00188	District 13 Capital Funds	123,669	40,000	40,000	40,000
CCV00189	District 14 Capital Funds	115,990	40,000	40,000	40,000
CCV00190	District 15 Capital Funds	86,228	40,000	40,000	40,000
CCV00191	District 16 Capital Funds	170,907	40,000	40,000	40,000
CCV00192	District 17 Capital Funds	104,270	40,000	40,000	40,000
CCV00193	District 18 Capital Funds	82,998	40,000	40,000	40,000
CCV00194	District 19 Capital Funds	84,000	40,000	40,000	40,000
CCV00195	District 20 Capital Funds	82,500	40,000	40,000	40,000
CCV00196	District 21 Capital Funds	97,000	40,000	40,000	40,000
CCV00197	District 22 Capital Funds	94,000	40,000	40,000	40,000
CCV00198	District 23 Capital Funds	80,883	40,000	40,000	40,000
Total		2,162,997	920,000	920,000	920,000
	<b>Total Councillor's Funds</b>	<b>2,162,997</b>	<b>920,000</b>	<b>920,000</b>	<b>920,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Equipment - Heavy</b>					
<b>Environmental Management Services</b>					
1	CHI00445 Otter Lake Equipment Replacement <i>Financial Services &amp; Solid Waste are currently reviewing the Otter Lake Reserve Business Case &amp; may have to increase funding to the reserve in years 2 &amp; 3</i>	0	755,000	1,770,000	3,406,000
	Total	0	755,000	1,770,000	3,406,000
<b>Fire Services</b>					
1	CHJ00525 Rural Water Supply	0	200,000	300,000	400,000
	Total	0	200,000	300,000	400,000
<b>Financial Services</b>					
1	CHM00424 Cowie Hill Mntnce Yard-Fuel tank replacement	0	130,000	0	0
	Total	0	130,000	0	0
<b>Public Works &amp; Transportation</b>					
1	CHU00236 Snow & Ice Salt Management	0		200,000	200,000
1	CHU00238 Material Recycling Screen All	0	0	120,000	0
<b>Transit Services Division:</b>					
	CHD00060 Farebox Replacement	100,000		2,070,000	810,000
	Total	100,000	0	2,390,000	1,010,000
	<b>Total Equipment - Heavy</b>	<b>100,000</b>	<b>1,085,000</b>	<b>4,460,000</b>	<b>4,816,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Equipment - Light</b>					
<b>Recreation, Culture &amp; Heritage</b>					
1	CEC00457 Program & Aquatic Equipment	60,000	25,000	25,000	25,000
	Total	60,000	25,000	25,000	25,000
<b>Real Property &amp; Asset Management</b>					
2	CEC00686 Athletic Field/Park Equipment	70,000	25,000	25,000	25,000
	Total	70,000	25,000	25,000	25,000
<b>Shared Services</b>					
1	CHA00160 Trunked Mobile Radio System(TMR)	3,300,000	1,442,000	2,659,000	0
	CED00439 Print on Demand Sys.(T/R Micro Press)	0	107,000	0	0
	Total	3,300,000	1,549,000	2,659,000	0
<b>Fire Services</b>					
1	CEF00702 Opticom Signalization System	240,000	80,000	0	80,000
1	CEJ00517 Fire SCBA Upgrade/Replacement	0	485,000	242,000	0
1	CEY00282 Fire Station Alerting System		0	700,000	
	Total	240,000	565,000	942,000	80,000
<b>Financial Services -</b>					
1	CEM00513 Additional Parking Meters	0	75,000	0	0
2	CEM00514 Hand Held Parking Ticket Issuers	0	130,000	0	0
	Total	0	205,000	0	0
<b>Library Services</b>					
1	CEW00480 Self Check Equipment	0	26,000	0	0
	Total	0	26,000	0	0
<b>Total Equipment - Light</b>		<b>3,670,000</b>	<b>2,395,000</b>	<b>3,651,000</b>	<b>130,000</b>



# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Fleet</b>					
<b>Real Property &amp; Asset Management</b>					
<b>Transit Services Fleet</b>					
	CVD00429 Access-A-Bus Vehicle	0	100,000	100,000	0
	CVD00430 Access-A-Bus Replacement	0	400,000	400,000	400,000
	CVD00433 Service Vehicle Replacement	0	220,000	100,000	100,000
	CVD00434 Conventional Transit Bus Expansion	0	3,080,000	4,390,000	2,640,000
	CVD00435 Conventional Transit Bus Replacement	0	2,125,000	7,225,000	5,950,000
	CVD00436 Bi-annual Ferry Refit	0	150,000	150,000	150,000
	CVD00431 Midlife Bus Rebuild	0	0	0	675,000
	<b>Total</b>	<b>0</b>	<b>6,075,000</b>	<b>12,365,000</b>	<b>9,915,000</b>
<b>Real Property &amp; Asset Management</b>					
<b>Fire Services Fleet</b>					
1	CVJ00223 Apparatus Replacement	2,500,000	2,555,000	2,590,000	4,615,000
1	CVJ00224 Utility Vehicle Replacement	329,000	168,000	0	0
1	CVJ00534 Additional Utility Vehicles	0	50,000	0	0
1	CVJ00252 Rehab Unit	0	350,000	0	0
	<b>Total</b>	<b>2,829,000</b>	<b>3,123,000</b>	<b>2,590,000</b>	<b>4,615,000</b>
<b>Real Property &amp; Asset Management</b>					
<b>Regional Police Fleet</b>					
1	CVK00416 Police Vehicles-Marked (2003/04)	0	710,000	710,000	710,000
1	CVK00417 Police Vehicles-Unmarked (2003/04)	0	247,000	847,000	547,000
	<b>Total</b>	<b>0</b>	<b>957,000</b>	<b>1,557,000</b>	<b>1,257,000</b>
<b>Real Property &amp; Asset Management</b>					
<b>Shared Services Fleet</b>					
1	CVD00413 Fleet Vehicle replacement program		3,026,000	3,333,000	3,333,000
	<b>Total</b>	<b>0</b>	<b>3,026,000</b>	<b>3,333,000</b>	<b>3,333,000</b>
	<b>Total Fleet</b>	<b>2,829,000</b>	<b>13,181,000</b>	<b>19,845,000</b>	<b>19,120,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Industrial Parks</b>					
<b>Real Property Services</b>					
1	CQ200449 AeroTech Business Park: Street Paving	0	1,600,000	0	0
2	CQ200448 Bayers Lake BP: Inventory Additions	0	60,000	0	0
	Total	0	1,660,000	0	0
<b>Public Works &amp; Transportation</b>					
1	CQ200521 Aerotech Park Water Distribution Line Extension	0	250,000	250,000	
	Total	0	250,000	250,000	0
	<b>Total Industrial Parks</b>	<b>0</b>	<b>1,910,000</b>	<b>250,000</b>	<b>0</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Information Technology</b>					
<b>Halifax Regional Library</b>					
CIW00531	Booking Software		160,000		
		0	160,000	0	0
<b>Police Services</b>					
CIK00289	CPIC Interfaces - Hardware & Software	200,000	150,000		
Total		200,000	150,000	0	0
<b>General Government</b>					
CIV00533	Integrated City		250,000	1,212,000	1,800,000
		0	250,000	1,212,000	1,800,000
<b>Shared Services</b>					
CIY00019	Civic Addressing	791,600	350,000	345,000	100,000
CIO00108	Land Information System	1,570,000	727,000	0	0
CIP00763	Computer Aided Dispatch (CAD)	6,385,000	700,000	0	0
CIO00261	Desktop Software Upgrade	0	175,000	175,000	200,000
CIO00262	Computer Network Infrastructure Upgrade		100,000	95,000	90,000
CIN00200	SAP Project (HR Phase II, Other)	195,000	592,000	750,000	200,000
Total		8,941,600	2,644,000	1,365,000	590,000
<b>Total Information Technology</b>		<b>9,141,600</b>	<b>3,204,000</b>	<b>2,577,000</b>	<b>2,390,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Parks &amp; Playgrounds</b>					
<b>CAO &amp; Governance</b>					
	CPG00496 Cap. Distr. - Dartmouth Ferry Terminal Park Upgra	0	100,000	50,000	50,000
	CPG00492 Cap. Distr. - Public Gardens Management Plan	0	80,000	210,000	210,000
	CPG00488 Cap. Distr. - Woodside/Ferry Terminal Trail	0	0	50,000	50,000
	CPG00495 Cap. Distr. - Design Work Halifax Waterfront	0	0	20,000	80,000
	CPG00497 Cap. Distr. - Dartmouth Common	0	0	0	50,000
	Total	0	180,000	330,000	440,000
<b>Recreation, Culture &amp; Heritage</b>					
1	CPG00485 Needham Bells	0	90,000	40,000	50,000
2	CPG00484 Black Heritage Trail	0	10,000	30,000	30,000
3	CPG00483 Sullivan's Pond	0	50,000	125,000	125,000
4	CPG00486 Shubenacadie Canal	0	25,000	45,000	10,000
	Total	0	175,000	240,000	215,000

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Real Property &amp; Asset Management</b>					
1	CPC00303 Playground Upgrades & Replacements	2,041,816	663,000	449,000	449,000
2	CPC00683 Sports Field Upgrades	717,000	170,000	200,000	200,000
3	CPC00304 Ball Field Upgrades	539,753	125,000	125,000	150,000
4	CPC00467 Regional Trails Development	1,075,000	475,000	300,000	300,000
5	CPC00814 Mainland Commons-Halifax	250,000	450,000	0	0
6	CPC00680 Park Upgrades	714,000	365,000	100,000	175,000
7	CPR00316 HRM Wide Tree Planting	335,000	100,000	75,000	75,000
8	CPB00059 HRM Urban Forest Master Plan	100,000	50,000	0	0
9	CPC00313 Regional Park Washroom Facilities	130,000	110,000	100,000	0
10	CPC00684 Sports Courts Upgrades	50,000	50,000	50,000	50,000
11	CPS00042 Halifax Common Upgrades	75,000	50,000	0	0
12	CPC00810 Outdoor/Spray Pools and Fountains	49,685	60,000	75,000	0
13	CPC00682 Skateboarding Facilities	160,000	140,000	100,000	75,000
14	CPS00040 Point Pleasant Park Upgrades	50,000	100,000	0	0
15	CPB00462 Horticulture-Greenhouses	0	25,000	0	0
16	CPC00676 New Park Development	450,000	150,000	0	0
17	CPC00677 New Playground Development	170,000	97,000	100,000	100,000
18	CPB00259 Sustainable Mgmnt Research Proj-Athletic	50,000	30,000	0	0
19	CPC00678 Artificial Turf Sportsfields	4,035,000	2,500,000	0	0
20	CPR00325 Walkways-HRM Wide Program	355,000	0	50,000	50,000
21	CPS00041 Lawn Bowling Facilities	35,000	0	125,000	0
22	CPC00675 Track and Field Upgrades	284,939	0	0	225,000
Total		11,667,193	5,710,000	1,849,000	1,849,000
<b>Total Parks &amp; Playgrounds</b>		<b>11,667,193</b>	<b>6,065,000</b>	<b>2,419,000</b>	<b>2,504,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Roads - New</b>					
<b>Public Works &amp; Transportation</b>					
1	CXR00332 New Paving of Subdvn Sts. Inside Core Ar	5,137,050	800,000	500,000	500,000
1	CXR00483 New Paving-Subd'n Streets Outside Core	1,200,000	600,000	600,000	600,000
Total		6,337,050	1,400,000	1,100,000	1,100,000
<b>Roads - Renewals</b>					
<b>General Government</b>					
	CRG00491 Cap. Distr. - Brick Sidewalk Replacement	0	200,000	220,000	220,000
Total		0	200,000	220,000	220,000
<b>Public Works &amp; Transportation Transit Services Division</b>					
	CRT00426 Transit Road Priorities	0	100,000	100,000	100,000
Total		0	100,000	100,000	100,000
<b>Public Works &amp; Transportation</b>					
0	CRU00231 Other Road Related Works	805,000	680,000	560,000	560,000
1	CYR00991 Paving Renewal	9,442,274	3,855,000	3,900,000	3,900,000
Total		10,247,274	4,535,000	4,460,000	4,460,000
<b>Roads - Resurfacing</b>					
<b>Public Works &amp; Transportation</b>					
1	CZR00355 Main Artery Patching Various Locations	3,315,090	750,000	750,000	750,000
1	CZR00357 Resurfacing Various Locations	39,090,877	5,580,000	6,104,000	6,824,000
Total		42,405,967	6,330,000	6,854,000	7,574,000
<b>Total Roads &amp; Streets</b>		<b>58,990,291</b>	<b>12,565,000</b>	<b>12,734,000</b>	<b>13,454,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Sewers</b>					
<b>CAO &amp; Governance</b>					
	CSE00386 Pollution Control-Halifax Harbour	77,590,000	8,051,000	117,722,000	89,774,000
	<b>Total</b>	<b>77,590,000</b>	<b>8,051,000</b>	<b>117,722,000</b>	<b>89,774,000</b>
<b>Public Works &amp; Transportation</b>					
1	CGR00791 Hughallen Drive Area Storm Sewer	140,000	170,000	0	0
2	CGU00459 Hillside Ave-Storm Sewer Renewal	0	250,000	0	0
3	CGU00504 Briarwood Court-Sanitary/Storm Rehab.	0	210,000	0	0
4	CGR00371 Upgrading Pumping Stations	1,042,000	750,000	500,000	500,000
5	CGR00788 Studies & Investigations(Var.Locations)	287,000	120,000	75,000	75,000
6	CGU00457 Shubenacadie Canal-Lock I Rehabilitation	0	320,000	100,000	0
7	CSU00110 Wastewater Treatment Plants-Upgrades	400,000	350,000	200,000	200,000
8	CSU00138 Aerotech Sewage Treatment Plant-Upgrade	800,000	650,000	750,000	0
9	CGU00461 Sewr Laterals Replacements(Paving Proj.)	0	250,000	300,000	300,000
10	CGU00464 Cleaning of Sewer Outfalls-Var.Locations	0	80,000	0	0
11	CGU00502 Wet Weather Flow Studies	0	100,000	100,000	100,000
12	CGU00501 Environmental Containment-Sewer Cleaning	0	75,000	0	0
13	CGU00460 Fenwick St-Combined Sewer rehabilitation	0	250,000	0	0
14	CGU00467 Rose St-Combined Sewer Rehabilitation	0	85,000	0	0
15	CGU00458 Crescent Ave-Storm Sewer Rehabilitaton	0	200,000	0	0
16	CSU00116 Fairview Overpass-Combined Swr Cleaning	399,995	200,000	650,000	0
17	CSR00802 Sackville Sanitary Sewer System	200,000	250,000	250,000	100,000
18	CGU00503 Twin Cities Pumping Station & Forcemains	0	50,000	250,000	0
19	CGU00465 Fairmount Strom Drainage	0	80,000	0	0
20	CGR00370 Leiblin Park-Storm Sewers	1,344,900	150,000	300,000	300,000
21	CGU00466 Portobello Rd-Drainage & Retaining Wall	0	0	200,000	0
22	CSR00503 Infiltration/Inflow Reduction	1,000,000	0	250,000	250,000
23	CGU00137 Cole Hbr.-Local Storm/Sanitary Sewers	200,000	0	400,000	0
24	CSR00784 Bayer's Lake Industrial Park Forcemain	0	0	800,000	0
25	CSR00803 Roach's Pond-Forcemain	0	0	800,000	0
26	CGR00792 Kempt Rd (Young-Columbus)-Storm Sewer	0	0	500,000	0
27	CSU00317 BLT STP Odour Control System	50,000	0	0	400,000
28	CSU00327 Wellington STP/Frame Subdivision STP	0	0	0	400,000
	<b>Total</b>	<b>5,863,895</b>	<b>4,590,000</b>	<b>6,425,000</b>	<b>2,625,000</b>
<b>Total Sewers</b>		<b>83,453,895</b>	<b>12,641,000</b>	<b>124,147,000</b>	<b>92,399,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Sidewalks - New</b>					
Public Works & Transportation					
1	CJR00956 New Sidewalks	3,020,000	1,830,000	1,600,000	1,600,000
	Total	3,020,000	1,830,000	1,600,000	1,600,000
<b>Sidewalks - Renewals</b>					
Public Works & Transportation					
1	CKU00141 Sidewalk Renewals	3,549,414	1,140,000	1,200,000	1,200,000
	Total	3,549,414	1,140,000	1,200,000	1,200,000
	<b>Total Sidewalks, Curbs &amp; Gutters</b>	<b>6,569,414</b>	<b>2,970,000</b>	<b>2,800,000</b>	<b>2,800,000</b>



# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Solid Waste</b>					
<b>Environmental Management Services</b>					
1	CW100441 Additional Green Carts for New Residents	0	140,000	150,000	150,000
1	CW100442 Cell Closure-Clay Plug	0	250,000	0	0
	CW100446 Otter Lake Cell 4	0		0	12,200,000
<i>Financial Services &amp; Solid Waste are currently reviewing the Otter Lake Reserve Business Case &amp; may have to increase funding to the reserve in years 2 &amp; 3</i>					
	Total	0	390,000	150,000	12,350,000
	<b>Total Solid Waste</b>	<b>0</b>	<b>390,000</b>	<b>150,000</b>	<b>12,350,000</b>

# Halifax Regional Municipality

## Approved 2003-04 Capital Budget

*Includes 2004-05 and 2005-06 Capital Plan*

Priority Number	Project Number & Description	Past Budgets	2003-04 Gross Expenditures	2004-05 Gross Expenditures	2005-06 Gross Expenditures
<b>Traffic Improvements</b>					
<b>Public Works &amp; Transportation</b>					
1	CTU00422 Traffic Signal Compliance Program	0	300,000	300,000	300,000
2	CTU00419 Traffic Signal Rehabilitation	0	200,000	200,000	200,000
3	CTU00421 Highway 111/MicMac Interchange	0	650,000	1,850,000	0
4	CTR00416 Traffic Signal Installation	2,218,407	300,000	390,000	420,000
5	CTR00420 RA5 Replacement	965,000	80,000	80,000	0
6	CTR00905 Intersection Improvement Program	470,000	150,000	320,000	780,000
7	CTU00470 Hammonds Plains Rd Intersection Upgrades	0	250,000	0	0
8	CTR00531 Main St Study Recommendations	350,000	340,000	0	0
9	CTR00908 Transportation Demand Management Program	205,000	60,000	90,000	120,000
10	CTU00420 Bikeway Master Plan Implementation	0	80,000	100,000	120,000
11	CTR00423 Traffic Calming (Consultant Support & Ha	300,000	100,000	100,000	100,000
12	CTR00529 Various Traffic Related Studies	372,000	90,000	110,000	140,000
13	CTR00906 Pedestrian Safety & Access Program	170,000	50,000	50,000	50,000
14	CTR00530 Traffic Signal Control Sys Integration	880,000	50,000	50,000	100,000
15	CTU00337 Controller Cabinet Replacement	52,000	50,000	50,000	0
16	CTR00904 Destination Signage Program	60,000	0	50,000	50,000
17	CTR00417 Young/Windsor/Bayers Intersection Imprv	600,000	0	500,000	0
18	CTU00530 Highway 111/Woodside Connector			2,000,000	5,000,000
19	CTU00418 Highway 111 Pedestrian Overpass	0	0	0	220,000
Total		6,642,407	2,750,000	6,240,000	7,600,000
<b>Total Traffic Improvements</b>		<b>6,642,407</b>	<b>2,750,000</b>	<b>6,240,000</b>	<b>7,600,000</b>
<b>Total Approved Capital Budget</b>		<b>201,076,181</b>	<b>73,336,000</b>	<b>201,915,000</b>	<b>183,738,000</b>

### Funding Sources

Cost Sharing, Reserves and Other Funding Sources	24,072,000	139,740,000	121,610,000
Capital from Operating	22,982,000	28,887,800	24,955,200
New Debt Issued	29,790,000	33,287,200	37,172,800
Less: 2002-2003 Transit Bus Lease	(6,608,000)	0	0
Crespool, Capital Surplus, Other	3,100,000	0	0
<b>Total</b>	<b>73,336,000</b>	<b>201,915,000</b>	<b>183,738,000</b>

# Approved Infrastructure Projects

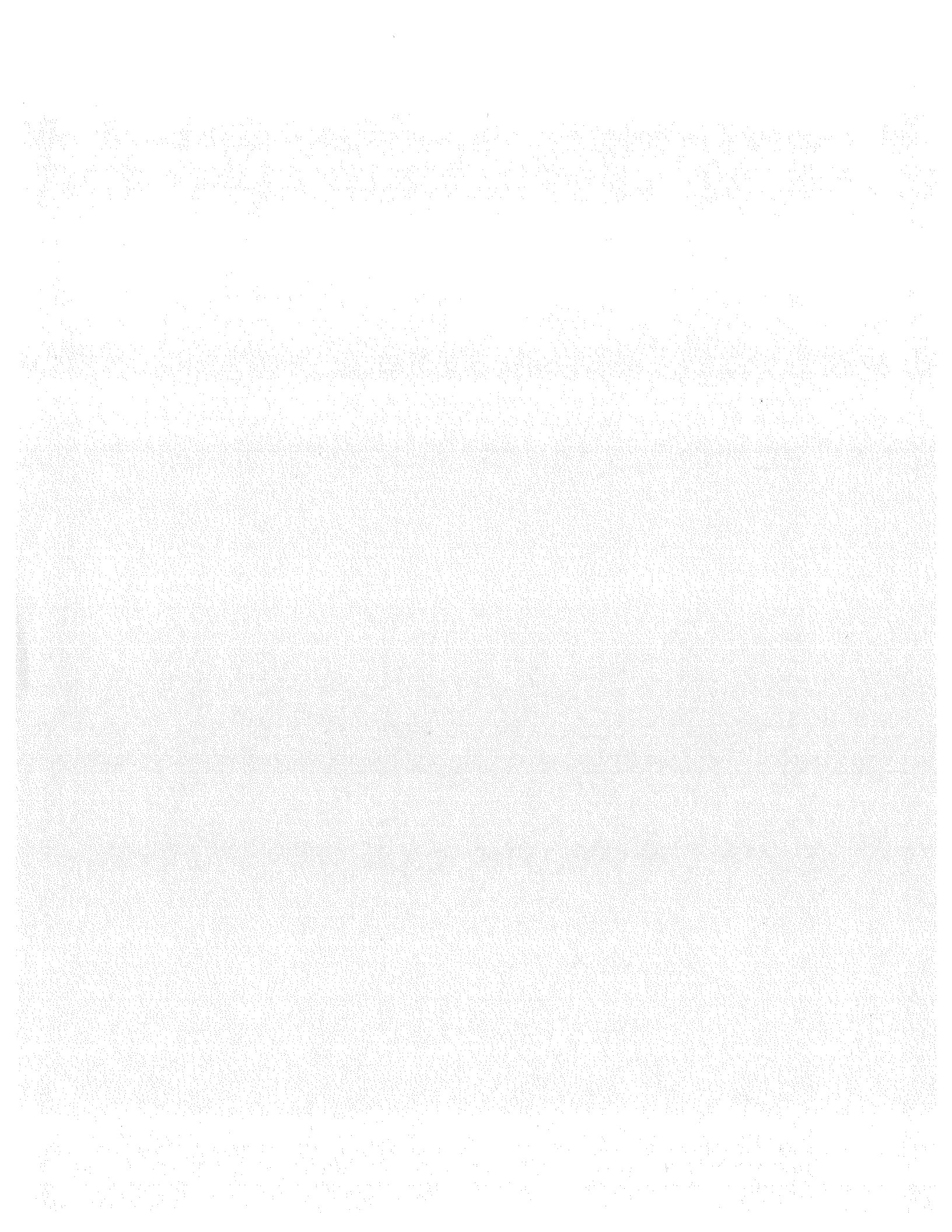
Requested Projects	Total Cost	Federal/ Provincial Share
Little Salmon River Water	1,900,000	1,266,666
Maplewood Water, Phase I	450,000	300,000
Beaverbank Water - Phase IV, A	657,000	438,000
Miller Lake Water	200,000	133,333
Beaverbank Sewer Services - Phase IV AB&C *	6,000,000	4,000,000
Sanitary Sewer Upgrade - MacIntosh Run	1,000,000	667,000
Beaverbank Road Trunk Sewer Upgrade	750,000	500,000
Beaver Bank Water - Phase IV, BC	2,043,000	1,362,000
Beaver Bank Sewer Services - Phase IV D&E	2,700,000	1,800,000
Beaver Bank Water Services - Phase IV D&E	2,400,000	1,600,000
Beaver Bank Water Reservoir	2,500,000	1,667,000
North Preston Recreation Centre	2,972,000	1,981,333
<b>Total</b>	<b>23,572,000</b>	<b>15,715,333</b>
<b>Total Funds Available</b>		<b>25,793,127</b>
<b>Estimated Funds Remaining</b>		<b>10,077,794</b>

# Approved Infrastructure Projects for Remaining Funds

Priority	Requested Projects	Total Cost	Federal/ Provincial Share
1	Other Green Projects *	-	1,750,800
2	Highway 111/Woodside Connector	7,000,000	3,500,000
3	Artificial Outdoor Soccer Facility	2,900,000	1,600,000
4	CB100091 Mainland Commons Recreation Facility (Phase I)	8,000,000	2,810,000
5	Moser River Fire Station	625,000	417,000
<b>Totals</b>		<b>\$18,525,000</b>	<b>\$10,077,800</b>

\* To be allocated to remaining green projects once the funding (HRWC, CIF, LICs) for Herring Cove Water and Sewer is complete. If funding under the Infrastructure Program is not required for the Herring Cove project, it will be reallocated first to the Prince's Lodge Water and Sewer project and than to other remaining green projects.





## GLOSSARY OF TERMS

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<b>ABAP</b>	SAP Programming Language
<b>ABC</b>	Agencies, Boards and Commissions
<b>ADR</b>	Alternate Dispute Resolution
<b>AFIS</b>	Automated Fingerprint Identification System
<b>AMA</b>	Association of Municipal Administrators
<b>ATV</b>	All Terrain Vehicle
<b>AVL/GPS</b>	Vehicle Locators
<b>BIDCs</b>	Business Improvement District Commissions
<b>BMS</b>	Building Management Services ( now Real Property Services )
<b>BSTs</b>	Building Service Technicians
<b>Business Unit ( BU )</b>	The divisions within HRM based on service delivery
<b>By-Law</b>	Legislation approved by Council in accordance with the Municipal Government Act
<b>C&amp;D</b>	Construction & Demolition
<b>CAD/RMS</b>	Computer Aided Dispatch and Records Management System - system to be used by Police, Fire, RCMP & 911
<b>CALUPL</b>	Council of Administrators of Large Urban Public Libraries
<b>CAO</b>	Chief Administrative Officer
<b>CAP sites</b>	Computer sites at the Halifax Regional Library available for public use
<b>CBRM</b>	Cape Breton Regional Municipality
<b>CCC</b>	Capital Cost Contribution
<b>CEPA</b>	Canadian Environmental Protection Act
<b>CFIA</b>	Canadian Food Inspection Agency
<b>CFS</b>	Cubic Feet per Second
<b>CISM</b>	Critical Incident Stress Management
<b>CLASS</b>	Computer system used by Recreation business unit
<b>CLC</b>	Community Liaison Committee
<b>CMC</b>	Community Monitoring Committee
<b>CMHC</b>	Canadian Mortgage and Housing Corp
<b>COW</b>	Committee of the Whole
<b>CPAT</b>	Canadian Physical Ability Test
<b>CPI</b>	Consumer Price Index
<b>CPP</b>	Canadian Pension Plan

<b>CR/CP</b>	Community Relations/Crime Prevention
<b>CRS</b>	Community Recreation Services
<b>CSA</b>	Canadian Standards Association
<b>CSAP</b>	Conseil Scholaire Acadien Provincial
<b>Capital Budget</b>	Items must have a minimum value of \$ 50,000 and a useful life of more than one year
<b>Capital District Task Force</b>	Corporate Initiative to respond to the Capital District of HRM ( downtown Dartmouth & Halifax )
<b>CUPE</b>	Canadian Union of Public Employees
<b>DARE</b>	Drug Abuse Resistance Education
<b>DCAO</b>	Deputy Chief Administrative Officer
<b>DEL</b>	Department of Environment & Labour (Nova Scotia)
<b>DMO</b>	Destination Marketing Organization
<b>DND</b>	Department of National Defense
<b>DOE</b>	Department of Environment
<b>DTA</b>	Duty to Accommodate
<b>EAC</b>	Educational Advisory Committee
<b>EAP</b>	Employee Assistance Program
<b>EDM</b>	Electronic Data Management
<b>ECMA</b>	East Coast Music Awards
<b>EHS</b>	Emergency Health Services
<b>EMO</b>	Emergency Measures Operations
<b>EMT</b>	Executive Management Team
<b>EPA</b>	Educational Program Assistant
<b>EPC</b>	Energy Performance Contract
<b>ERT</b>	Emergency Response Team
<b>ESL</b>	English as a Second Language
<b>E-portal</b>	Tool to allow payments or information to flow from the customer on the HRM Internet site
<b>Employee Survey</b>	Survey conducted to understand employee concerns
<b>Envelope ( budget )</b>	Each business unit has received their base budget with the addition of the cost of living and salary adjustment to allocate to their service delivery
<b>FAC</b>	Facility Advisory Committee
<b>FATE</b>	Firefighters and their Endothelium
<b>FCM</b>	Federation of Canadian Municipalities
<b>FDM</b>	Fire data management system
<b>FI/CO</b>	Modules in SAP financial system - finance and costing
<b>FOIPOP</b>	Freedom of Information and Protection of Privacy
<b>FTE</b>	Full time equivalent
<b>Fiscal accountability</b>	Best value for dollar spent



<b>GF</b>	General Funds
<b>GHG</b>	Greenhouse Gas
<b>GHP</b>	Greater Halifax Partnership
<b>GIS</b>	Geographical Information Systems or under Halifax Regional Police Services: General Investigative Section
<b>GISS</b>	Geographical Information Systems and Services
<b>GSA</b>	General Service Areas
<b>HAC</b>	Heritage Advisory Committee
<b>HHW</b>	Household Hazardous Waste
<b>HIA(A)</b>	Halifax International Airport Authority
<b>HR</b>	Human Resources
<b>HREP</b>	Halifax Regional Environmental Partnership
<b>HRF&amp;ES</b>	Halifax Regional Fire & Emergency Services
<b>HRL</b>	Halifax Regional Library
<b>HRM</b>	Halifax Regional Municipality
<b>HRSB</b>	Halifax Regional School Board
<b>HRP</b>	Halifax Regional Police
<b>HRWC</b>	Halifax Regional Water Commission
<b>HSP/HHS</b>	Harbour Solutions Project/Halifax Harbour Solutions
<b>Hansen</b>	Selected as the Land Information system
<b>IAQ</b>	Indoor Air Quality
<b>ICI</b>	Industrial, commercial, institutional
<b>ICMA</b>	International City Management Association
<b>IRTS</b>	Interim Regional Transportation Strategy
<b>IS</b>	Information Services
<b>IT</b>	Information Technology
<b>ITDC</b>	Integrated Telecommunications & Dispatch Centre
<b>IVR</b>	Interactive Voice Response
<b>Intranet</b>	Internal Internet for staff usage
<b>LIC</b>	Local Improvement Charge
<b>LIS</b>	Land Information system - property based data
<b>LMR</b>	Labour Management Relations
<b>(LTCP)</b>	Long Term Capital Plan - Plan to identify areas of capital expenditures in the long term
<b>LTD</b>	Long Term Disability
<b>LUB</b>	Land Use By-Law
<b>MADD</b>	Mothers Against Drunk Drivers
<b>MAPP</b>	Municipal Association of Police Personnel
<b>MDC</b>	Mobile Digital Computer
<b>MGA</b>	Municipal Government Act
<b>MIRROR</b>	Company who is contracted by HRM Solid Waste

<b>MOU</b>	Memorandum of Understanding
<b>MPS</b>	Municipal Planning Strategy
<b>MRF</b>	Materials Recovery Facility
<b>MYFS</b>	Multi Year Financial Strategy
<b>NEF</b>	New Era Farms Compost Plant
<b>NFPA</b>	National Fire Protection Association
<b>NSAC</b>	Nova Scotia Agricultural College
<b>NSDEL</b>	Nova Scotia Department of Environment & Labour
<b>NSDNR</b>	Nova Scotia Department of Natural Resources
<b>NSDOT</b>	Nova Scotia Department of Transportation
<b>NSEMO</b>	Nova Scotia Emergency Measures Organization
<b>NSUPE</b>	Nova Scotia Union of Public Employees
<b>OHS ( W )</b>	Occupational Health and Safety ( Wellness )
<b>PC</b>	Personal Computer
<b>P &amp; D</b>	Planning and Development
<b>P &amp; R</b>	Parks and Recreation
<b>PAC</b>	Planning Advisory Committee
<b>PCP</b>	Partners for Climate Protection
<b>PD</b>	Professional Development
<b>PDP</b>	Performance Development Process
<b>PIIP</b>	Public Involvement & Information Program
<b>PPP</b>	Priority Placement Program
<b>PSAP</b>	Public Safety Answering Point
<b>PSP</b>	Public School Program
<b>PWT or PW&amp;T</b>	Public Works and Transportation
<b>Park &amp; Ride</b>	Parking space for individuals to ride the transit
<b>Police Study</b>	Study to address the challenges of this service in HRM
<b>QEII</b>	Queen Elizabeth II Health Sciences Centre
<b>RCH</b>	Recreation, Culture & Heritage
<b>RCMP</b>	Royal Canadian Mounted Police
<b>RFP</b>	Request for Proposal
<b>ROW</b>	Right of Way
<b>RPAM</b>	Real Property Asset Management
<b>RRFB</b>	Resource Recovery Fund Board
<b>RWIS</b>	Road Wealth Information System
<b>RAPID</b>	Regionally Applied Police Information Delivery System
<b>Regional Plan</b>	Corporate Initiative to plan growth as a Region
<b>SAIT</b>	Sexual Assault Investigation Team
<b>SAP</b>	Financial system
<b>SAP/HR</b>	Corporate Initiative to implement a Human Resources management system

<b>SAP/PM</b>	Financial system connecting to Plant Management
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SCBA</b>	Self Contained Breathing Apparatus
<b>SES</b>	Special Enforcement Section
<b>SLA</b>	Service Level Agreements
<b>SMT</b>	Senior Management Team
<b>SNS&amp;MR</b>	Service Nova Scotia & Municipal Relations
<b>SOL</b>	Sale of Land Reserve
<b>STP</b>	Sewer Treatment Plant
<b>SW</b>	Solid Waste
<b>Strategic Transit Study</b>	Study to be presented to Council March 5, 2002 to make recommendation on this service
<b>Succession Planning</b>	A program in HRM to facilitate career advancement
<b>TAC</b>	Transportation Association Canada
<b>TBD</b>	To be determined
<b>TCH</b>	Tourism, Culture and Heritage
<b>TDM</b>	Transportation Demand Management
<b>TMR</b>	Truck Mobile Radio - communication system
<b>TUGS</b>	Technical Underground Services
<b>VICLAS</b>	Violent Crime Linkage Analysis System
<b>Vision 20/20</b>	Exercise to obtain the HRM vision of HRM residents and business in 2000
<b>VON</b>	Victorian Order of Nurses
<b>WAB</b>	Watershed Advisory Board
<b>WAN</b>	Wide Area Network
<b>WCB</b>	Workers Compensation Board
<b>WHMIS</b>	Workplace Hazardous Materials Information Systems
<b>WINBY</b>	Want it in my Neighbourhood's Back Yard
<b>WPCP</b>	Water Pollution Control Plant
<b>WW</b>	Waste Water
<b>WWT</b>	Waste Water Treatment

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