

HALIFAX

REGIONAL MUNICIPALITY



HRM Approved Operating Budget 2011/12

Planning for Change
Seizing Opportunities
Safeguarding our Future

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HALIFAX REGIONAL MUNICIPALITY

Approved 2011/2012 Operating & Project Budget

RESOLUTION for Approval of Operating & Project Budget and Tax Rates for Fiscal 2011/2012¹

It is hereby resolved that:

- a) the 2011/2012 Corporate Plan be approved;
- b) the Operating Budget in the amount of **\$758,700,850** gross expenditures (which includes **\$626,267,923** in municipal expenditures), **\$623,106,784** non-departmental revenues, and **\$135,594,066** departmental revenues be approved;
- c) the Project Budget in the amount of **\$144,774,000** be approved;
- d) the general rates of taxation on commercial and business occupancy be set at
 - (i) **\$3.274 for the urban area;**
 - (ii) **\$3.274 for the suburban area; and**
 - (iii) **\$2.928 for the rural area**applied to the full assessed value of the property;
- e) the general rates of taxation on residential and resource property be set at
 - (i) **\$0.7088 for the urban area;**
 - (ii) **\$0.6918 for the suburban area; and**
 - (iii) **\$0.6850 for the rural area**applied to the full assessed value of the property;
- f) the tax rates associated with Transit Tax be set at
 - (i) **\$0.051 for the Regional Transportation tax rate;**

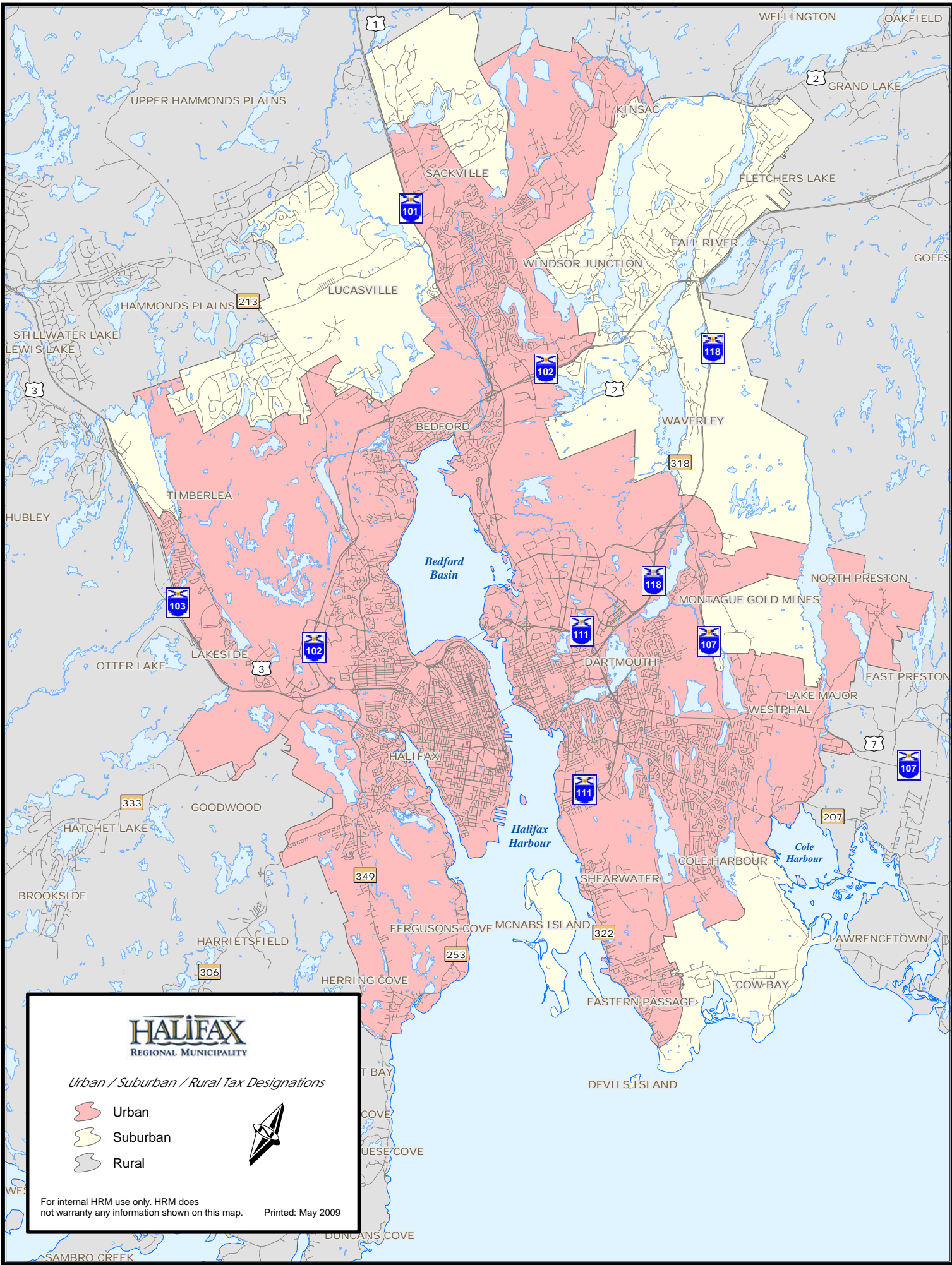
¹ Includes the Resolution approved by Regional Council on April 28, 2011, and area rates approved by Regional Council on November 16, 2010, and June 7, June 28 and July 5, 2011.

(ii) **\$0.105 for the Local Transit tax rate**

applied to the full assessed value of the property;




- g) (i) the boundary of the urban, suburban and rural areas is as delineated in the attached “Tax Structure Map”;
- (ii) the boundary of the Regional Transportation area includes all properties within communities included within the attached “Regional Transportation map”;
- (iii) the boundary for the Local Transit area includes all properties within 1km walking distance of any HRM transit stop.
- h) the **Provincial Area Rate for Mandatory Education** on residential and resource property be set at the rate of \$0.295; and at a rate of \$0.296 for all commercial and business occupancy assessment;
- i) the **Provincial Area Rate for Property Valuation Services** on residential and resource property be set at the rate of \$0.022; and at a rate of \$0.012 for all commercial and business occupancy assessment;
- j) the **Provincial Area Rate for Corrections Services** on residential and resource property be set at the rate of \$0.016; and at a rate of \$0.007 for all commercial and business occupancy assessment;
- k) the **Provincial Area Rate for Metro Regional Housing Authority and Other** on residential and resource property be set at the rate of \$0.007; and at a rate of \$0.007 for all commercial and business occupancy assessment;
- l) **Supplementary Education**, under Section 80 et seq of the Municipal Government Act, shall be set at the rate of \$0.041 to the residential and resource assessment and \$0.122 to the commercial assessment including business occupancy;
- m) **Fire Protection** rates shall be set at \$0.069 for all commercial assessable property, including business occupancy; and at a rate of \$0.023 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.
- n) Area rates shall be set on taxable residential, resource, commercial and business occupancy assessment, as per the attached **Schedule of Area Tax Rates**;
- o) the final tax bills will become due on **Monday, October 31, 2011**;

- p) the interest rate on the Special Reserve Funds, designated as requiring interest under Section 121(2) of the Halifax Charter, be set at the rate of return on funds invested by HRM for the period April 1, 2011 to March 31, 2012;
- q) 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, 2011 to March 31, 2012;
- r) the interest rate on all reserves except for those identified in p) and q) will be set at the rate of return on funds invested by HRM for the period April 1, 2011 to March 31, 2012.



HALIFAX
REGIONAL MUNICIPALITY

Urban / Suburban / Rural Tax Designations

-  Urban
-  Suburban
-  Rural



For internal HRM use only. HRM does not warrant any information shown on this map. Printed: May 2009

Schedule of General and Area Tax Rates

GENERAL TAX RATES

	Residential and Resource Rate	Commercial and Business Occupancy Rate
URBAN AREA		
General Tax Rate for Municipal Services	0.7088	3.274
SUBURBAN AREA		
General Tax Rate for Municipal Services	0.6918	3.274
RURAL AREA		
General Tax Rate for Municipal Services	0.6850	2.928
Provincial Area Rates		
Mandatory Education	0.295	0.296
Property Valuation Services	0.022	0.012
Corrections Services	0.016	0.007
Metro Housing Authority	0.007	0.007

Schedule of Area Tax Rates

	Residential and Resource Rate	Commercial and Business Occupancy Rate
Supplementary Education		
HRM-wide	0.041	0.122
Fire Protection		
To be levied on all assessable property including business occupancy assessment, that is within 1,200 feet of a fire hydrant: Fire Protection (Hydrants)	0.023	0.069
Sidewalks		
District 1 Streetscape Program (not applicable to Resource or Business Occupancy assessment)	\$11.84	Flat Fee
	\$11.84	Flat Fee
Sidewalk Snow Plowing		
For all sidewalks not along Arterial or Transit Routes and not HRM owned	0.017	0.017
Transit Services		
Regional Transportation	0.051	n/a
Local Transit	0.105	n/a
Crosswalk Guards		
Harrietsfield	0.0022	n/a
Hatchett's Lake	0.0022	n/a
Recreation		
Beaver Bank Recreation Centre	0.070	n/a
Bedford Hammonds Plains Community Centre	0.018	0.018
Gordon R. Snow Community Centre	0.063	0.063
Riverline Activity Centre (Dutch Settlement)	0.032	n/a
East Preston	0.050	n/a
Grand Lake Community Centre	0.021	n/a
District 3 Capital	0.024	0.024
Haliburton Highbury	0.023	n/a
Hammonds Plains Common Rate	0.005	n/a
Harrietsfield Williamswood	0.019	n/a

Highland Park		0.005		n/a
Hubbards Recreation Centre		0.031		n/a
Ketch Harbour Area Residents Association (flat fee per dwelling)	\$66.67	Flat Fee		n/a
Kingswood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
LWF Recreation Centre (Urban Core)		0.030		n/a
Lost Creek Community Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Maplewood Ratepayers (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Mineville Community Assoc (flat fee per property)	\$20.00	Flat Fee	\$20.00	Flat Fee
Musquodoboit Harbour		0.005		n/a
Prospect Road Recreation Association		0.012		n/a
Prospect Road Recreation Centre		0.038		n/a
Sackville Heights School Redevelopment		0.010		0.010
St. Margaret's Centre		0.010		0.010
St. Margaret's Bay Village Homeowners' Association	\$60.00	Flat Fee	\$60.00	Flat Fee
Glen Arbour Residents Association	\$65.00	Flat Fee	\$65.00	Flat Fee
Silversides Residents Association (flat fee per property)	\$100.00	Flat Fee	\$100.00	Flat Fee
Upper Hammonds Plains (Maximum of \$300 per property)		0.170		n/a
Westwood Hills Residents Assoc. (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
White Hills Residents Association	\$50.00	Flat Fee	\$50.00	Flat Fee
Waterstone Neighbourhood Association	\$75.00	Flat Fee	\$75.00	Flat Fee
Birch Bear Run Homeowner's Association	\$60.00	Flat Fee	\$60.00	Flat Fee

Business Improvement Districts

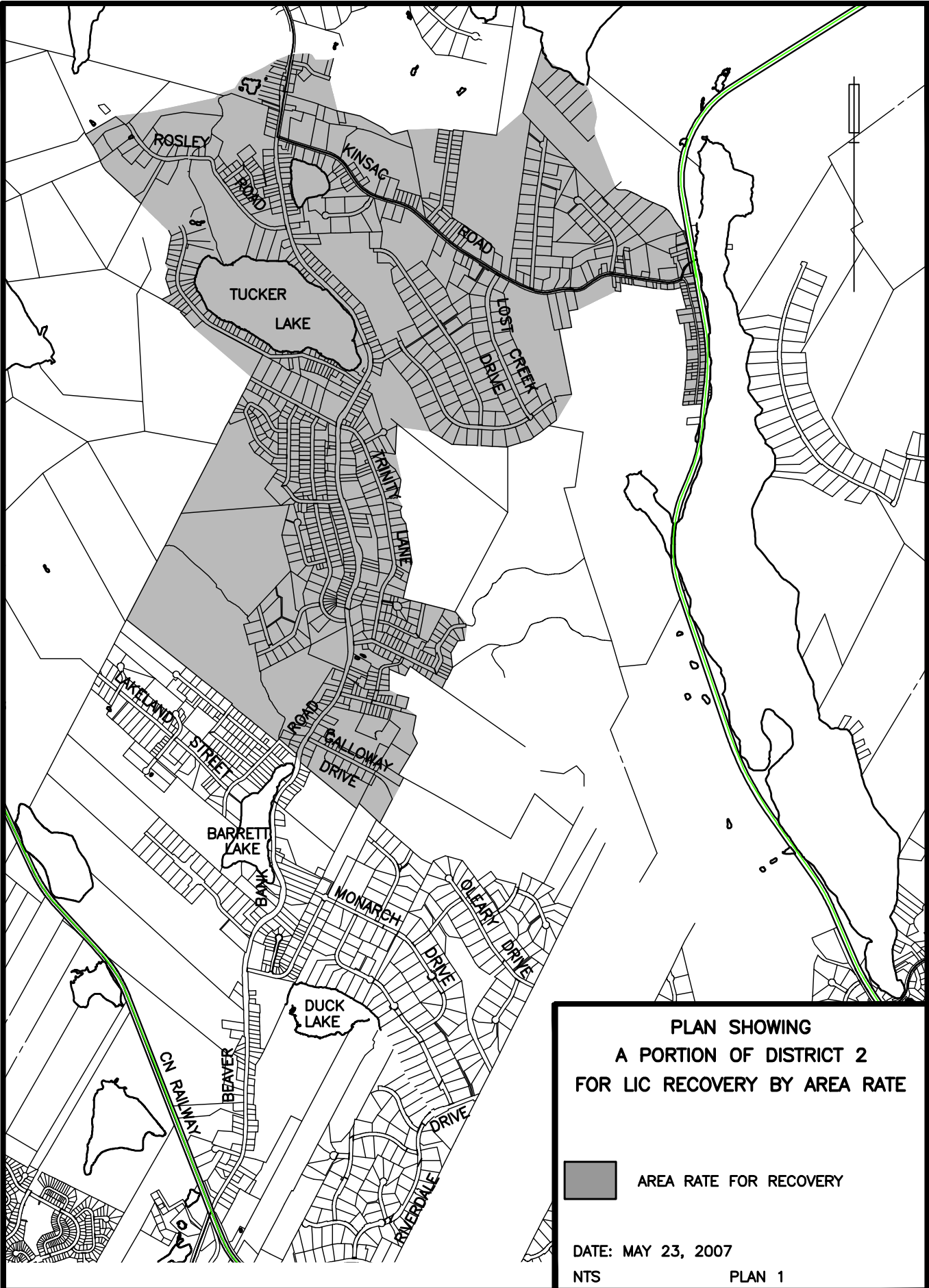
Downtown Halifax				
Commercial (Minimum \$250, Maximum \$24,000)		n/a		0.1012
Business Occupancy (Minimum \$35, Maximum \$24,000)		n/a		0.1718
Downtown Dartmouth				
Commercial (Minimum \$250, Maximum \$8,000)		n/a		0.3900
Business Occupancy (Minimum \$250, Maximum \$8,000)		n/a		0.4800
Spring Garden Road				
Commercial (Minimum \$250, Maximum: \$12,000)		n/a		0.3200
Business Occupancy (Minimum \$50, Maximum \$2,000)		n/a		0.5900
Quinpool Road				
Commercial (Minimum \$250, Maximum \$7,000)		n/a		0.1900
Business Occupancy (Minimum \$100, Maximum \$5,000)		n/a		0.1718
Spryfield & District (Minimum \$125, Maximum \$10,000)				
Commercial		n/a		0.2100
Business Occupancy		n/a		0.2600
Dartmouth Main Street (Minimum \$250, Maximum \$10,000)				
Commercial		n/a		0.1700
Business Occupancy		n/a		0.2100
Sackville Drive				
Commercial (Minimum \$200, Maximum \$7,000)		n/a		0.1400
Business Occupancy (Minimum \$50, Maximum \$750)		n/a		0.1000
Agricola Gottingen: Commercial (Minimum \$50, Maximum \$2,500)		n/a		0.1800

Private Road Maintenance Fees

Petpeswick Drive Improvement Society	\$200.00	Flat Fee	\$200.00	Flat Fee
Three Brooks Homeowner's Association	\$450.00	Flat Fee	\$450.00	Flat Fee
South West Grand Lake Property Owner's Association		Flat Fee Schedule		Flat Fee Schedule
Shag End Lot Owner's Association	\$600.00	Flat Fee	\$600.00	Flat Fee
River Bend Rd & River Court Homeowner's Association		Up to \$350 Flat Fee		Up to \$350 Flat Fee

Local Improvement Charges

O'Connell Dr (Provincial), Exeter Dr, Bali Terrace, Neven Rd & Old Fairbanks Rd	\$160.00	Flat Fee	\$160.00	Flat Fee
Mapped Area of Dist 2 dated May 23, 2007 (Proj 10-243: Beaver Bank Rd fr Meadow Dr to Danny Dr; 1st of 3 years)		0.0831		0.0831
Mapped Area of Dist 9 dated Jan 12, 2011 (Proj 10-252: New Sidewalk for Ilsley Ave fr Raddall to Wright)		n/a		0.0222
Mapped Area of Dist 19 dated May 3, 2010 (Proj 10-260: Sidewalk on Old Sackville Rd fr 1st St to Caroline)		0.0508		0.0508
District 19 Street Paving (Projects 10-223: Chani Dr, Lylewood Dr & Birch Hill Crt)		0.0109		0.0109
District 20 New Sidewalk (Projects 10-222: Hillcrest Ave fr Sackville Dr to Hillside Av)		0.0095		0.0095
District 20 New Sidewalk (Walker Ave: extended to Bus terminal)		0.0106		0.0106
Mapped Area of Dist 22 dated Nov 14, 2008 (Street Paving of Jericho Rd)	\$168.02	Flat Fee	\$168.02	Flat Fee
Mapped Area of Dist 22 dated Sept 23, 2008 (Proj 09-273: St Margarets Bay Rd fr Devonshire to Sleepy Hollow; 1st of 2 yrs)		0.0198		0.0198
Mapped Area of Dist 22 dated Sept 23, 2008 (Proj 10-255: St Margarets Bay Rd fr Sheppards Run to bus shelter)		0.0016		0.0016



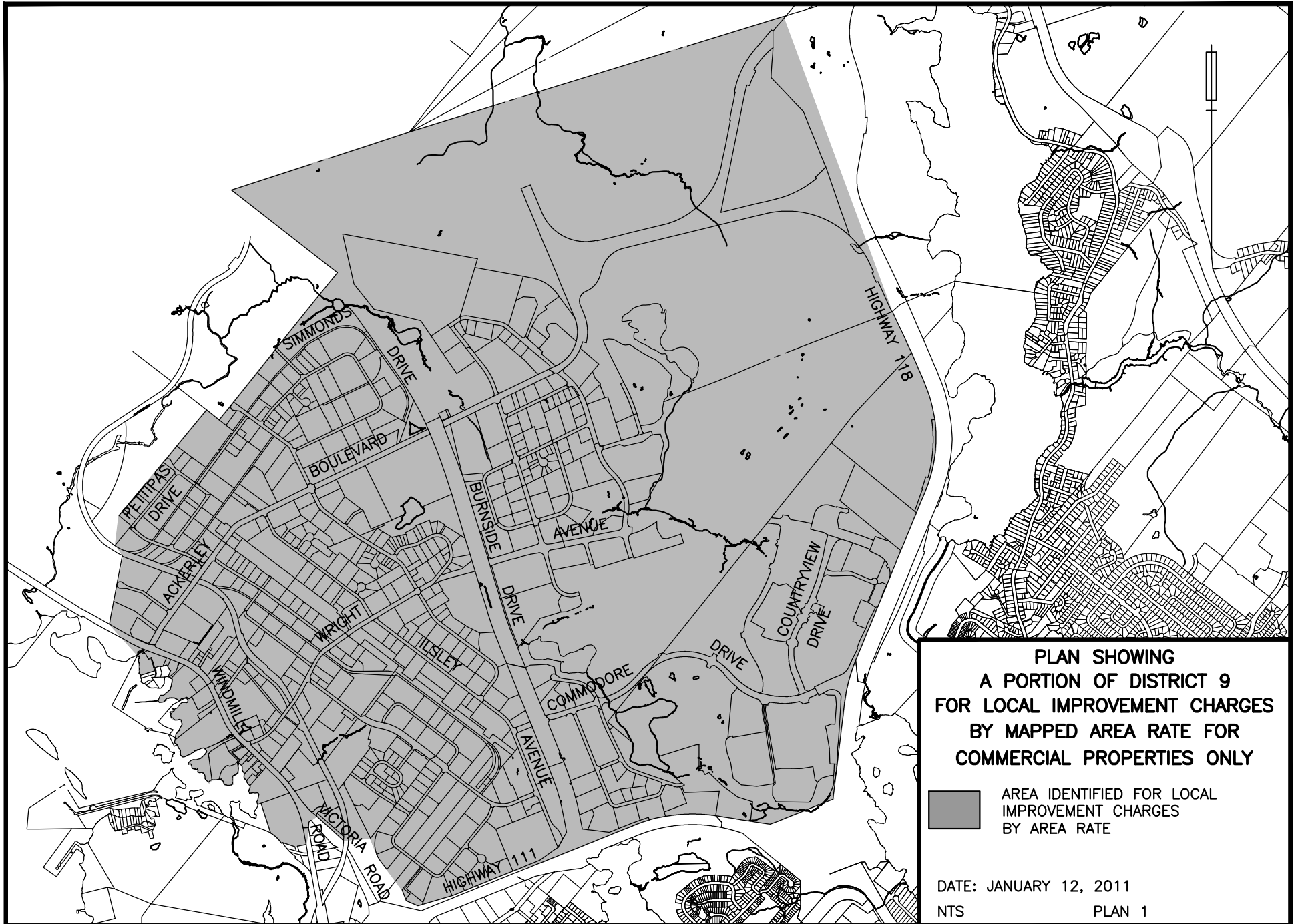
**PLAN SHOWING
A PORTION OF DISTRICT 2
FOR LIC RECOVERY BY AREA RATE**

 **AREA RATE FOR RECOVERY**

DATE: MAY 23, 2007

NTS

PLAN 1



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



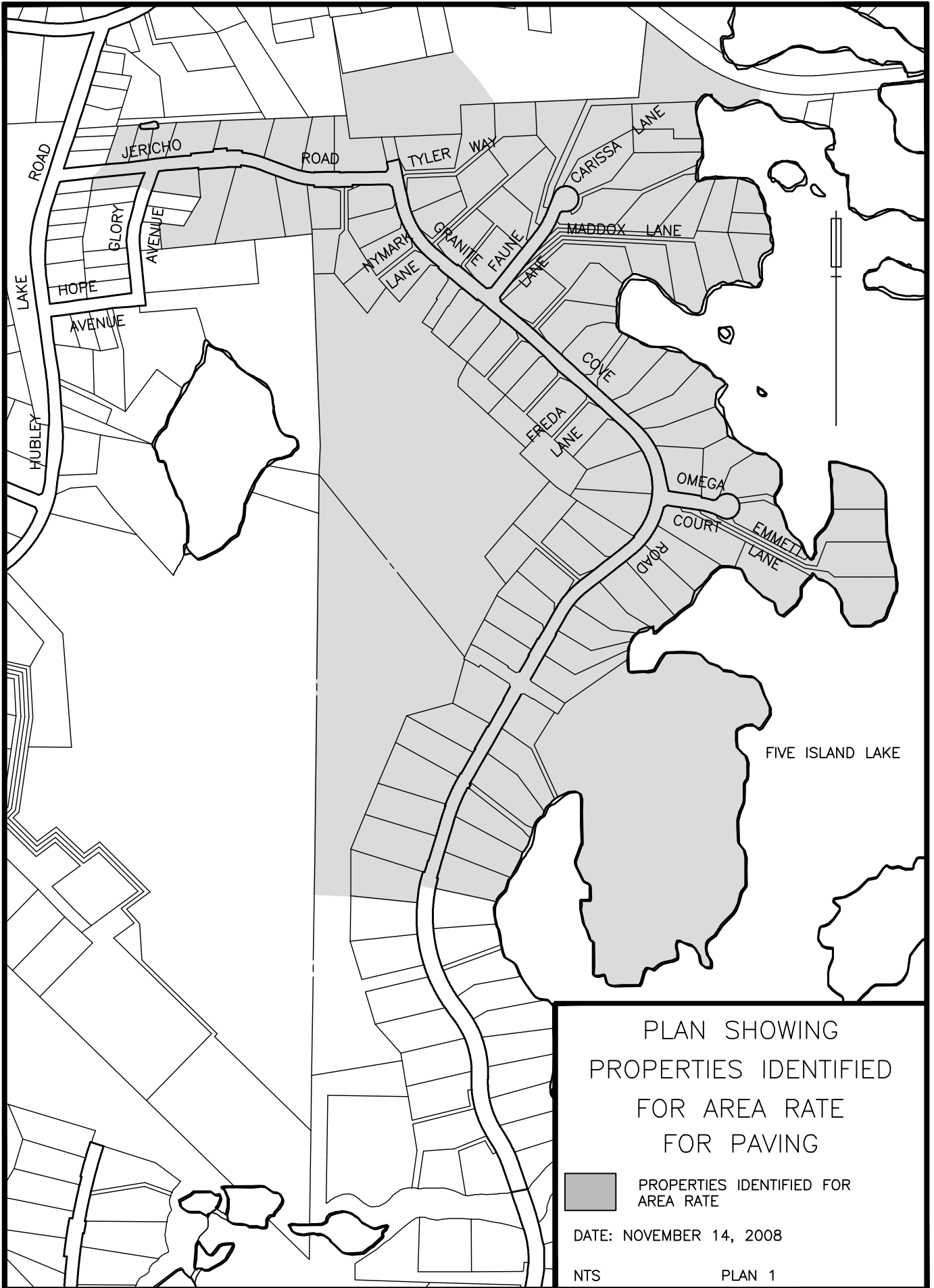
AREA IDENTIFIED FOR LOCAL
IMPROVEMENT CHARGES
BY AREA RATE

DATE: JANUARY 12, 2011

NTS

PLAN 1





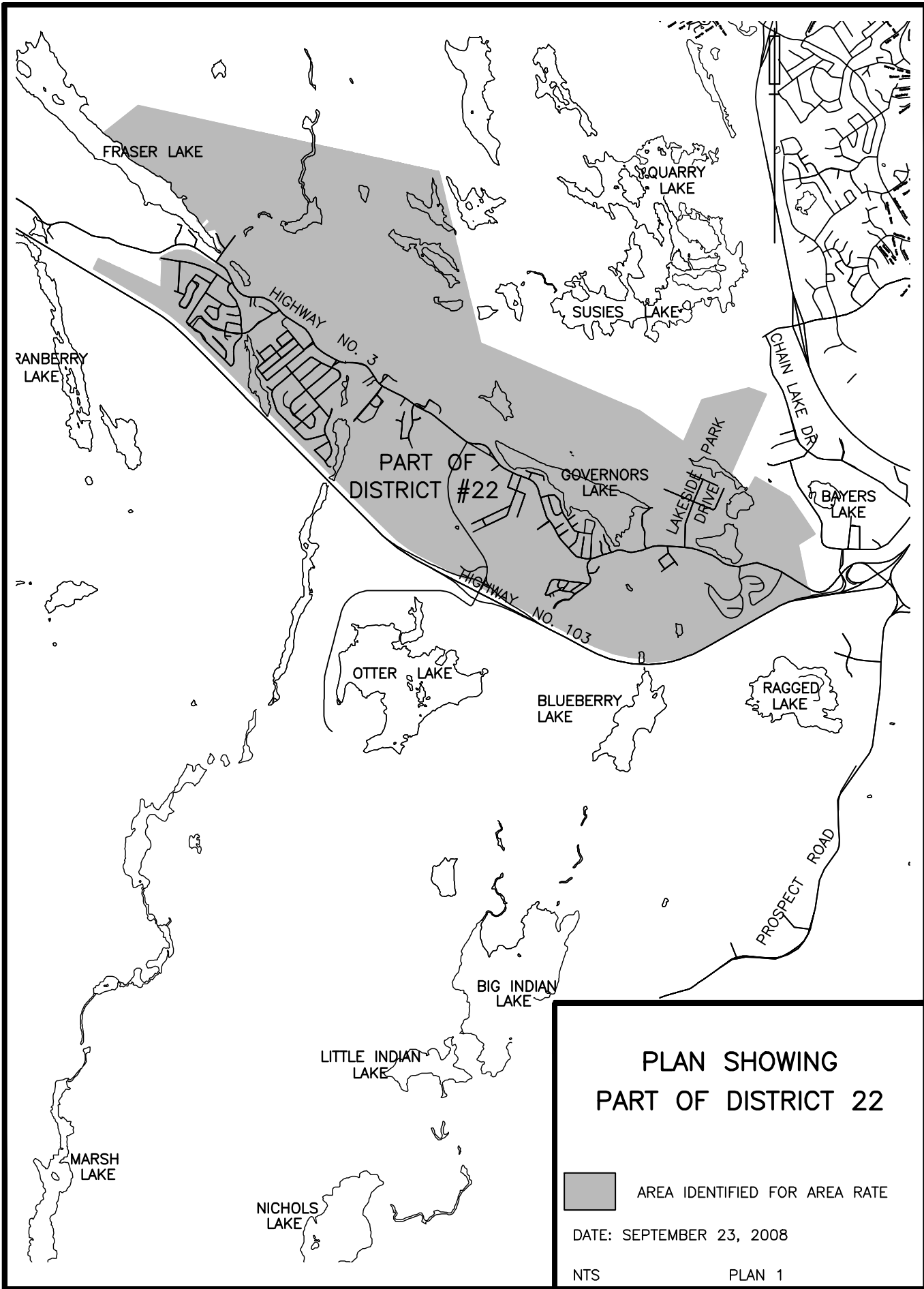
PLAN SHOWING
PROPERTIES IDENTIFIED
FOR AREA RATE
FOR PAVING

■ PROPERTIES IDENTIFIED FOR
AREA RATE

DATE: NOVEMBER 14, 2008

NTS

PLAN 1



**PLAN SHOWING
PART OF DISTRICT 22**

AREA IDENTIFIED FOR AREA RATE

DATE: SEPTEMBER 23, 2008

NTS PLAN 1

INTRODUCTION

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

The land area of the municipality is 5,577 square kilometers (2,224 square miles), which is an area slightly larger than the Province of Prince Edward Island. With approximately 200 communities within its boundaries and a population of 400,000 HRM is Nova Scotia's largest and most diverse municipality. Approximately 43% of the total population of the province resides within HRM (Stats Can, 2010).

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

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

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

HRM Statistics (2010)	
Inflation (Municipal):	4.0%
Inflation (CPI):	2.9%
Population (Stats Can, 2010):	403,000
Population growth (estimate):	0.8 %
Dwelling growth:	1.3 %
Taxable Assessment:	\$32.0 Billion
Avg. Residential Assessment:	
Single Family Home	\$182,400

The Local Economy

While Halifax has a diverse economy, more than 87% of the workforce is employed in the service sector, and less than 13% in the goods sector (2006 Census). Since 2005, 19,000 new jobs have been created in HRM, 11,000 new immigrants have chosen Halifax as their new home and 14,000 new homes have been built (Stats Can, 2010).

Total employment in 2010 averaged about 216,200 jobs. The public sector is the largest employer with approximately 23,000 people working for the three levels of government (federal, provincial and municipal). The total value of building permits in 2008 was about \$692 million. Over 3.5 million passengers came through the Halifax Stanfield International Airport in 2008.

The Municipal Government

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

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

- 1,700 kilometers of streets maintained
- 800 kilometers of sidewalks
- 650 park properties
- 350 playgrounds, 200 ball fields and 180 sports fields
- 280 transit buses, 30 Access-A-Buses, 3 Community Transit Buses, and 3 ferries carrying 19.0 million passengers annually
- 127,000 properties served with curbside collection of recyclables, organics and refuse
- 5 business and industrial parks housing 1,750 businesses
- 14 branch libraries lending 4.6 million items annually
- 4,940 building permits issued in 2007 with a construction value over \$627 million
- approx. 1,000 emergency and non-emergency calls handled by the 911 Centre each day
- 60 fire stations of which 42 are in the rural area
- 47 front line fire trucks in the urban area, and 106 emergency fire vehicles in the rural area
- 138 schools servicing more than 52,600 students

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

Strategy

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

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

Business Plans are required to be developed by all HRM Business Units, including an overview of their operations, a financial and resource-utilization summary, an analysis of the challenges and opportunities facing the Unit, and a summary of the goals for the Business Unit, including specific objectives relating to these goals. Each Business Unit should also provide a summary of their accomplishments against their previous plan, and develop performance measures that they are using to gauge their efforts;

Under HRM's Tax Structure, approved by Council in 2003, there are three general property tax rates (urban, suburban and rural) and variety of area tax rates;

HRM has prepared and approved five-year Capital Plans in the past and this year is in year two of its five-year Capital Plan. Included with this document is a five-year Capital Plan with the 20010-2011 Capital Budget as Year 1. Years 2 through 5 of the plan are planning documents and are subject to revision and alteration by Council.

Council Focus Areas

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

As part of setting the 2011-12 strategic direction Council agreed to retain five Council Focus Area which cover the following strategic topics. These Focus Areas are broken down into categories, and are analyzed in more detail in the Priorities section found in the Corporate Plan:

Transportation
Infrastructure
Public Safety
Community Planning
Governance and Communication

Halifax Regional Municipality Key Map



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

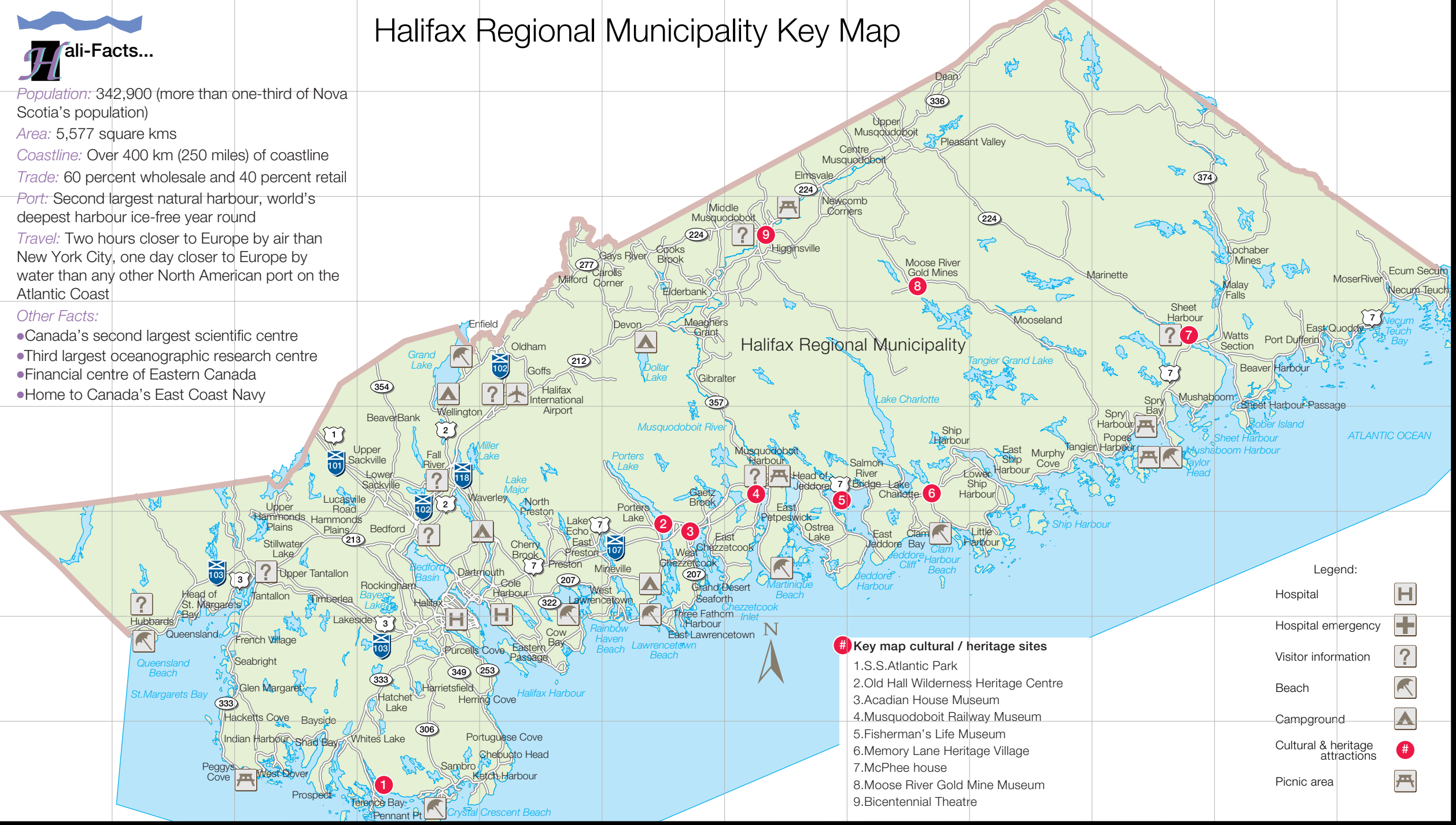
Trade: 60 percent wholesale and 40 percent retail

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 cultural / heritage sites

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

Legend:

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

HALIFAX REGIONAL MUNICIPALITY

HRM CITIZENS

HALIFAX REGIONAL COUNCIL

CHIEF ADMINISTRATIVE OFFICER
Richard Butts

Audit & Finance
Committee

Mayor's Office
Manager, Deborah Chambers

Councillors' Office
Manager, Cathie Barrington

Municipal Auditor General
Larry Munroe

External & Corporate Affairs
Managing Director, Jennifer Church

Human Resources
Director, Cathi Mullally

Finance
Director, Jim Cooke

Business Planning & Information Management
Director, Brad Anguish

Fire & Emergency Service
Chief Director Bill Mosher

Halifax Regional Police - Chief Frank Beazley
RCMP - Supt., Darrell Beaton

Legal & Risk Management
Director, Mary Ellen Donovan

Municipal Clerk
Cathy Mellett

OPERATIONS
Deputy CAO, Mike Labrecque

Community Development
Director, Vacant

Transportation & Public Works
Director, Ken Reashor

Infrastructure & Asset Management
Director, Phil Townsend

Boards and Commissions: Liaison, CAO

- Halifax Water Commission - Carl Yates, General Manager
- Greater Halifax Partnership - Paul Kent, Pres & CEO
- Police Commission - Earl Gosse, Chair

Boards and Commissions: Liaison, Deputy CAO of Operations

- Halifax Regional Library, Judith Hare, CEO

Overview of Budgets

Budget Summary

Operating Budget

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

On December 14, 2010, Regional Council reviewed the Budget Plan for the 2011-12 year and requested staff to complete the preparation of a budget based on an increase in transit area rates to include the additional cost of providing an expanded transit service, and to provide for no increase in the general tax rate. Spending increases were to be limited to the range between CPI and MPI. Any remaining „gap“ would be closed through savings.

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

- The gross amount of the operating budget is \$758.7 million, a net increase of \$32.1 million or 4.3% over the 2010-11 budget.
- Increased demand due to growth in Transit, increased costs to contracts for service, additional contributions to Solid Waste reserves, and additional compensation costs are some of the main reasons for increases to business unit costs.

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

Net Budget

Business Units	2009-10 Budget	2010-11 Budget	2010 - 2011 Actuals	2011-12 Budget	Change	% Change
Business Planning & Information Management	18,859,782	19,280,358	18,234,012	19,123,458	(156,900)	-0.8%
Community Development	19,958,426	20,503,341	18,538,605	20,652,756	149,415	0.7%
Finance	3,604,030	2,029,236	1,941,415	4,976,258	2,947,022	145.2%
Fire & Emergency Services	54,247,800	55,550,216	55,443,495	58,191,091	2,640,875	4.8%
Fiscal Services	(323,190,288)	(325,631,395)	(339,714,475)	(353,489,842)	(27,858,447)	8.6%
Halifax Regional Library	15,148,000	15,541,750	15,519,267	17,535,154	1,993,404	12.8%
Halifax Regional Municipality Police Services	66,381,740	69,168,989	68,884,278	75,015,400	5,846,411	8.5%
Human Resources	4,772,160	4,980,629	4,882,164	5,021,770	41,141	0.8%
Infrastructure & Asset Management	8,116,000	8,283,127	8,104,499	8,262,939	(20,188)	-0.2%
Legal Services & Risk Management	2,194,390	2,228,105	2,238,804	2,425,595	197,490	8.9%
Office of the Auditor General	615,100	659,494	538,726	793,300	133,806	20.3%
Office of the Chief Administrator	9,910,990	10,391,427	10,378,591	10,804,308	412,881	4.0%
RCMP	20,353,100	20,621,300	20,623,155	21,714,200	1,092,900	5.3%
Transportation & Public Works	99,028,770	96,393,423	110,273,670	108,973,613	12,580,190	13.1%
Less Area Rates						
C100 - Area Rate Services			1,434,854			
B060 - Library restricted funds			(39,023)			
A341 - Outside Agencies			6,165			
Accrual adjustment			178,298			
Total General Rate			(2,533,500)			

2011 Project Budget

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

- The gross amount of the project budget is \$144.8 million
- The net amount of the project budget is \$99.7 million net of reserve withdrawals of \$34.9 million, cost sharing of \$6.3 million, \$3.1 million of projects secured with local improvement charges and area rates and \$728,000 in capital cost contribution charges.
- The net project budget will be funded by \$40.4 million of capital from operating, \$3.7 from the Crespool, \$1.2 million from Capital Surplus Reserve, \$24 million from Gas Tax, and borrowing of \$30.4 million or 21% of the gross project budget.

Year	2011									
Asset Class Summary	Total Gross Budget	Cost Sharing	Reserves	LIC/Area Rate	CCC	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget- Ongoing	Impact on Operating Budget- This year only	
Buildings	32,521,000	925,000	5,255,000	500,000	-	6,680,000	25,841,000	1,026,750	581,000	
Business Tools	3,187,000	-	2,460,000	-	-	2,460,000	727,000	95,000	50,000	
Community & Property Development	4,405,000	-	-	-	-	-	4,405,000	80,000	-	
District Activity Funds	1,495,000	-	-	-	-	-	1,495,000	-	-	
Equipment & Fleet	9,935,000	-	630,000	-	-	630,000	9,305,000	-	-	
Industrial Parks	5,400,000	339,000	1,354,000	-	-	1,693,000	3,707,000	-	-	
Metro Transit	19,189,000	450,000	1,700,000	-	-	2,150,000	17,039,000	2,281,893	43,600	
Parks and Playgrounds	7,044,000	1,344,000	500,000	-	-	1,844,000	5,200,000	297,000	-	
Roads & Streets	22,835,000	3,250,000	-	2,117,000	-	5,367,500	17,460,000	-	-	
Sidewalks, Curbs & Gutters	3,495,500	-	-	532,500	-	532,500	2,963,000	20,000	-	
Solid Waste	22,137,000	-	22,137,000	-	-	22,137,000	-	25,000	25,000	
Traffic Improvements	13,138,000	35,000	830,000	-	728,000	1,593,000	11,545,000	76,000	-	
Grand Total	144,781,500	6,343,000	34,866,000	3,149,500	728,000	45,087,000	99,687,000	3,901,643	699,600	

Capital from Operating	40,354,000
Capital Surplus Reserve	1,282,000
Crespool	3,690,000
Debt	30,361,000
Gas Tax	24,000,000
Total Funding	99,687,000

As is the practice begun in 2008-09, Council will approve not only the project budget for the coming year (2011-2012), but also, *in principle*, the detailed project budget plans for the following years. This year, the project budget incorporates a 5 year capital plan with detailed project plans for 2012-13, 2013-14, 2014-15 and 2015-16.

In 2011-12, project spending will see a decrease of \$12.5 million over the 2010-11 budget.

The Long Term Project Plan

	2011	2012	2013	2014	2015
Buildings	25,841,000	20,650,000	20,700,000	19,825,000	20,550,000
Business Tools	727,000	2,000,000	2,000,000	2,000,000	2,000,000
Community & Property Development	4,405,000	4,582,000	4,933,000	5,527,000	5,290,000
District Activity Funds	1,495,000	1,495,000	1,495,000	1,495,000	1,495,000
Equipment & Fleet	9,305,000	12,035,000	9,506,000	8,950,000	9,250,000
Industrial Parks	3,707,000	-	-	-	-
Metro Transit	17,039,000	22,799,000	22,890,000	23,357,000	23,610,000
Parks and Playgrounds	5,200,000	5,900,000	6,000,000	6,000,000	5,950,000
Roads & Streets	17,460,000	19,575,000	19,975,000	21,983,000	22,661,000
Sidewalks, Curbs & Gutters	2,963,000	3,250,000	3,500,000	3,750,000	3,750,000
Solid Waste	-	-	-	-	-
Traffic Improvements	11,545,000	11,245,000	11,306,000	11,690,000	12,727,000
Grand Total	99,687,000	103,531,000	102,305,000	104,577,000	107,283,000
Borrowing and Other Transfers					
Capital from Operating	40,354,000	42,731,000	42,702,000	45,274,000	47,980,000
Capital Surplus	1,282,000				
Crespool	3,690,000	300,000	300,000	300,000	300,000
Debt	30,361,000	35,697,000	34,500,000	34,200,000	34,200,000
Gas Tax	24,000,000	24,803,000	24,803,000	24,803,000	24,803,000
Total Funding	99,687,000	103,531,000	102,305,000	104,577,000	107,283,000

The main changes in HRM's five (5) year Capital Plan relate to the expiry of infrastructure funding and the financing of projects approved in 2009/10 under various Federal and Provincial funding plans. HRM received Economic Stimulus Funding and Build Canada (Major Infrastructure Funding) in 2009/10, 2010/11 and again in 2011/12.

Reserve Budget

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

- Reserve balances are projected to increase from \$28.9 million to \$55.3 million.
- Equipment and operating reserves will increase by \$657,000.
- Capital Reserves show an increase of \$26 million. This increase is primarily due to a contribution of \$12.5 million to the Waste Resources Reserve to plan for future expenditures. Within capital reserves there is a \$24 million contribution and corresponding expense related to Gas Tax projects.

Key Assumptions

Economics and Demographics

- The Consumer Price Index (CPI) is currently estimated for the year at 2.9%. The CPI does not, however, include the goods and services typically purchased by municipalities. Inflation for HRM Municipal Price Index (MPI), based on its typical purchases, is estimated to rise by 4.0% (Conference Board of Canada, 2011).
- HRM has budgeted for fuel prices of \$95 per barrel of oil.
- The number of dwelling units will increase by 1.3% while population will increase by 0.9%.

Revenue

- The budget does not increase HRM's overall residential general property tax rates or transit area rates.
- Commercial tax rates have been adjusted for the phase-out of the Business Occupancy Tax.
- The deed transfer tax rate will not change.

Expenditures

- The 2011-12 operating budget assumes there will be no surplus or deficit in 2010-11.
- Debt charges for HRM are \$36.6 million principal and \$10.7 million interest and other charges for a total cost of \$47.3 million. This represents 6.6% of gross operating expenditures. Debt charges are found in both Fiscal Services and operating business units.
- For 2011-12, HRM has estimated it will pay \$ 6.66 million for its share of the cost of operating the provincial property assessment system.
- Collective agreements re-openers will be negotiated with several unions in 2011-12. Funds have been set aside to allow for these negotiations.

Significant Budgetary Issues and Challenges

Infrastructure

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

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

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

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

HRM is now required to be able to report on all of the assets owned by the municipality, their condition, their expected remaining useful life, and their estimated value as part of new financial accounting requirements for Nova Scotia municipalities. HRM's Asset Management Project is well underway, and will provide information to refine and improve HRM's infrastructure planning and project budgeting.

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

Provincial Assessment Cap

In 2006, the Province of Nova Scotia enacted legislation which reduced the cap on property assessment increases from 10% (as set in 2005) to the Consumer Price Index (CPI). The cap applies only to certain homes and excludes apartment buildings, household improvements and commercial assessment. For the 2011-12 tax year, the cap has been set at the CPI rate of 2.9%. While market values of single-family homes have increased nearly 5%, on average, these increases have been capped at 2.9% or less for over 88% of homes.

Revenue Capacity

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

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

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

On the revenue side, HRM depends on taxation, grants and user charges to support its services and programs. Each of these sources has limited room for expansion. Ten years ago, HRM was facing a heavy debt burden with large debt servicing payments. With the introduction of the Multi-Year Financial Strategy in 1998, HRM has been steadily paying down this debt and limiting new debt issued. This has reduced the annual debt servicing payments required, freeing up more of HRM's revenue for other purposes.

Under Nova Scotia provincial legislation, municipalities may not budget for a deficit. Therefore, any increase in spending levels is fully dependent on either raising additional revenue or reallocating resources (funding new initiatives with the money saved by reducing or eliminating existing programs). This is something that is looked at each year within business units as they work with given levels of funding to provide the most important services in support of municipal objectives.

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

Other Challenges Ahead

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

- A recovering economic situation;
- The pending retirement of a significant number of senior HRM staff and difficulty in recruitment and retention of new employees; and
- Changes in technological tools needed to deliver municipal and planning for future technological needs.

SERVICE REVIEW PROCESS

In 2009, Regional Council approved a new Service Review Process; an evaluation whereby specific municipal services are selected and systematically reviewed and analyzed to determine the most appropriate way to deliver them.

Service Review is not a project but an ongoing continuous improvement process which supports HRM's efforts to create capacity, measure service efficiency and effectiveness and adjust services to meet the changing needs and priorities of the community.

Service Review involves asking ten questions:

1. Do we really need to be in this business/service?
2. What outcomes do council/the community want from this service?
3. How does current performance compare to expected performance?
4. Do the activities logically lead to the expected outcomes?
5. How is demand for the service being managed?
6. What are the full costs and benefits of the service?
7. How can benefits and outputs of the service be increased?
8. How can the number and cost of inputs be decreased?
9. What are the alternative ways of delivering the service?
10. How can a service change be best managed, implemented and communicated?

Answering these questions requires extensive analysis and consultation with stakeholders, including staff and Council, to ensure that the choices made are informed by the goals and values that are important to the organization and the community.

Each year a number of program areas are selected for review. Reports on potential for efficiencies and improvements are reflected in budget allocations for future years.

Disaster Financial Assistance

On September 28, 2003, Hurricane Juan, a category 2 storm, hit central Nova Scotia passing directly over Halifax Regional Municipality and a state of emergency was declared. In addition to the large clean up effort and emergency response required, the Municipality suffered significant damage to its critical infrastructure. In fiscal years 2003/04 through 2006/07, a total of \$23.8 million in clean up and recovery costs were incurred. While a portion of these costs have been recovered through insurance claims, charitable donations and the overall operating budget in each of those years, there is an estimated recovery of \$17 million under the Disaster Financial Assistance Agreement (DFAA) which has been accrued in the financial statements. An advance of \$11.5 million has been received against the estimated total recoverable under the DFAA program.

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

Principles of Budgeting and Accounting

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

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

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

The project budget is funded through a variety of sources, including reserve funds, operating funds, grants and debt. As part of the project budget, estimates are developed and approved for individual projects. Under the MGA, only a one-year project budget may be approved by Council, however a 5-year project plan is presented to Council for approval, in principle only, of years 2 through 5. Nova Scotia municipalities are required to do any capital borrowing through the Nova Scotia Municipal Finance Corporation.

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

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

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

As at March 31, 2009, HRM's financial statements, prepared in accordance with PSAB, included \$9.0 million in amounts to be recovered from future revenues.

For fiscal year ending March 31, 2010, HRM implemented PSAB sections 1200 Financial Statement Presentation and 3150 Tangible Capital Assets. Section 1200 establishes general reporting principles and standards for the disclosure of information in government financial statements. Section 3150 requires governments to record and amortize their tangible capital asset in their financial statements. In prior years, tangible capital asset additions were expensed in the year of acquisition or construction.

In conjunction with the implementation of Section 3150, HRM has introduced a Tangible Capital Asset Policy whereby only assets meeting the tangible asset criteria in the policy will be budgeted as capital. As a result, certain projects are being transferred from the capital to the operating budget. These include grants/donations to various organizations for capital improvements to their assets, infrastructure project costs associated with Provincial or Halifax Water capital assets, general study costs, business park lot inventory costs and expenditures which would be more of a maintenance cost as opposed to a tangible capital asset cost. These projects and the applicable funding will be transferred, therefore, no net impact on HRM's overall budget.

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

The Annual Business Planning & Budgeting Process

Every year, Halifax Regional Council reviews and establishes its strategic priorities through the "Council Focus Area" process. Council debates their priority issues and, as a result, produce the refined Focus Areas. These provide guidance for staff in establishing business plans and budgets for the upcoming fiscal period. These Council Focus Areas represent the priorities of the community as determined by Council, and staff ensures that all municipal services align with these priorities to the extent of available resources.

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

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

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

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

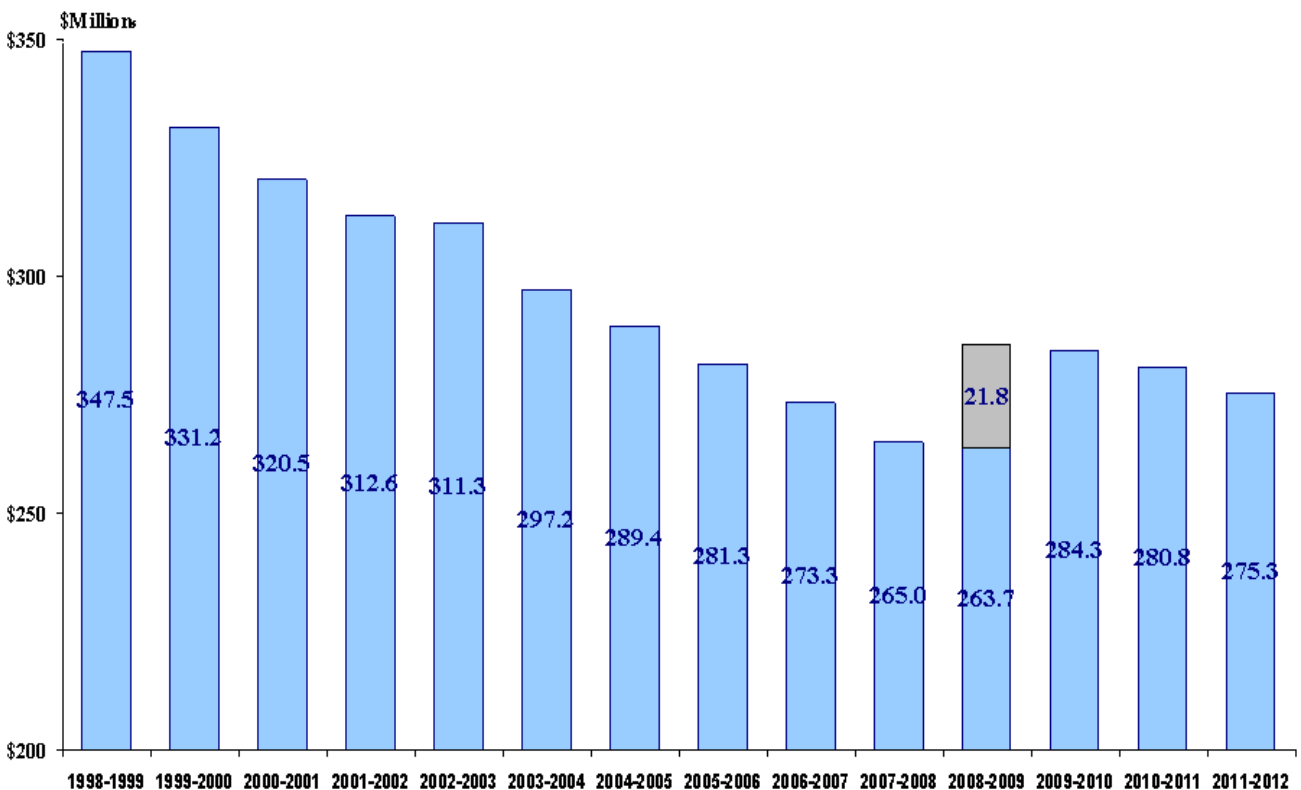
A Multi-Year Financial Strategy (MYFS)

The Multi-Year Financial Strategy (MYFS)

HRM's business planning and budgeting system has its origins in Council's Multi-Year Financial Strategy, approved in 1999. An important component of that policy is the debt strategy. The goal of the original Capital Debt Policy was to reduce overall capital debt, provide predictability around debt available for the project budget each year and to provide improved structure around the project budget and related assumptions.

In 2009, the Debt Servicing Plan was reviewed and revisions were approved by Council. Based on that review, the objective is to grow the Project Budget while reducing reliance on debt, and, increasing capital from operating. The goal is to eventually have all ongoing "Base" Projects (ie: recapitalization) funded through Capital from Operating or Reserves and to use debt only for new "Capability" projects. To achieve this, targets for debt and capital from operating have been set based on a "per dwelling unit" amount. Tax supported debt per dwelling will be reduced by 3% each year. To support the project budget, Capital from Operating per dwelling will grow by 3% each year over the consumer price index (inflation). The combination of these two factors will allow the project budget to grow but the proportion of that budget being funded by debt to fall.

HRM Debt outstanding at March 31 of each year is estimated as follows:



HRM Tax Structure

Approved Tax Structure Model

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

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

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

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

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

HRM has changed the way it collects the existing transit taxes. Starting in 2009, existing transit taxes, that had been contained within the general rates, will be arranged as two separate tax rates. A Regional Transportation rate (5.1 cents per \$100 of assessment) will cover services such as the MetroLink, MetroX and Ferries. The cost for these regional services will be shared by almost all taxpayers. Secondly, local transit routes (such as routes 1 through 89 and community transit) will be paid by those who live within a one-km walk of a transit stop. This Local Transit area rate will be 10.5 cents per \$100 of residential assessment.

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

Assessments and Taxation

Assessments

HRM receives an updated property assessment roll in late December of each year.

Property assessments in Nova Scotia reflect market values. In 2005 the Province instituted a cap on increases in the value of residential assessment. In 2007-08 the cap was set at 10%. The cap has since been set at the Consumer Price Index. For 2011-12, the assessment cap rate is 2.9%. The cap rate is set by the Province of Nova Scotia in accordance with the provincial Assessment Act.

In the 2011 assessment base, residential assessments within HRM have increased from \$25.9 billion to \$27.6 billion. The total increase was almost \$1.8 billion or 6.8%. The average single-family home in HRM increased in value from \$182,100 to \$191,100 or 4.9%. Most of the remaining increase was due to the addition of new properties.

Overall, property tax assessments are up from \$31.6 billion to \$33.8 billion. This is an increase of more than \$2.1 billion or 6.7%.

Residential Assessment: up \$1.8 Billion or 6.8%
Commercial Assessment: up \$363 million or 6.7%
Residential General Tax: up \$12.4 million or 6.9%
Commercial General Tax: up \$11.8 million or 6.8%
Property Tax Revenues: up \$24.1 million or 6.7%
Deed Transfer Taxes: up \$2.4 million or 8.0%

Property Tax Assessments

	2010-11		2011-12	
	Taxable Value	Taxable Value	Growth	% Growth
Residential	25,868,591,900	27,633,987,900	1,765,396,000	6.8%
Resource	188,639,300	200,729,700	12,090,400	6.4%
Sub-Total	26,057,231,200	27,834,717,600	1,777,486,400	6.8%
Commercial	5,434,369,900	5,797,535,300	363,165,400	6.7%
Business Occupancy	156,206,200	149,379,396	-6,826,804	(4.4)%
Sub-Total	5,590,576,100	5,946,914,696	356,338,596	6.4%
TOTAL	31,647,807,300	33,781,632,296	2,133,824,996	6.7%

Taxation

Rates for 2011-12 are as follows:

Residential & Resource Property Tax Rates				
per \$100 of Assessed Value				
	2010-11	2011-12	\$ Change	% Change
General Rates				
Urban	0.7088	0.7088	0.000	0.0%
Suburban	0.6918	0.6918	0.000	0.0%
Rural	0.6850	0.6850	0.000	0.0%
Mandatory Provincial Rates				
Education	0.3060	0.2950	(0.011)	(3.6)%
Property Valuation Services	0.0230	0.0220	(0.001)	(4.3)%
Correction Services	0.0220	0.0160	(0.006)	(27.3)%
Metro Regional Housing Authority	0.0030	0.0070	0.004	133.3%
Transit Area Rates				
Regional Transportation	0.0510	0.0510	0.000	0.0%
Local Transit	0.1050	0.1050	0.000	0.0%
Supplementary Education (1)	0.045	0.041	(0.004)	(8.9)%
Fire Protection	0.0260	0.0230	(0.003)	(11.5)%

(1) Commencing in 2010-11, there is only one residential Supplementary Education rate for all of HRM.

Commercial & Business Occupancy Property Tax Rates
per \$100 of Assessed Value

	2010-11	2011-12	\$ Change	% Change
General Rates				
Urban	3.257	3.274	0.017	0.5%
Suburban	3.257	3.274	0.017	0.5%
Rural	2.899	2.928	0.029	1.0%
Mandatory Provincial Rates				
Education	0.333	0.296	(0.037)	(11.1)%
Property Valuation Services	0.013	0.012	(0.001)	(7.7)%
Correction Services	0.010	0.007	(0.003)	(30.0)%
Metro Regional Housing Authority	0.004	0.007	0.003	75.0%
Supplementary Education (1)	0.133	0.122	(0.011)	(8.3)%
Fire Protection	0.075	0.069	(0.006)	(8.0)%

(1) Commencing in 2010-11, there is only one commercial Supplementary Education rate for all of HRM.

Based on the new general tax rates, tax revenue for 2011-12 is projected to be as shown below:

Municipal General Property Tax Revenues
(After Assessment Appeals)

	<u>2010-11</u>	<u>2011-12</u>	Change	% Change
Residential Property Tax	181,573,000	194,017,000	12,444,000	6.9%
Resource Property Tax	1,288,000	1,371,000	83,000	6.4%
Commercial Property Tax	174,489,000	186,278,000	11,789,000	6.8%
Business Occupancy Tax	4,956,000	4,759,000	(197,000)	(4.0)%
Total	<u>362,306,000</u>	<u>386,425,000</u>	<u>24,119,000</u>	<u>6.7%</u>

Based on the proposed tax rates, net property tax revenues are expected to increase from \$362.3 million to \$386.4 million. This is an increase of \$24.1 million or 6.7%.

Commercial Assessments

Commercial and Business Occupancy taxation is important to HRM from two perspectives. First, it provides a significant source of property tax revenues. Historically, commercial properties pay tax at a much higher tax rate than residential properties. While this provides a significant portion of HRM property tax revenues, it also means that HRM is vulnerable to an economic downturn in the commercial sector. Secondly, commercial taxation and the services received by the commercial sector can have an important impact on the competitiveness of HRM's economy.

Currently, Nova Scotia has two types of commercial assessments. Commercial assessment is levied on real property. However, due to the phase out of Business Occupancy Tax, most businesses no longer pay business occupancy taxes. Only 230 business occupancy (financial and insurance class) accounts remain. These accounts will be phased out for the 2013-14 fiscal year.

While taxable commercial assessment has risen by 6.7% in 2011, the Business Occupancy assessment has declined slightly. Overall, BOT and commercial assessments increased by more than \$350 million in 2011.

The lost revenues due to the phase out of the Business Occupancy assessment are being recaptured through an increase in the commercial tax rate.

Accounting for Staff within HRM

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

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

Corporate FTE Overview

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

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

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

Corporate Summary of FTEs:

Business Units	As of March 31, 2010	As of March 31, 2011
Business Planning & Information Management	166	163
Chief Administrative Office	62	63
Community Development	242	242.5
Financial Services	203.5	198.5
Fire & Emergency Services	494	494
Human Resources	48	50
Infrastructure & Asset Management	109	104
Legal Services	25	26
Halifax Regional Library	277.9	290.75
Halifax Regional Police	750.5	747.5
RCMP	178	178
Transportation & Public Works - Operations	537	551
Transportation & Public Works - Metro Transit	747	797
Total:	3839.9	3905.25

* Does not include new positions required by completion of Projects – see Project Budget OCC reports

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

Summary Financial Information for Halifax Regional Municipality

Net Budget

Business Units	2009-10 Budget	2010-11 Budget	2010 - 2011 Actuals	2011-12 Budget	Change	% Change
Business Planning & Information Management	18,859,782	19,280,358	18,234,012	19,123,458	(156,900)	-0.8%
Community Development	19,958,426	20,503,341	18,538,605	20,652,756	149,415	0.7%
Finance	3,604,030	2,029,236	1,941,415	4,976,258	2,947,022	145.2%
Fire & Emergency Services	54,247,800	55,550,216	55,443,495	58,191,091	2,640,875	4.8%
Fiscal Services	(323,190,288)	(325,631,395)	(339,714,475)	(353,489,842)	(27,858,447)	8.6%
Halifax Regional Library	15,148,000	15,541,750	15,519,267	17,535,154	1,993,404	12.8%
Halifax Regional Municipality Police Services	66,381,740	69,168,989	68,884,278	75,015,400	5,846,411	8.5%
Human Resources	4,772,160	4,980,629	4,882,164	5,021,770	41,141	0.8%
Infrastructure & Asset Management	8,116,000	8,283,127	8,104,499	8,262,939	(20,188)	-0.2%
Legal Services & Risk Management	2,194,390	2,228,105	2,238,804	2,425,595	197,490	8.9%
Office of the Auditor General	615,100	659,494	538,726	793,300	133,806	20.3%
Office of the Chief Administrator	9,910,990	10,391,427	10,378,591	10,804,308	412,881	4.0%
RCMP	20,353,100	20,621,300	20,623,155	21,714,200	1,092,900	5.3%
Transportation & Public Works	99,028,770	96,393,423	110,273,670	108,973,613	12,580,190	13.1%
Less Area Rates						
C100 - Area Rate Services			1,434,854			
B060 - Library restricted funds			(39,023)			
A341 - Outside Agencies			6,165			
Accrual adjustment			178,298			
Total General Rate			(2,533,500)			

Gross Expenditure Budget

Business Units	2009-10 Budget	2010-11 Budget	2010 - 11 Actuals	2011-12 Budget	Change	% Change
Expense						
Business Planning & Information Management	19,203,482	19,757,658	18,852,624	19,540,758	-216,900	-1.1%
Community Development	35,994,343	37,040,918	39,571,646	38,323,847	1,282,929	1.9%
Finance	11,957,130	12,860,619	12,959,812	13,927,058	1,066,439	8.3%
Fire & Emergency Services	54,792,300	56,203,716	55,878,604	58,844,591	2,640,875	4.7%
Fiscal Services	255,565,551	264,092,123	270,719,181	269,616,942	5,524,819	2.1%
Halifax Regional Library	19,673,900	20,852,551	21,048,803	22,845,955	1,993,404	9.6%
Halifax Regional Municipality Police Services	74,949,140	78,173,889	78,217,034	82,516,900	4,343,011	5.6%
Human Resources	4,772,160	5,060,629	4,956,956	5,101,770	41,141	0.8%
Infrastructure & Asset Management	8,186,000	8,373,927	8,272,423	8,333,325	(40,602)	-0.5%
Legal Services & Risk Management	2,338,390	2,456,105	2,487,427	2,619,695	163,590	6.7%
Office of the Auditor General	615,100	659,494	548,403	793,300	133,806	20.3%
Office of the Chief Administrator	10,198,390	10,507,827	10,559,826	10,884,908	377,081	3.6%
RCMP	20,353,100	20,621,300	20,624,300	21,714,200	1,092,900	5.3%
Transportation & Public Works	185,020,619	189,913,068	203,427,724	203,637,601	13,724,533	7.2%
Expense Total	703,619,605	726,573,824	748,124,764	758,700,850	32,127,026	4.3%
Less Area Rates						
C100 - Area Rate Services			(1,143,220)			
B060 - Library restricted funds			(206,023)			
A341 - Outside Agencies			83,500			
Accrual adjustment			178,299			
Total General Rate	703,619,605	726,573,824	747,037,320	758,700,850	32,127,026	

HRM 2011/2012
Approved Budget

Business Units	2009-10 Budget	2010-11 Budget	2010 - 11 Actuals	2011-12 Budget	Change	% Change
Revenue						
Business Planning & Information Management	(343,700)	(477,300)	(618,612)	(417,300)	(60,000)	-12.6%
Community Development	(16,035,917)	(16,537,577)	(21,033,041)	(17,671,091)	(1,133,154)	3.4%
Finance	(8,353,100)	(10,831,383)	(11,018,397)	(8,950,800)	(1,880,583)	-17.4%
Fire & Emergency Services	(544,500)	(653,500)	(435,109)	(653,500)	(0)	0.0%
Fiscal Services	(578,755,839)	(589,723,518)	(610,433,656)	(623,106,784)	(33,383,266)	5.7%
Halifax Regional Library	(4,525,900)	(5,310,801)	(5,529,536)	(5,310,801)	(0)	0.0%
Halifax Regional Municipality Police Services	(8,567,400)	(9,004,900)	(9,332,756)	(7,501,500)	(1,503,400)	-16.7%
Human Resources	(0)	(80,000)	(74,792)	(80,000)	(0)	0.0%
Infrastructure & Asset Management	(70,000)	(90,800)	(167,923)	(70,386)	(20,414)	-22.5%
Legal Services & Risk Management	(144,000)	(228,000)	(248,624)	(194,100)	(33,900)	-14.9%
Office of the Auditor General		(0)	(9,678)	(0)	(0)	
Office of the Chief Administrator	(287,400)	(116,400)	(181,235)	(80,600)	(35,800)	-30.8%
RCMP	(0)	(0)	(1,145)	0	(0)	
Transportation & Public Works	(85,991,849)	(93,519,645)	(93,154,054)	(94,663,988)	(1,144,343)	1.2%
Revenue Total	(703,619,605)	(726,573,824)	(752,238,558)	(758,700,850)	(32,127,026)	4.3%
Less Area Rates						
C100 - Area Rate Services			2,578,074			
B060 - Library restricted funds			167,000			
A341 - Outside Agencies			(77,336)			
Total General Rate	(703,619,605)	(726,573,824)	(749,570,820)	(758,700,850)	(32,127,026)	

HRM 2011/2012
Approved Budget

Summary by Revenue and Expense Types	2009-10 Budget	2010-11 Budget	2010 - 11 Actuals	2011-12 Budget	Change	% Change
Tax Revenue	(393,618,884)	(405,363,198)	(409,747,650)	(433,072,927)	(27,709,729)	6.8%
Area Rate Revenue	(167,428,414)	(170,914,490)	(171,560,383)	(174,672,692)	(3,758,202)	2.2%
Tax Agreements	(3,830,000)	(8,734,940)	(8,640,733)	(8,373,000)	361,940	-4.1%
Payments in Lieu of taxes	(29,514,900)	(28,842,098)	(30,097,400)	(31,353,000)	(2,510,902)	8.7%
Transfers from other Gov't	(10,812,700)	(11,548,494)	(11,563,562)	(11,246,750)	301,744	-2.6%
Interest Revenue	(5,715,000)	(3,632,000)	(5,883,821)	(6,150,000)	(2,518,000)	69.3%
Fee Revenues	(73,896,800)	(79,039,833)	(78,833,494)	(77,227,004)	1,812,829	-2.3%
Other Revenue	(18,718,807)	(18,414,671)	(35,911,515)	(16,605,477)	1,809,194	-9.8%
Interdepartmental Revenue	(84,100)	(84,100)			84,100	-100.0%
Total Revenues	(703,619,605)	(726,573,824)	(752,238,558)	(758,700,850)	(32,127,026)	4.4%
Compensation and Benefits	274,181,859	283,079,879	291,312,444	301,227,652	18,147,773	6.4%
Office	8,818,668	9,007,946	9,981,264	9,299,688	291,742	3.2%
External Services	76,703,407	79,567,746	84,106,481	84,128,874	4,561,128	5.7%
Supplies	3,636,780	3,577,083	3,198,131	3,639,981	62,898	1.8%
Materials	3,543,450	3,446,185	4,734,166	3,440,657	(5,528)	-0.2%
Building Costs	18,231,580	17,193,582	18,971,759	19,009,672	1,816,090	10.6%
Equipment & Communications	11,566,591	10,399,840	10,742,616	11,041,630	641,790	6.2%
Vehicle Expense	21,284,000	19,042,292	23,307,378	20,576,648	1,534,356	8.1%
Other Goods & Services	22,176,240	30,656,999	16,237,444	22,541,751	(8,115,248)	-26.5%
Interdepartmental	(390,000)	(230,387)	52,946	(11,310)	219,077	-95.1%
Debt Service	49,420,788	48,526,859	59,753,809	50,028,633	1,501,774	3.1%
Other Fiscal	214,446,242	222,305,800	225,726,326	233,776,974	11,471,174	5.2%
Total Expenditures	703,619,605	726,573,824	748,124,764	758,700,850	32,127,026	4.4%
Less Area Rates						
Area Rate Revenue			2,394,838			
Fee Revenues			1,525			
Other Revenue			271,375			
Total Revenues			2,667,738			
Compensation and Benefits			(163,299)			
Office			(1,235)			
External Services			(187,250)			
Supplies			(17,536)			
Materials			35,328			
Building Costs			(163,939)			
Equipment & Communications			(44,543)			
Vehicle Expense			2,705			
Other Goods & Services			(160)			
Interdepartmental			(306)			
Debt Service			(1,155,400)			
Other Fiscal			608,191			
Total Expenditures			(1,087,444)			
Total General Rate			(2,533,500)			

Office of the Auditor General

Budget 2011/12

The Office of the Auditor General Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$659
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	84
2	Decrease in professional fee budget	40
3	Net increase in other miscellaneous changes	10
2011/12 Budget		\$793

Auditor General

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A317 Bus Process & QA	285,100		(3,865)			
G100 Off of the Aud Gen	330,000	659,494	542,591	793,300	133,806	20
* Total	615,100	659,494	538,726	793,300	133,806	20

Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A317 Bus Process & QA	285,100		(3,865)			
G100 Off of the Aud Gen	330,000	659,494	552,269	793,300	133,806	20.3
* Total	615,100	659,494	548,403	793,300	133,806	20.3

Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
G100 Off of the Aud Gen			(9,678)			
* Total			(9,678)			

Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	463,800	585,129	500,251	668,916	83,787	14.3
* Office	21,900	24,010	18,868	24,029	19	0.1
* External Services	61,300	16,400	7,929	56,400	40,000	243.9
* Supplies	10,000		381			
* Equipment & Communications	2,500	1,200	6,317	1,200		
* Vehicle Expense			27			
* Other Goods & Services	55,600	92,755	24,471	92,755		
* Other Fiscal		(60,000)	(9,842)	(50,000)	10,000	(16.7)
** Total	615,100	659,494	548,403	793,300	133,806	20
Revenues	2009 Budget	2010 Budget	2010 Actual	2011 Budget	Budget Var.	Var as %
* Other Revenue			(9,678)			
** Total			(9,678)			
Net Surplus/(Deficit)	615,100	659,494	538,726	793,300	133,806	20.3

Office of the Chief Administrative Officer

Business Plan - 2011/12

Mission: *To effectively achieve community outcomes and implement Council priorities by providing information, support, and guidance to Regional Council and leading the administration of the organization.*

Business Unit Overview:

The Office of the Chief Administrative Officer is accountable for achieving the goals established by Regional Council. The Business Unit is comprised of the Chief Administrative Officer and Deputy Chief Administrative Officer of Operations, as well as divisions within the Business Unit that report directly to the CAO or DCAO. The CAO Office supports the Mayor and Council, provides vision and leadership to municipal staff, and ensures the implementation of HRM's corporate direction and strategies (i.e. Council Focus Areas, Corporate Plan Community Outcome Areas and Administrative Outcomes).

Chief Administrative Officer Richard Butts	The Chief Administrative Officer (CAO) is the head of the administrative branch of the government of HRM and is accountable to Regional Council. The CAO provides leadership in the development and implementation of policies and programs approved by Council and ensures the corporation has the resources and processes needed to address corporate strategies, such as Council Focus Areas and Community Outcome Areas. In addition, the CAO provides direction and oversight to HRM's corporate business units - Finance, Human Resources, Legal Services, and Business Planning and Information Management, as well as the Municipal Clerk's Office, and oversees Halifax Regional Fire and Emergency Services and Halifax Police Services.
Deputy Chief Administrative Officer, Operations Mike Labrecque	The Deputy Chief Administrative Officer of Operations (DCAO-Ops) provides direction and oversight to HRM's operational business units – Transportation and Public Works, Infrastructure and Asset Management, and Community Development. The DCAO-Ops approves council reports, business plans and budgets for operational business units; and provides leadership to the Senior Management Team (SMT), which consists of all business unit Directors.
Office of the Municipal Clerk Cathy Mellett	The Municipal Clerk's Office supports the legislative process of municipal government, including municipal elections, by providing procedural, electoral and record keeping services to Regional Council, Community Councils, boards, committees and commissions, the public and staff. The Office facilitates public access to the legislative process, in order to ensure the balance of compliance with legislative requirements and openness of the decision-making process.
Council Support Office Cathie Barrington	The Council Support Office coordinates constituent relations, communications, and administrative support to members of Regional Council. The office liaises with constituents and HRM staff to investigate issues or concerns, and shares information to support elected officials.

- Office of the Mayor**
Deborah Chambers
- The Office of the Mayor coordinates constituent relations, communications, and administrative support to the Mayor. The office liaises with constituents and HRM staff to investigate issues or concerns, and shares information to support the Mayor.
- External and Corporate Affairs**
Jennifer Church
- External and Corporate Affairs provides strategic advice and support to the corporation on a wide range of initiatives by building relationships, strengthening the corporate image, managing partnerships, and creating opportunities for effective integration. The unit encompasses public affairs; marketing design and print services; corporate affairs; corporate policy; intergovernmental affairs; economic policy; internal communications; and CAO office coordination.
- Summary of Business Unit Structure Changes:**
- One Deputy Chief Administrative Officer (DCAO) position has been left vacant and reporting responsibilities transferred directly to the CAO.

Core Operations and Services provided:

- Leadership and oversight of HRM’s administration, which includes nine core business units, with a total staff complement of approximately 3,700 full and part-time employees;
- Legislative and administrative support to the Mayor and 23 Councilors, each Councillor representing an average of close to 17,000 residents;
- Legislative and record keeping support to Regional Council, six Community Councils, Standing Committees and Boards and Committees of Council, as well as the public and staff;
- Oversight and administration of more than 120 municipal by-laws;
- Oversight and administration of Municipal and School Board Elections;
- A full service Marketing, Graphic Design, and Print section which completed more than 1,800 marketing projects and 7,600,000 impressions for printing and copying;
- Support to the Economic Strategy and HRM’s economic development partners, such as the Greater Halifax Partnership and Destination Halifax;
- Management of HRM’s Public Affairs and Corporate Communications functions;
- Management of relationships with government and community partners, including seven formal Memorandums of Understanding (MOUs) which better define and coordinate HRM’s relationship with external stakeholders.

Funded Full Time Equivalent (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	62	62	63

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit over the next 5 years.

Challenges with Community-Wide Impact:

- **Supporting Council and Corporate Strategy:** Regional Council has adopted focus areas for the duration of their current mandate. In addition to Council's focus areas, the HRM Corporate Plan includes six Community Outcome Areas, and the Executive Management Team (EMT) sets priorities in three outcome areas for the municipality's administration. Collectively, these priorities identify where the organization can have the greatest impact and help guide the future direction of HRM, so it is vital that the municipality's resources are properly aligned to support them. The Corporate Plan and associated corporate performance framework assists in this task. However, it is challenging, especially in difficult fiscal circumstances, to ensure that priority areas are adequately resourced. Often, this involves decreasing support in some areas to continue the required level of focus on priorities. However, this approach is necessary to have maximum impact on the areas of service most important to residents and communities.
- **Implementing Strategic Policy and Initiatives:** The development of strategic policy has been a priority for HRM during the last several years. As a result, the requirement for related plans and initiatives has emerged. In relation to the CAO Business Unit, these include the Economic Strategy and Strategic Communications Plan. These and other corporate initiatives address challenging areas of public policy about which residents and elected officials are concerned. Many of these are difficult to implement because they require the involvement of more than one Business Unit and/or level of government, while others can only be implemented if supported by individuals, local communities, and other external partners. The variety of stakeholders creates complexity which can only be addressed through the effective management of a diverse array of perspectives and needs.

Challenges with Service Delivery / Business Unit Impact

- **Demand for Internal Services:** Resources for internal services, especially those to support the delivery of the Governance and Communications Council Focus Area, have been strained by an increasing demand for services from throughout the organization. An increasing demand on existing resources will continue as corporate priorities and initiatives are further implemented, creating challenges in effectively supporting Council Focus Areas and Community Outcome Areas, while conveying the organization's priorities to the public. In the CAO Business Unit, this is most evident in marketing and communications, where a more formal approach to planning and priority-setting is required to manage this demand.
- **Employee and Council Engagement:** Effectively engaging and recognizing employees is a major challenge in an organization as large and diverse as HRM. Providing leadership and

support to staff and recognizing their valuable contributions are essential components of the municipality's quest to enhance its reputation as an Employer of Choice. Resources must be aligned to not only support employees, but to ensure that elected officials and senior managers are well engaged to help them understand and manage organizational issues, needs, opportunities, and tools.

- **Managing External Relationships:** HRM has multiple formal and informal relationships with external stakeholders including other levels of government, interest groups, community organizations, and the private sector. Often, the interests or mandates of more than one of these partners conflict or overlap. Understanding how the respective responsibilities of partners intersect is a key component of establishing sound relationships. Effectively managing these multiple relationships is a challenge, but necessary to ensure the proper alignment of HRM's mandate and activities with those of other stakeholders.

Business Unit Goals

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

- Goal 1: Improve Organizational Capacity
- Goal 2: Implement Strategic Communications Plans and Tools
- Goal 3: Manage the Governance Process and Reform
- Goal 4: Provide Professional Support to Elected Officials and the Legislative Process
- Goal 5: Promote Effective Senior Management Decision-Making
- Goal 6: Enable Active and Coordinated Liaison with Partners
- Goal 7: Support Economic Competitiveness and Growth
- Goal 8: Meet Internal Service and Partnership Expectations

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity

Description:

This goal is in support the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRM will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

One of HRM's stated objectives is to be recognized as an "Employer of Choice". To meet this objective, it is important to measure the level of employee engagement and address areas of

concern. Employee engagement is staff commitment to their employer, combined with alignment of employee behaviour and organizational objectives. There is a clear connection between engagement and employee performance. HRM has conducted two employee engagement surveys and initiated strategies based on the results. The surveys identified communication as one of the top three areas for improvement in HRM. A third survey is planned for 2011. Sharing of information among employees promotes a more cohesive, and thereby more satisfying, working environment. Improved internal communications also results in improved customer service and better integration of different work functions.

Goal 1: Improve Organizational Capacity	
Objectives for 2011/2012:	
CAO 1.1	Coordinate the delivery of the 2011 Employee Engagement survey
CAO 1.2	Develop strategies to respond to results of the employee engagement survey
CAO 1.3	Implement an internal communications strategy to enhance employee engagement and organizational awareness
CAO 1.4	Coordinate the C5 (Corporate Culture) committee and implement approaches and tools generated by this initiative
CAO 1.5	Develop a comprehensive Succession Plan for the CAO Business Unit
Objectives for the next 3-5 years:	
CAO 1.6	Develop a long term approach to improve employee engagement throughout the organization, with primary emphasis on internal communication and workplace culture
CAO 1.7	Track and measure effectiveness and corporate change resulting from employee engagement survey recommendations

Goal 2: Implement Strategic Communications Plans and Tools

Corporate Strategy Linkage:

Community Outcome Area: Support to all Community Outcome Areas

Council Focus Area: Governance and Communications

Support to other Council Focus Areas

Description:

The goal of the Communications portion of the Governance and Communication Council Focus Area is to ensure a coordinated and effective approach to all of the municipality's communications and marketing activity. HRM has a Strategic Communications Plan that defines actionable goals and includes an implementation plan to guide the design, preparation and execution of strategic communications. The plan facilitates communications leadership across the organization, with emphasis on proactive approaches to communications balanced with the need to react to urgent matters; and operational effectiveness in the areas of marketing, communications and public affairs.

Goal 2: Implement Strategic Communications Plans and Tools	
Objectives for 2011/2012:	
CAO 2.1	Provide communications and marketing plans for Council Focus Areas and Community Outcome Areas
CAO 2.2	Develop improved issues management tools and processes
CAO 2.3	Implement guidelines for the effective use of social media
CAO 2.4	Develop a strategy to manage and support appropriate use of multimedia tools
CAO 2.5	Launch a re-design of <i>Halifax.ca</i> and <i>InsideHRM</i>
CAO 2.6	Implement recommendations from Phase One of the HRM publications review and conduct Phase Two of the review
Objectives for the next 3-5 years:	
CAO 2.7	Implement comprehensive communications and marketing plans for Council Focus Areas and corporate priorities
CAO 2.8	Develop a comprehensive organization-wide approach to annual planning for communications and marketing
CAO 2.9	Continue to implement the key pillars of HRM's Strategic Communications Plan

Goal 3: Manage the Governance Process and Reform

Corporate Strategy Linkage:

Community Outcome Area: Well Planned and Engaged Communities

Council Focus Area: Governance and Communications

Description:

The anticipated outcome of the Governance portion of the Governance and Communications Council Focus Area is to meet Council's objective of creating a council and committee governance structure that is efficient, effective, scaled appropriately, and where decisions are made at the appropriate level. There are two primary initiatives under this outcome. The first is to explore reforming and better aligning Committees of Council. The second is to implement outcomes of the District Boundary Review, which includes reviews of Council size and of the role and authority of Community Councils. In addition to these two areas, initial planning for the 2012 Municipal and School Board elections will commence in 2011/12.

Goal 3: Manage the Governance Process and Reform	
Objectives for 2011/2012:	
CAO 3.1	Represent HRM and Council's decision on Governance and Boundary Review before the NSUARB

CAO 3.2	Implement Boundary changes directed through the decision of the NSUARB for implementation in the 2012 Municipal and School Board Elections
CAO 3.3	Provide staff leadership and Council support for implementation and review of Committee of Council Reform
CAO 3.4	Support the transition to the new Standing Committee of Council structure
CAO 3.5	Commencing planning for the 2012 Municipal and School Board elections to be held on October 20, 2012
Objectives for the next 3-5 years:	
CAO 3.6	Conduct the 2012 Municipal and School Board elections
CAO 3.7	Orient the new Municipal Council following the 2012 Elections
CAO 3.8	Support Council in developing a Council Committee structure that better meets the needs of Council, residents, and the organization.

Goal 4: Provide Professional Support to Elected Officials and the Legislative Process

Corporate Strategy Linkage:

Council Focus Area: Governance and Communications

Administrative Priority: Employer of Choice

Description:

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

Goal 4: Provide Professional Support to Elected Officials and the Legislative Process	
Objectives for 2011/2012:	
CAO 4.1	Determine appropriate models and approaches to improve legislative, electoral and record keeping services to Regional Council, Community Councils, boards, committees, and commissions
CAO 4.2	Adapt and improve support to the Mayor and members of Regional Council
CAO 4.3	Enhance public access to the legislative process
CAO 4.4	Develop and implement approaches to improve and maintain working relationships between Council and staff

CAO 4.6	Engage Council on determining their communications needs and implementing the Councilor Communications Toolkit
Objectives for the next 3-5 years:	
CAO 4.7	Refine the structure and process of Council and Mayor support functions

Goal 5: Promote Effective Senior Management Decision-Making

Corporate Strategy Linkage:

Administrative Priorities: Employer of Choice
Fiscal Responsibility
Excellence in Service Delivery

Description:

The CAO and DCAO are the direct supervisors of all Business Unit Directors and, as such, lead the administrative function of the corporation. As well, some functional areas (e.g. marketing and communications) and individual staff within the CAO Business Unit provide services to other business units and/or lend direct support to the CAO, DCAO, and Senior Management Team (SMT). Because of the multiplicity of responsibilities that exist within the Chief Administrative Office, an important function of the business unit is to ensure effective leadership and support is provided to senior management and, consequently, staff throughout the organization.

Goal 5: Promote Effective Senior Management Decision-Making	
Objectives for 2011/2012:	
CAO 5.1	Ensure appropriate direction is provided to Business Units to support the implementation of Council Focus Areas and Community Outcome Areas
CAO 5.2	Ensure appropriate direction is provided to Business Units to support the implementation of Administrative Outcomes
CAO 5.3	Undertake research, policy and advocacy work to support Council Focus Areas, Community Outcome Areas, and emerging corporate issues
CAO 5.4	Identify specific corporate policy and strategy initiatives where staff support is required, and issues as required
CAO 5.5	Support the transition of the new Chief Administrative Officer
Objectives for the next 3-5 years:	
CAO 5.6	Ensure Administrative Outcomes are a fundamental part of corporate and business planning
CAO 5.7	Ensure full engagement of the Senior Management Team in implementation of the Corporate Plan and associated Community Outcome Areas

Goal 6: Enable Active and Coordinated Liaison with Partners

Corporate Strategy Linkage:

Council Focus Area: Infrastructure, Governance and Communications

Administrative Priority: Excellence in Service Delivery

Description:

Valuing relationships with partners is an essential component of good governance. Strong cooperation with external stakeholders – such as other levels of government, interest groups, community organizations, and the private sector – enables HRM and others to better achieve community outcomes. Strong linkages are required among a variety of stakeholders to ensure resources are utilized in the best possible manner. Building and maintaining sound intergovernmental and partner relations is a key to ensuring success at meeting the needs of citizens and providing effective and efficient public service.

Goal 6: Enable Active and Coordinated Liaison with Partners	
<i>Objectives for 2011/2012:</i>	
CAO 6.1	Monitor and adapt HRM’s Government Relations Plan
CAO 6.2	Enhance Council and staff awareness of government relations objectives and activity
CAO 6.3	Improve the level of policy and coordination support to Business Units on intergovernmental initiatives
CAO 6.4	Increase the linkage between HRM’s Memorandums of Understanding (MOUs) and Corporate Plan outcomes
CAO 6.5	Host the 2011 Federation of Canadian Municipalities (FCM) and Canadian Association of Municipal Administrators (CAMA) conferences
CAO 6.6	Work with the Office of the Auditor General (OAG) to develop and monitor a tool to track OAG report recommendations
<i>Objectives for the next 3-5 years:</i>	
CAO 6.7	Improve use of Memorandums of Understanding as a tool to plan and implement joint priorities with partners
CAO 6.8	Ensure HRM’s relationship with Economic Development partners is well aligned

Goal 7: Support Economic Competitiveness and Growth

Corporate Strategy Linkage:

Community Outcome Area: Economic Prosperity

Administrative Priority: Fiscal Responsibility

Description:

A goal of the Economic Prosperity Community Outcome in HRM's corporate planning framework is to position HRM as the center of economic activity for Eastern Canada, and ensure citizens benefit from an attractive business climate, and good employment opportunities. A central piece of achieving this goal is renewal and implementation of HRM's Economic Strategy. The Strategy outlines a comprehensive direction for future economic development in the Region and is implemented and tracked in partnership with organizations such as the Greater Halifax Partnership and Halifax Chamber of Commerce. Continued implementation of the strategy will ensure a coordinated approach to meeting HRM's economic goals.

Goal 7: Support Economic Competitiveness and Growth	
Objectives for 2011/2012:	
CAO 7.1	Deliver the 2011-2016 Economic Strategy renewal
CAO 7.2	Work with the provincial Better Regulation initiative to streamline regulations and administrative policies to minimize compliance costs and increase business competitiveness
CAO 7.3	Work with government and other partners to consider and adopt incentives and policies that encourage investment in the Regional Centre (Strategic Urban Partnership)
CAO 7.4	Lead the process to renew HRM's service agreements with Destination Halifax and the Greater Halifax Partnership, in support of HRM's governance and program delivery objectives
CAO 7.5	Coordinate the alignment of appropriate business processes to support the Economic Prosperity Community Outcome Area
CAO 7.6	Clarify roles and responsibilities of external partners and internal business units to advance the implementation of HRM's Economic Strategy
CAO 7.7	Implement recommendations from the Economic Development Governance Review
CAO 7.8	Work with the Province to conclude a construction and operating agreement with the developer for the new convention centre
Objectives for the next 3-5 years:	
CAO 7.9	Embed the Economic Strategy as part of HRM decision-making framework
CAO 7.10	Work with partners to ensure a coordinated approach to economic development in the region.

Goal 8: Meet Internal Service and Partnership Expectations

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery

Description:

Often, HRM business units depend on the expertise of staff in other business units to support their operations and/or contribute to specific initiatives, committees and projects. The provision of quality programs and services depends on business units working together. This is especially true in developing and implementing initiatives that have an effect throughout the organization. The primary areas of expertise sought from the Office of the CAO by other business units include executive and corporate support, policy advice, and assistance with marketing and communications. The internal service and partnership expectations for the upcoming year that have not been captured under the previous goals listed in the plan include the following.

Goal 8: Meet Internal Service and Partnership Expectations	
<i>Objectives for 2011/2012:</i>	
CAO 8.1	Provide support to implementing and communicating corporate policies such as the Vehicle Use Policy, Mobility Policy, and Social Media Policy
CAO 8.2	Provide communications support to corporate initiatives such as the Regional Plan Review, Total Rewards Statement, and Community Visioning
CAO 8.3	Participate and provide input on corporate-wide initiatives such as the Property Rationalization Review, Immigration Action Plan review, and HRM Public Safety Plan.

Service Level Changes
<p><u>Increases In Services / New Initiatives:</u></p> <ul style="list-style-type: none">• Implementation of an Internal Communications Strategy;• New social media guidelines / strategy;• 2011 Employee Engagement survey;• Implementation of NSUARB District Boundary Review recommendations;• Planning and preparation for 2012 Municipal and School Board elections;• Delivery of the 2011-2016 Economic Strategy renewal;• Completion of Economic Development Governance Review;• Work toward a construction and operating agreement for the new convention centre.
<p><u>Decreases In Services / Operational Pressures (OP):</u></p> <p>Decrease:</p> <ul style="list-style-type: none">• Potential of further publication reductions as a result of Phase II of Publications Review; <p>Operational Pressures:</p> <ul style="list-style-type: none">• Increasing demand for Marketing and Communications services and support;• Volume of corporate postage
<p><u>Expected Services Not Being Delivered:</u></p> <p>None</p>

**Office of the Chief Administrator
Analysis of Operating Budget Changes:**

Operating Budget Change Details	(\$000's)
2010/11 Budget	\$10,391
1 Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	330
2 Net increase in other miscellaneous changes	83
2011/12 Budget	\$10,804

CAO

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
M616 VIK Communications			22,469			
E110 CAO Office	446,290	437,635	392,029	540,576	102,941	24
E130 FCM Conference 2011		(17,250)	0	(22,087)	(4,837)	28
** CAO Office	446,290	420,385	414,498	518,489	98,104	23.34
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000		
E127 ALLIES Partnership Grant						
E200 Councillor's Support	2,644,400	2,806,950	2,709,187	2,993,424	186,474	7
E300 Mayor's Support	770,500	752,946	768,493	775,447	22,501	3
** CAO Administration	4,814,900	4,959,896	4,877,680	5,168,871	208,975	4.21
E112 Corp.Comm.Admin.	96,600		480			
E400 Intergovrn. Relation	806,200	974,807	1,007,052	964,246	(10,561)	(1)
E600 Economic Development						
** External & Corp. Affairs	902,800	974,807	1,007,532	964,246	(10,561)	(1.08)
A124 Office Services	836,070	1,051,217	1,101,296	1,074,846	23,629	2
A620 Mrkt & Promotions	1,007,530	1,021,460	988,631	980,974	(40,486)	(4)
A621 Mrkt & Prom.-Hbr Sol						
** Marketing, Design, Print Servic	1,843,600	2,072,677	2,089,927	2,055,820	16,857	(0.81)
E124 DCAO-Corp Serv & Str	264,160	276,348	300,704	281,811	5,463	2
A121 Municipal Clerk	953,160	986,430	965,468	1,097,131	110,701	11
A125 Elections	202,000	203,100	203,111	203,100		
** DCAO Corporate Services & Strat	1,419,320	1,465,878	1,469,284	1,582,042	116,164	7.92
C001 DCAO - Operations	484,080	497,784	519,669	514,840	17,056	3
** DCAO Operations	484,080	497,784	519,669	514,840	17,056	3.43
** GOVN Blocked						
*** Total	9,910,990	10,391,427	10,378,591	10,804,308	412,881	4.0

CAO Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
M616 VIK Communications			22,469			
E110 CAO Office	446,290	437,635	392,029	540,576	102,941	23.5
E130 FCM Conference 2011		(17,250)	0	(22,087)	(4,837)	28.0
** CAO Office	446,290	420,385	414,498	518,489	98,104	23.34
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000		
E127 ALLIES Partnership Grant			90,000			
E200 Councillor's Support	2,674,800	2,837,550	2,753,321	3,024,024	186,474	6.6
E300 Mayor's Support	770,500	788,746	782,047	775,447	(13,299)	(1.7)
** CAO Administration	4,845,300	5,026,296	5,025,368	5,199,471	173,175	3.4
E112 Corp.Comm.Admin.	96,600		480			
E400 Intergovrn. Relation	806,200	974,807	1,005,412	964,246	(10,561)	(1.1)
E600 Economic Development						
** External & Corp. Affairs	902,800	974,807	1,005,892	964,246	(10,561)	(1.1)
A124 Office Services	1,093,070	1,101,217	1,136,428	1,124,846	23,629	2.1
A620 Mrkt & Promotions	1,007,530	1,021,460	988,631	980,974	(40,486)	(4.0)
A621 Mrkt & Prom.-Hbr Sol					4,113,795	
** Marketing, Design, Print Servic	2,100,600	2,122,677	2,125,059	2,105,820	1,136,428	(0.8)
E124 DCAO-Corp Serv & Str	264,160	276,348	300,704	281,811	2,977,367	2.0
A121 Municipal Clerk	953,160	986,430	965,523	1,097,131	110,701	11.2
A125 Elections	202,000	203,100	203,111	203,100		
** DCAO Corporate Services & Strat	1,419,320	1,465,878	1,469,339	1,582,042	116,164	7.9
C001 DCAO - Operations	484,080	497,784	519,669	514,840	17,056	3.4
** DCAO Operations	484,080	497,784	519,669	514,840	17,056	3.4
*** Total	10,198,390	10,507,827	10,559,826	10,884,908	377,081	3.6

CAO Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
E127 ALLIES Partnership Grant			(90,000)			
E200 Councillor's Support	(30,400)	(30,600)	(44,134)	(30,600)		
E300 Mayor's Support		(35,800)	(13,554)		35,800	(100)
* CAO Administration	(30,400)	(66,400)	(147,688)	(30,600)	35,800	(54)
E400 Intergovrn. Relation			1,640			
* External & Corp. Affairs			1,640			
A124 Office Services	(257,000)	(50,000)	(35,132)	(50,000)		
A620 Mrkt & Promotions						
* Marketing, Design, Print Service	(257,000)	(50,000)	(35,132)	(50,000)		
A121 Municipal Clerk			(55)			
* DCAO Corporate Services & Strate			(55)			
** Total	(287,400)	(116,400)	(181,235)	(80,600)	35,800	(30.8)

CAO Summary by Expense & Revenue Types

Expenditures	2009 Budget	2010 Budget	2010 Actual	2011 Budget	Budget Var.	Var as %
* Compensation and Benefits	6,278,600	6,769,900	6,803,561	7,099,398	329,498	4.9
* Office	919,800	915,977	973,114	972,135	56,158	6.1
* External Services	235,400	336,660	197,931	344,965	8,305	2.5
* Supplies	118,700	106,860	104,221	93,360	(13,500)	(12.6)
* Materials			411			
* Equipment & Communications	38,700	37,900	29,903	37,400	(500)	(1.3)
* Vehicle Expense				50,301	50,301	
* Other Goods & Services	1,149,090	962,430	793,508	909,249	(53,181)	(5.5)
* Interdepartmental	(143,900)		108			
* Other Fiscal	1,602,000	1,378,100	1,657,071	1,378,100		
** Total	10,198,390	10,507,827	10,559,826	10,884,908	377,081	3.6
Revenues	2009 Budget	2010 Budget	2010 Actual	2011 Budget	Budget Var.	Var as %
* Fee Revenues	(30,400)	(30,600)	(41,462)	(30,600)		
* Other Revenue	(257,000)	(85,800)	(139,773)	(50,000)	35,800	(41.7)
** Total	(287,400)	(116,400)	(181,235)	(80,600)	35,800	(30.8)
Net Surplus/(Deficit)	9,910,990	10,391,427	10,378,591	10,804,308	412,881	4.0

Business Planning & Information Management

Business Plan - 2011/12

Mission: *To provide innovative, reliable, secure, compliant, accessible, mobile, and client-focussed information and business management solutions.*

Business Unit Overview:

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

Director: Brad Anguish

Customer Services
Michael Ryan
Customer Service Centres are the primary walk in point for citizens to conduct Municipal transactions such as tax payments, marriage licenses, parking permits, parking tickets, development application payments, transit tickets/passes, etc.

Call Centre & Dispatch Services
Jane Young
The HRM Call Centre and Dispatch Service (490-4000) is a central service delivery organization designed to provide non-emergency call-taking and dispatch to HRM's Business Units. As the initial point of contact for a wide variety of municipal services and information requests from citizens, approximately 540,000 calls annually are recorded and tracked; over 80% of which are handled on initial contact.

ICT Planning & CRM
Donna Davis
ICT Planning & Client Relationship Management (CRM) is responsible for establishing the strategic direction of information, communication and technology (ICT) activities based on corporate priorities and needs of HRM business units. The division manages the front end relationship with all business units and sets the policy direction and prioritized work of the ICT unit through the following sections and programs:

- ICT Strategy
- Enterprise & Data Architecture
- ICT Portfolio Management
- Incident Management (Service Desk)
- Client Relationship Management
- Access & Privacy
- Information Management: Municipal Archives, corporate document/ records management

ICT Delivery
David Derby
ICT Delivery provides both production support and delivery of information, communication and technology (ICT) solutions for HRM. The division consists of 4 sections:

- Business Applications
- Enterprise Applications

- Systems Development
- Project Management Office

ICT Operations

David Muise

The ICT Operations Division is responsible for management of the infrastructure to ensure the confidentiality, availability and integrity of HRM data, and providing uninterrupted access to municipal services by citizens and staff on a 7 x 24 x 365 day basis. The division consists of two sections as follows:

- *ICT Asset Management* – responsible for coordinating all activities associated with the entire life cycle of hardware and software assets, contracting and provisioning of telecommunications services, and the provision of end user training to support HRM's corporate software assets.
- *Technology Infrastructure* - responsible to ensure the effective operation of HRM's data centers and network infrastructure, planning and monitoring activities associated with the installation, operation, problem resolution, performance, capacity planning, and risk management of HRM's ICT assets. This section also provides specialist expertise in the design and implementation of ICT policies, procedures, and best practices related to infrastructure services.

Corporate Planning

Ed Thornhill

Catherine Sanderson

Corporate Planning facilitates and coordinates the implementation of the following HRM Corporate initiatives:

- *Strategic Planning* - manages/develops processes to assist Council and Senior Management in strategic and operational decision making. Ensures Business Unit goals and objectives are documented, accessible, and aligned with Council's direction and priorities on community outcomes as articulated in the Corporate Plan.
- *Performance Measurement Systems* - manages/develops processes to enable effective performance measurement through regular reporting and benchmarking at various levels such as Community Indicators, Service Performance Standards, and Business Unit Objectives.
- *Service Review* - Service Review is a continuous process of reviewing HRM services to ensure they are innovative, cost effective and have appropriate service standards and measures in place to meet the changing needs of the community.

Summary of Business Unit Structure Changes:

- Visitor Information Centres were eliminated and responsibility for the Visitor Guide transferred to Corporate Communications.
- The Harbour Solutions Project was transferred to Halifax Water for administrative completion.
- ICT structure has been substantially altered to remove

organizational silos and create a single-point-of-entry, rapid service delivery process-based organization (i.e. ICT Planning, Delivery, Operations). Substantial attrition has been leveraged to create/attain the new technical skill sets.

- Service Review program has been created from transfer of two positions from Finance.
- The Civic Addressing Project has shifted into operational status and been transferred to Community Development.

Core Operations and Services provided:

- Customer Service Centres processed 141,935 transactions.
- Visitor Information Services provided to 17,142 visitors through 5 Rural Visitor Information Centres.
- Corporate Call Centre received 535,450 calls and transitioned to an automated service on holidays.
- Halifax.ca website received more than 11.8 million visits via 1.4 million unique requests.
- Completed 4 Service reviews in 2010/11 yielding \$1.2M in savings to the organization.
- Launched 4 additional service reviews - Recreation, Fleet, Winter Works and Library.
- Refreshed Strategic plan (Community Outcomes Plans) approved by Council.
- Corporate Performance Report “framework” approved by Administrative Standing Committee.
- Citizen Survey results informed Community Outcome Plan development and Community Outcome Reports.
- Refreshed (refocused) Administrative Priorities with Regional Council.
- Enhanced consultation process to ensure better alignment between Business Plans and Corporate Plan.
- Deployed Microsoft Office (1800 licenses), converted 1,656 forms and templates, and trained over 700 staff.
- Coordinated the Microsoft Home Use Program for 682 employees (583 inside and 99 outside workers).
- Provided mapping support, 450 desktop computers, and 30 laptop computers for use during the 2011 Canada Winter Games.
- Supported information technology for 2526 end users.
- Prevented 72,281,082 unauthorized attempts to access HRM firewall ports.
- Managed 73,557,063 incoming e-mail messages of which 69,313,453 were blocked as spam (94.2%).
- Blocked 261,338 viruses attached to e-mail messages.
- Automated systems detected and corrected 4,322 threats to desktop computers.
- Implemented electronic PC asset management for 2412 devices.
- Achieved software licence compliance for desktop applications.
- Managed 1081 cellular phones, 504 BlackBerry devices, and 60 wireless internet devices.
- Renegotiated wireless rates, reducing costs by \$334,000 annually.
- Renegotiated desktop telephone and long distance rates, resulting in organizational savings of \$55,591 annually.

- Responded to 16,845 service calls taken through IT service desk.
- Implemented ICT infrastructure in six (6) newly constructed HRM buildings including Ragged Lake Transit Centre, Canada Games Centre and 3 new Fire Stations
- Successful implementations of IT technologies related to office moves for over 400 HRM employees
- Responded to 386 requests for maps, data extracts, data edits, geographic analysis, and aerial photography.
- Delivered 235 HRM street atlases to HRM business units.
- Consolidated HRM and Halifax Water GIS systems.
- Assigned 40,635 area rates to assessment accounts via GIS analysis.
- Supported 12 GIS applications and 6 databases.
- Provided 317 hours of support to the District Review process and 95 scenario maps for committee and public consultation.
- Processed 45,000 owner records and reconciled 2500 mailing addresses. Database improvements to customer data reduced returned tax bills by 20% from 2009.
- Provided ongoing maintenance for the civic point, street, parks, recreation points, sidewalks and HRM land databases - adding some 1257 civic points, 189 new street segments, 57 land parcels, 12 new parks, 30 new recreation points.
- Implemented a new corporate building database model containing 104,000+ building outlines and over 46,000 building points. Corrected 3500+ building outlines.
- Spatially linked 1800+ pavement marking drawings to their intersection or road segment to improve visualization, analysis and sharing of data.
- Migrated one quarter of the backlog of 1600 record drawings from CAD to GIS.
- Created new information layers for street sweeping and speed routes.
- Supported corporate projects and initiatives including the Polling District Review, PSAB compliance, Security Badge Roll Out, Fleet Management, Pavement Management.
- The Municipal Archives responded to 553 reference requests and supported 205 visits to the Archives' research room; facilitated 68 external requests for copies of archival material.
- Thirty-six new archival acquisitions, including the records of former Civic Historian, Lou Collins.
- Processed over 160 boxes of City of Halifax Council Committee, Clerk's Office and Lou Collins records. Re-housed in archival storage, and described on-line, with financial assistance from Library and Archives Canada & Department of Canadian Heritage.
- Over 10,000 photographs were selected, re-housed in archival storage, and described on-line, with financial assistance from NS Communities, Culture and Heritage. Photos cover all former municipalities and document civic events, planning and development projects, staff at work (and play!) and tourism promotion. Some are available as digital content via the Archives Database.
- City and County of Halifax property assessment rolls and field cards, 1820-1976 were arranged and described on-line.
- Over 5,000 books and municipal reports were catalogued in the Archives Database, searchable on-line.
- The Records Centre processed 600 Record Retrieval requests, 950 Records returned

- There were 1800 boxes were transferred to the Records Centre from various business units, 200 were boxes transferred from the Records Centre to the Archives, 1500 boxes were shredded
- Open Text acquired 142 users with over 7000 documents in the system.
- Processed 103 Access and Privacy (FOIPOP) applications in 2010, an increase of 27 applications from 2009.

Funded Full Time Equivalentents (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	170* adjusted	166	163

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2011-2016 timeframe.

Challenges with Community-wide Impact:

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

- **Challenge: Ensuring Channels for Accessing HRM Services remain relevant -** HRM provides information and services to its citizens through three main channels: in person through the Customer Service Centers, by telephone through the Corporate Call Center, and electronically through its web presence. Changing demographics, settlement patterns, and advancing technologies have shifted how citizens choose to interact with government, and HRM must continue to monitor these changes and effect appropriate service enhancements to ensure our channels remain relevant and efficient.
- **Challenge: Identifying Community and Council Priority direction and aligning Departmental Business Plans with that direction -** The current Council Focus Area process provides a broad view of what Council and the Community need from the organization. Narrowing the focus to more specific Community Outcome Goals and Objectives offers clearer direction on where to focus resources, ensuring that maximum effort is applied to Council's community priorities. Engaging an aggressive and continuous service review program,

harmonized with the efforts of the Municipal Auditor General, will help Council and staff to control/eliminate unnecessary program/service expenditures.

Challenges with Service Delivery / Business Unit Impact

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

- **Challenge: Appropriate Investment in Data & Technology to support desired outcomes -** Our data, tools and IT infrastructure are fundamental assets required to support municipal service delivery. As the pressure on HRM's operating budget continues to rise, HRM business units are increasing their demand for information and technology to be as innovative and efficient as possible. The lifecycle of technology and data assets must be planned for and managed to ensure that we are getting the greatest return on our investments, and that public investment in these assets is protected over their life. As well, we must ensure that citizen-serving technologies and information services demanded by the public are properly funded and resourced to guarantee success.

With the establishment of the Information, Communication, Technology Committee (ICT), visibility into corporate investment in technology solutions has been enhanced. BPIM's challenge is now to ensure the value of investment in the underlying infrastructure and data sets is well understood, and the financial and staff capacity to ensure these are maintained is available. We need to maximize the return on investment in technology and information.

- **Challenge: Vulnerability from Staffing Issues - Information Communications, Technology -** Within BPIM there are many positions that are highly technical, require a specialized skill set, and are one of a kind in the organization. The internal demand for certain skills far outstrips BPIM's current resource mix and availability. It is important to ensure appropriate workload, training of technical staff as well as continuing our investment in our people. The services provided by BPIM are at risk if a staffing plan to cross-train staff, compensate appropriately, address workplace/ life balance issues, and deal with succession issues is not developed and implemented. The realignment of organizational functions in BPIM has identified skill gaps that need to be filled to bring the unit in line with best practices. It is expected that it will take several years to address these challenges.

Corporate Planning – The Corporate Planning Office has a complement of 4 FTE's. Given the scope and nature of the work, the Corporate Planning team relies heavily on other business unit resources to meet collective objectives. It is challenging to get everything done with only three resources dedicated full time. To deliver quality work in key areas such as Service Review and Performance Measurement, additional resources from the business units will have to be leveraged.

- **Challenge – Corporate Understanding and Buy-in to the Corporate Planning Framework and Priority Setting Processes** – Delivery of the Corporate Plan is the first step in ensuring that all HRM Business Unit efforts are aligned with the overall corporate direction.

Introduction of a 3 Year Operations Plan presents as much challenge as opportunity; Business Units must now look further into the future in planning the deliverables outlined in the Corporate Plan while ensuring the plans are consistent with projected financial capacity. In addition, creating awareness and ultimate ownership by SMT of the Community Outcomes is critical to ensuring sufficient priority and resources are assigned in the areas necessary to advancing the goals of the community

- **Challenge: Completion of Policies, Procedures & Standards** – Policies, procedures and standards regarding the provision and use of technology are the mark of a mature “best practice” organization. BPIM has identified a need to improve in this area to ensure assets are deployed based on need, spending is controlled, and information is protected. A particular focus on the legislative requirements (FOIPOP, PIIDPA) will be established within HRM.
- **Challenge - Lack of Stability in Key Vendors** - Due to the continued uncertainty in the US economy where most of HRM's Software vendors are located, there may be rapid and unpredictable changes in ownership of various companies or applications through mergers and acquisitions, or in fact companies that simply fail. HRM may need to adjust plans for specific products on relatively short notice to ensure a supportable technical environment remains in place throughout these changes. HRM’s continued migration toward industry standard Microsoft technologies should serve to mitigate some vendor-related risks.
- **Challenge: Developing a new Culture** - The transformation of BPIM’s structure and service delivery process is one of two significant components necessary to substantially improve the delivery of services to the organization, Regional Council, and the public. The vision of the new organization is to be the “Service Provider of Choice” for HRM. To achieve this vision, the development of a new, unified culture among staff and management is required to support the proposed realigned structure. This “cultural realignment” will involve:
 - the articulation and adoption of a clear “civil service” culture;
 - full, meaningful and on-going engagement of staff in all aspects of the business;
 - development and adoption of industry best practises;
 - development and communication of policies, standards and procedures;
 - development of a true appreciation and understanding of business unit needs;
 - the ability to quantify value for the client; and
 - development of performance measures.

It will take the commitment of all and will be an on-going process for the new organization.

- **Opportunity: Promotion of new ICT Organization and Processes** - The Information, Communication, and Technology (ICT) governance structure was developed in 2008/09. In two years, the committee has fundamentally changed the way in which information, communication and technology investments are made in the organization. The BPIM organization has undertaken a major transformation of its service delivery infrastructure to better support and align with the overall ICT process. The next phase for success is set in motion for efficient and effective planning, delivery, and operation of those technologies approved by ICT. BPIM has an opportunity to promote and educate the organization to the

new way it will operate and how that translates into improved service for business units, Regional Council and the public.

Business Unit Goals

The goals for Business Planning & Information Management are:

- Goal 1: Improve Organizational Capacity
- Goal 2: Deliver New Capability to HRM Business Units
- Goal 3: Support Asset Management
- Goal 4: Implement Enterprise Content Management
- Goal 5: Enhance Information Security, Access and Privacy
- Goal 6: Client-Focused Service Delivery Transformation
- Goal 7: Enhance the Capacity and Service Quality of Citizen-Facing Services
- Goal 8: Enhance Corporate Strategic Planning and Performance Measurement Outcomes
- Goal 9: Facilitate Service Excellence through Service Review Program
- Goal 10: Meet Internal Service Expectations

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity

Description:

This goal is in support the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRM will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

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

Goal 1: Improve Organizational Capacity	
Objectives for 2011/2012:	
BPIM 1.1	Develop and implement an Action Plan to improve employee engagement based on Quality of Work Life interview results and Division discussions
BPIM 1.2	Establish Business Unit Cultural Transformation Committee to identify and guide activities necessary to transform the business unit into a high performance organization.
BPIM 1.3	Develop Succession Plans for key BPIM positions
BPIM 1.4	Develop performance plans for all BPIM staff
Objectives for the next 3-5 years:	
BPIM 1.5	Provide ITIL Foundations training for all ICT staff
BPIM 1.6	Develop, revise, and implement employee engagement action plans

Goal 2: Deliver New Capability to HRM Business Units

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery; Fiscal Health

Description:

New capability information and technology projects are requested by business units to achieve better operational efficiencies or outcomes to respond to compliance requirements. In 2011/12, new capability projects will be planned and/or implemented as follows:

Goal 2: Deliver New Capability to HRM Business Units	
Objectives for 2011/2012:	
BPIM 2.1	<p>Implement ICT projects based on approval and prioritization by the ICT Committee, reflective of staff resources and including but not limited to:</p> <ul style="list-style-type: none"> • Metro Transit Automated Dispatch Scheduling Software Upgrade (ICT0841) • Capture Electronic Summary Offence Ticketing (E-SOT's) Information at Source (ICT0795) • Development of a Centralized Corporate Customer Database (ICT0728) • Re-platforming of Computer Aided Dispatch System (CAD/RMS) (ICT0784) • Enhancements to HRM owned Fibre Optic Network (ICT0719) • Implementation of Electronic File Management for Halifax Regional Police (formerly Electronic Disclosure) (ICT0793)

	<ul style="list-style-type: none"> • Implementation of a Claims Management System (Manage Risk) (ICT0828) • Implementation of technology (VISUM transportation system) for road network modeling (ICT0845) • On-Line Customer Service Request – Call Centre (ICT0849) • Implement Technology for Vehicle Weigh Scales (ICT0850) • Create HR and Security Process for the Intake, Transfer, and Exit of HRM Employees (ITE) • Electronic Pay Notices
BPIM 2.2	<p>Plan ICT projects, based on approval and prioritization by the ICT Committee:</p> <ul style="list-style-type: none"> • Training & Events Tracking System (SAP HR) (ICT0740) • Streets and Services Permits (ICT0842) • Outfit Fleet with Automatic Vehicle Location (AVL) (ICT0816) • Enhance Payment options for Metro Transit Fareboxes (ICT0820) • HRM Radio Communications (Public Safety and Public Works Radio System) (ICT0752) • Create New Approval Type for Non-Substantive / Substantive Site Plan Approval (ICT0847) • Radio Frequency Identification (RFID) solution for Halifax Public Libraries (ICT0844) • Community Events Database (ICT0848) • Multi-Agency Incident Management System (ICT0788) • Time & Attendance Tracking System (ICT0851) • Replace current Traffic Signal Control System (ICT0853) • End-User Reporting

Goal 3: Support Asset Management

Corporate Strategy Linkage:

Council Focus Area: Infrastructure
Administrative Priority: Fiscal Health

Description:

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

HRM’s ICT assets must also be effectively managed to ensure their useful life is maximized, they provide uninterrupted service, they perform appropriately to meet changing computing and telecommunications needs, and their life-cycle is planned and managed. Due to the highly mobile

nature of these assets and the dynamic complexion of providing municipal services, an asset management plan is essential to ensure the technology and the appropriate asset are assigned to fit the task.

Goal 3: Support Asset Management	
Objectives for 2011/2012:	
BPIM 3.1	Deliver ICT-approved corporate asset management projects: <ul style="list-style-type: none"> • Implement Non-inventoried Asset Management/ Security Management system – Fire Pilot (ICT0745) • Fleet Maintenance Management (ICT0812) • Asset Data project
BPIM 3.2	Complete an expression of interest (EOI) for a corporate asset management technology solution to enhance the effective management of HRM land, buildings, and right-of-way assets.
BPIM 3.3	Rationalize assignment of mobility devices based on user need
BPIM 3.4	Complete workplace printing audit – independent needs analysis, recommendation for office printing standards, centralization of printing and copying budgets, rationalization of existing copying leases and equipment assignment.
Objectives for the next 3-5 years:	
BPIM 3.5	Define and deliver data, application, and infrastructure architecture required to support corporate strategic asset management

Goal 4: Implement Enterprise Content Management

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery

Description:

BPIM is focusing on improved management of corporate documents and records. In support of this objective, a corporate enterprise content management system (Open Text) has been purchased and is being implemented in a phased manner across the organization. The goal is to create a central repository for HRM electronic and physical documents which is searchable, provides easy access to all users, and responds to legislative requirements for e-discovery. This system will improve the overall records and information management within the organization and preserve records of enduring value. The corporate document/ record management system will enable the organization to become a paperless and connected workplace through centralized sharing and collaboration of information.

Goal 4: Implement Enterprise Content Management	
Objectives for 2011/2012:	
BPIM 4.1	<ul style="list-style-type: none"> • Create and Implement a Central Repository for all Electronic and Physical Documents (Enterprise Content Management - ICT0708)
BPIM 4.2	<p>Establish Open Text as a corporate, phased multi-year project and communicate a complete HRM schedule for deployment. 2011 implementation to include:</p> <ul style="list-style-type: none"> • Completing Corporate Communications • BPIM • Central Services business units such as Human Resources and Finance • HRP (Administrative records) • Fire and Emergency Services • Legal Services and Council Office
BPIM 4.3	<p>Commence establishment of Enterprise Content Management Program and initiate the following activities in support of it:</p> <ul style="list-style-type: none"> • Governance Framework - planning & project prioritization, project registration process, services and support model • Security Framework • Records Management (RM) Framework - RM classification model, RM standards, policies and guidelines, RM training and communication, • Change Management Strategy • Communications Plan
BPIM 4.4	<p>Deploy the Physical Objects Module for the IM Records Center and Archives, its employees and regular business unit users. This module will computerize the management of semi-active records of the Records Centre.</p>
BPIM 4.5	<p>Develop a best practice policy for e-mail management</p>
BPIM 4.6	<p>Migrate electronic documents and email records from shared network drives and email repository to Open Text while setting standards and policies for the migration and post migration situation</p>
BPIM 4.7	<p>Complete disposition (Shred and Archival Processing) of corporate records in compliance with Administrative Order 31 to preserve the capacity of the corporate records center and ensure its safe operation. Apply Digitization and Scanning Processes as necessary to preserve records and enhance active HRM processes.</p>
Objectives for the next 1-3 years:	
BPIM 4.8	<p>Continue with Open Text Implementation throughout the HRM</p>
BPIM 4.9	<p>Complete establishment of ECM program</p>

Goal 5: Enhance Information Security, Access and Privacy

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery,
Council Focus Area: Governance & Communication

Description:

HRM is the custodian of large amounts of private citizen and employee information, as well as other proprietary data which needs to be protected from unauthorized disclosure. Recent high profile electronic security failures in Canada have highlighted the need for governments to be vigilant on both the security measures in place, as well as the user activities that support an effective security program. Implementation of effective security controls and processes based on best practice will mitigate risk and demonstrate due diligence in protection of private information.

In support of the above and to support HRM’s compliance efforts with the Municipal Government Act, Freedom of Information & Protection of Privacy Act (FOIPOP), and the Personal Information International Disclosure Protection Act (PIIDPA), an access and privacy awareness and educational program will be implemented in 2011/12. The goal of the program will be to provide staff and elected officials with an understanding of the requirement for protecting personal information and HRM’s obligations under existing privacy legislation. Staff will be provided with information on the collection, use and disclosure of personal information as well as practical guidance and tools for successfully addressing privacy requirements. Existing policies and procedures impacting privacy will be updated and new policies developed, as appropriate, to ensure ongoing compliance.

Goal 5: Enhance Information Security, Access and Privacy	
<i>Objectives for 2011/2012:</i>	
BPIM 5.1	Develop HRM Privacy Policy, including revamping the Internet Privacy Policy
BPIM 5.2	Develop an Open Data policy for Council consideration
BPIM 5.3	Develop and deliver appropriate access and privacy education, training, and promotional programs and services
BPIM 5.4	Develop and deliver the Privacy Impact Assessment (PIA) process
BPIM 5.5	Process access (FOIPOP) applications in compliance with legislative requirements
BPIM 5.6	Develop policies and procedures to protect personal information stored in personal information banks. Begin identification of personal information banks held by HRM.
BPIM 5.7	Enhance end user computer/mobile device security awareness. 50% of HRM users to have completed training by end FY 11/12.

BPIM 5.8	Implement encryption technology to mitigate risk of lost storage devices containing private information. New computers will be delivered with fully encrypted storage. Existing portable storage devices will be replaced with FIPS 140-2 certified devices by end FY 11-12.
BPIM 5.9	Third party security audit to be conducted by Dec 2011 along with action plan for security deficiencies.
BPIM 5.10	Confirm existing user access controls are appropriate to the data being stored on HRM file servers. Business units are provided access control lists and confirm correct access controls are in place by Q3.
BPIM 5.11	Deliver secure wireless access to select HRM facilities – mitigate risk of rogue access points through provision of enterprise managed wireless services for HRM’s major facilities. Implement secure wireless access (Wi Fi hotspots) at City Hall, Duke Tower, Alderney Gate, and Eric Spicer meeting rooms by Q3.
Objectives for the next 3-5 years:	
BPIM.5.12	Develop and implement a Routine Access Policy. Commence development and implementation of Business Unit specific Routine Disclosure Plans.
BPIM 5.13	Audit HRM forms for privacy compliance
BPIM 5.14	Complete identification of personal information banks (PIBs) and produce a Directory of PIBs for HRM
BPIM 5.15	Review of all current HRM policies and procedures to ensure legislative compliance
BPIM 5.16	Develop Privacy and Access components of the Information Security Architecture for HRM

Goal 6: Client-Focused Service Delivery Transformation

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery, Fiscal Health, Organizational Capacity

Description:

BPIM is committed to adopting industry best practices to deliver a greater customer service experience. To accomplish this, concerted effort will be placed around ICT strategy development, client relationship management, portfolio management, project management, and enhancing the overall end-user experience. Client relationship management focuses on developing a partnership with business units such that technology can be exploited in the development of streamlined business processes and introduction of new functionality. Portfolio management will ensure the enterprise is working on the right initiatives at the right time. With many competing enterprise priorities it is essential that a strategic roadmap that balances risk, financial constraints, and resource allocation is created. Upon completion of the roadmap, structured project management

will be utilized to deliver these initiatives. Project management promotes delivering quality planned projects on-time and on budget.

Goal 6: Client-Focused Service Delivery Transformation	
Objectives for 2011/2012:	
BPIM 6.1	<p>Commence development of a multi-year ICT strategic plan for HRM which outlines how information and technology will be leveraged to support/ meet corporate and business goals of the organization. Align ICT priorities to corporate priorities.</p> <ul style="list-style-type: none"> • Commence development of an enterprise and data architecture, describing future state directions for data/ information, applications and infrastructure. • Develop detailed road maps and support plans for all business and enterprise applications; priority to be given to establishing road maps for the Hansen, FDM, Web and Hastus applications. • Commence development of a master data management (MDM) program outlining data custodianship models, corporate data management standards and best practises. • Develop an Information Management (IM) strategy outlining strategic direction and policy requirements for proper management of all information assets in the organization- paper and electronic records, documents- and use and access to those assets through work flow and collaboration.
BPIM 6.2	Simplify and communicate to clients the ICT governance model and service delivery process by end June 2011.
BPIM 6.3	<p>Implement improvements to client relationship management:</p> <ul style="list-style-type: none"> • Implement standardized process for obtaining support for or requesting services from ICT. • Market new „single point of contact“ model for the submission of all requests to ICT. • Implement new Customer Satisfaction Survey and input the results into a Continual Service Improvement program. • Enable reporting capabilities to provide view of all requests in progress. • Clarify roles and responsibilities for CRM staff to ensure consistency in the client experience. • Improve operation of service desk by implementing industry best practices concerning training, supporting documentation and performance measurement.
BPIM 6.4	<p>Establish Project Management Office (PMO)</p> <ul style="list-style-type: none"> • Develop project classification methodology (small, medium, and large projects)

	<ul style="list-style-type: none"> • Market the use of standardized templates within the delivery of services • Assign project space to critical ICT projects • Monitor and plan for resource utilization • Identify skills gaps for ICT projects moving into operations • Project tracking and reporting (Scope, Cost, Schedule)
BPIM 6.5	Commence implementation of Project Portfolio Management best practice to align and prioritize projects with HRM's long-term strategies and goals.
BPIM 6.6	Create and publish performance metrics for ICT, Customer Service, Call Centre, and Corporate Planning.
BPIM 6.7	Develop a mechanism to engage end users in computing product selection and specification provide greater input into the provision of equipment while maintaining cost controls. An updated catalogue of available tools will be published by end Q2, with user assignment criteria.
BPIM 6.8	Improve performance of end user computing devices – all existing and new hardware and software platforms will be evaluated for performance characteristics during implementation. Baseline performance metrics will be collected during Q1 and re-evaluated in Q4.
BPIM 6.9	Provide end user training to support changes in tools and technology. Employees see the investment being made in their skill sets. All users will have access to training prior to delivery of new hardware and software, including on-line and classroom training as appropriate. Training will be evaluated and continuous improvement in place by end Q2.
BPIM 6.10	Continue end user tools modernization including Windows 7 implementation, development of email migration and archiving strategy, establishing a software availability catalogue and definitive software library for distribution. Windows 7 image will be deployed Q1, software catalogue published by Q2, email migration initiated by Q4.
BPIM 6.11	Select ICT functions for Alternative Service Delivery (ASD) analysis
Objectives for the next 3-5 years:	
BPIM 6.12	Complete development of the portfolio management frame work and implement automated tools to present optional portfolio mixes.
BPIM 6.13	Expand portfolio management to an enterprise level that incorporates other project initiatives (not just for ICT projects anymore)
BPIM 6.14	Introduce project management productivity tools (work flow, reporting, controlling)
BPIM 6.15	Introduce Program Management best practices
BPIM 6.16	Continue to implement ICT architectures, strategies, policies, processes, and standards

Goal 7: Enhance the Capacity and Service Quality of Citizen-Facing Services

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery

Description:

BPIM provides Citizen-facing services through the Web, Corporate Call Centre, and Customer Service Centres.

Information and services are provided to the public through its corporate website, Halifax.ca. Access to the website is currently limited to traditional browser-based technologies, finding information on the website can sometimes be difficult, and it is not possible to customize the content to an individual’s particular interests or needs. In order to improve access and availability of information and services within Halifax.ca, staff will gather requirements from various stakeholders to determine where improvements can be most effective. The website will be modernized to take advantage of current technologies and will be structured to better present a service-based approach, providing a more efficient and fulfilling experience to the end user.

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

HRM Customer Service Centres are the primary walk in point for citizens to conduct Municipal transactions. A review will be undertaken, to ensure service delivery is meeting the requirements of citizens. The review will examine quality of service and current service delivery methodologies. The review will also entail a strategy to accommodate the future growth expected in web based financial transactions. Recommended improvements to service delivery encompassing best practice benchmarks in customer service delivery models will be considered.

Goal 7: Enhance the Capacity and Service Quality of Citizen-Facing Services	
Objectives for 2011/2012:	
BPIM 7.1	Complete requirements gathering, business case, and determine funding requirement for Halifax.ca redesign. Consult with the Council, staff and the public, with a view to: <ul style="list-style-type: none"> • Enhancing accessibility (visually impaired, multi-lingual) • Enhancing ease of use (customer experience) • Enhancing mobile access

	<ul style="list-style-type: none"> • Enhancing security/privacy • Leveraging social media • Improving content accuracy and relevance <p>Leverage ICT reserve funds to commence phased implementation as soon as possible.</p>
BPIM 7.2	Establish effective and efficient corporate governance model for maintaining HRM's web presence
BPIM 7.3	Build organizational knowledge and skill within business unit clients to „self-serve“ on HRM's internet and intranet.
BPIM 7.4	Implement infrastructure changes to the HRM data network to allow access to audio and video online training, media outlets, and collaboration with citizens, vendors, and other levels of government.
BPIM 7.5	<p>Identify and recommend potential service delivery enhancements and ways to deflect non-value added work from Call Centre call volume to maintain 80/25 response standard without additional resources</p> <ul style="list-style-type: none"> • Evaluate IVR and Auto-Attendant options • Review current business processes and new business opportunities through development of Service Level Agreements with business units • Increase presence of on-line service requests
BPIM 7.6	Benchmark Call Centre performance with other Canadian municipalities and industry standards
BPIM 7.7	Evaluate the merits of moving toward a 311 (and potentially 211) call centre with Regional Council.
BPIM 7.8	Complete strategic capacity review of Customer Service Centres and Licensing administration.
BPIM 7.9	Evaluate potential role of Customer Service Centres toward supporting HRM's economic development strategy
Objectives for the next 3-5 years:	
BPIM 7.10	Leverage business transformation/transaction opportunities through enhanced use of the web.
BPIM 7.11	Analyze usage patterns and ensure website is meeting needs in terms of content and access.
BPIM 7.12	Provide option for customized user experience and improve customer self-service options.
BPIM 7.13	Enhance e-voting and e-Commerce capabilities on the web.

Goal 8: Enhance Corporate Strategic Planning and Performance Measurement Outcomes

Corporate Strategy Linkage:

Council Focus Area: Governance & Communication
Administrative Priority: Excellence in Service Delivery; Fiscal Health

Description:

To ensure that HRM Councillors and employees have the best available information upon which to base decisions, HRM has undertaken a multi-phase effort to develop community, corporate and operational planning and performance reporting. Currently the objective is to formalize the overall Corporate Planning cycle to ensure that all stakeholders fully understand their role and are sufficiently engaged at the appropriate times.

The community performance indicators will be reviewed and refined to better reflect progress against Community Outcomes and Council’s Priorities. In addition, the corporate performance indicators will be refined to reflect the requirements of the Executive Management Team (EMT), and to work with business units to assist them in developing performance measures which support operational efforts and establishing service standards where none currently exist.

Goal 8: Enhance Corporate Strategic Planning and Performance Measurement Outcomes	
<i>Objectives for 2011/2012:</i>	
BPIM 8.1	Identify and align resources to support Corporate Planning and Performance Measurement systems.
BPIM 8.2	Operationalize corporate performance reporting within the Senior Management Team (SMT)
BPIM 8.3	Corporate Performance measures approved by Administrative Standing Committee
BPIM 8.4	Refine the Community Reporting Framework.
BPIM 8.5	Develop and obtain approval for an overall Corporate Planning “cycle”, including Community Outcomes, Budget preparation, Business Planning, and Performance reporting which engages SMT, EMT, Standing Committees, COW, and Regional Council at appropriate stages.
BPIM 8.6	Implement Corporate Plan communications plan
BPIM 8.7	Coordinate a mid-year review with Council to kick off business planning season that includes Council Focus Area updates, Community Outcome plans, Performance Measurement reporting, and Service Review updates/recommendations
BPIM 8.8	Develop and obtain approval for ongoing Citizen Survey content and cycle.

BPIM 8.9	Undertake citizen survey in Jan/Feb 2012, incorporating lessons learned from 2010
Objectives for the next 3-5 years:	
BPIM 8.10	Produce a Corporate Plan including a more detailed multi-year operating, capital and reserve budget model with Council
BPIM 8.11	Develop "cascading" model of Corporate Performance Reports for Business Unit reporting

Goal 9: Facilitate Service Excellence through Service Review Program

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery; Fiscal Health

Description:

To facilitate Excellence in Service Delivery, a formal process to review HRM Services has been developed and adopted by council. This process ensures that staff and Council are engaged at the appropriate level to maximize effective decision making with a focus on financial efficiency and service innovation.

Goal 9: Facilitate Service Excellence through Service Review Program	
Objectives for 2010/2011:	
BPIM 9.1	Deliver reports on 4 Service Reviews now in process: Winter Works, Fleet, Recreation, and Library Services
BPIM 9.2	Enhance Alternative Service Delivery (ASD) considerations within the Service Review program
BPIM 9.3	Engage Council on the next Service Review priorities
BPIM 9.4	Inventory existing service standards and identify gaps
BPIM 9.5	Where service standards exist, work with business units to ensure targets and performance reporting is in place
BPIM 9.6	Review/refine HRM's service catalogue and identify „mandated“ services
Objectives for the next 3-5 years:	
BPIM 9.7	Refine the service review process to maximize on long term benefits
BPIM 9.8	Expand on the service catalogue, consistent with Municipal Reference Model best practices, to better enable decision making around service delivery and budget allocation.

Goal 10: Meet Internal Service Expectations

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery

Description:

BPIM is committed to meeting the Internal Service Expectations agreed upon with other HRM business units. Responses to specific requests have been provided to individual business units.

Goal 10: Meet Internal Service Expectations	
Objectives for 2011/2012:	
BPIM 10.1	Support IAM with identifying and implementing ICT requirements for 2011 corporate office moves: <ul style="list-style-type: none"> • Alderney Gate • Duke Tower 3rd Floor • Duke Tower 4th Floor
BPIM 10.2	Provide ICT Consultants to work closely with business units to understand business objectives and challenges and make recommendations where an ICT solution can add value to the business unit or the corporation as a whole.
BPIM 10.3	Support Finance in initiatives to achieve PCI (Payment Card Industry) Compliance
BPIM 10.4	Provide GIS Technical support to the Municipal Clerk's Office for the District Boundary Review application to the NSURBA
BPIM 10.5	Provide Data resources to Municipal Clerk's Office for preparation of data transfers and agreements with Elections Nova Scotia, in support of the 2012 Municipal Election.
BPIM 10.6	Replace or rebuild the HRM Election System prior to the 2012 Municipal Election.
BPIM 10.7	Provide laptops, printer, and air card to support offsite collective bargaining. SAP Specialists to support collective bargaining data and reporting requirements.
BPIM 10.8	Develop road map for FDM identifying sequencing and timing of system and database upgrades, clean-up of property data, and implementation of new functionality through new modules as prioritized by the business unit.

Service Level Changes

Increases In Services / New Initiatives:

- Information, Communications, Technology (ICT) service delivery increased (better solutions faster)
- 14 new information solutions in implementation, 12 more in planning
- HRM's Web presence and accessibility improved
- Improved electronic records management and access to information
- Enhanced information technology security
- Rationalization and "Right-Sizing" of ICT asset base
- Community / Quality of Life (QOL) Performance Framework

Decreases In Services / Operational Pressures (OP):

- Operational Pressure – Access & Privacy resources
- Elimination of Visitor Information Services program

Expected Services Not Being Delivered:

- None

Business Planning & Information Management Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$19,280
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	265
2	Decrease in budget due to closing of the Visitor Services operation	(250)
3	Increase in computer repair/maintenance, software/licensing budgets	68
4	Decrease in funding transferred from Project Budget to fund positions	186
5	Decrease in telephone budget	(170)
6	Decrease in consulting fees budget	(89)
7	Decrease training and education budget	(73)
8	Decrease in advertising and promotions	(24)
9	Net decrease of other miscellaneous changes	(70)
2011/12 Budget		\$19,123

BPIM

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
M636 VIK - Special Events			256,588			
* Commonwealth Games			256,588			
A302 Service Review	184,400	183,145	174,582	579,252	396,107	216.3
A610 Dir.of Business Plan	745,391	677,457	643,365	311,825	(365,632)	(54.0)
E125 ICT Transformation	104,620	104,762	127,663		(104,762)	(100.0)
** Director of Business Plan. & In	1,034,411	965,364	1,202,198	891,077	(74,287)	(7.7)
A642 Administration - DKM	315,175	497,141	583,047		(497,141)	(100.0)
* Data Knowledge Management	315,175	497,141	583,047		(497,141)	(100.0)
A122 Info Resource Mgmt	579,908	607,418	531,959		(607,418)	(100.0)
* Information Resource Management	579,908	607,418	531,959		(607,418)	(100.0)
A635 GIS	496,062	609,482	468,589		(609,482)	(100.0)
* Geographic Information Services	496,062	609,482	468,589		(609,482)	(100.0)
A645 Data Management Group	617,400	817,285	716,629		(817,285)	(100.0)
* Data Management	617,400	817,285	716,629		(817,285)	(100.0)
** Data/Knowledge Management	2,008,545	2,531,326	2,300,224		(2,531,326)	(100.0)
A410 Administration - IT	2,215,663	2,010,283	1,040,145		(2,010,283)	(100.0)
* Information Technology	2,215,663	2,010,283	1,040,145		(2,010,283)	(100.0)
A440 Technology Infrastructure	4,474,100	4,577,768	4,647,305		(4,577,768)	(100.0)
* Technology Infrastructure	4,474,100	4,577,768	4,647,305		(4,577,768)	(100.0)
A420 Customer Care	1,263,490	1,401,255	1,412,071		(1,401,255)	(100.0)
* Customer Care	1,263,490	1,401,255	1,412,071		(1,401,255)	(100.0)
A430 Business Solutions	1,860,372	1,906,196	1,765,662		(1,906,196)	(100.0)
* Business Solutions	1,860,372	1,906,196	1,765,662		(1,906,196)	(100.0)
A435 IT Professional Services	1,197,121	1,192,048	1,119,571		(1,192,048)	(100.0)
* Project Management	1,197,121	1,192,048	1,119,571		(1,192,048)	(100.0)
** Information Technology	11,010,746	11,087,550	9,984,754		(11,087,550)	(100.0)
A461 Client Services	164,330	188,163	217,431		(188,163)	(100.0)
* Client Services	164,330	188,163	217,431		(188,163)	(100.0)
A661 Admin. & Storefront	87,735	100,854	56,015	8,748	(92,106)	(91.3)
A663 Alderney Gate	102,880	108,630	106,515	217,117	108,487	99.9
A664 Bayer's Road	103,276	108,698	108,032	108,309	(389)	(0.4)
A665 Scotia Square	153,598	162,820	156,989	161,690	(1,130)	(0.7)
A666 Cole Harbour Place	103,880	101,936	105,751		(101,936)	(100.0)
A667 Acadia Centre	103,576	110,811	104,523	110,399	(412)	(0.4)
A668 Musquodoboit Harbour	20,000	20,000	19,100	20,000		
* Customer Service Centres	674,945	713,749	656,926	626,263	(87,486)	(12.3)
A625 Corporate Call Centre	1,875,738	1,917,299	1,922,290	1,949,290	31,991	1.7
* Dispatch Services/Call Centre	1,875,738	1,917,299	1,922,290	1,949,290	31,991	1.7
A681 E-Access & Services	593,956	616,056	610,289		(616,056)	(100.0)
* E-Access & Services	593,956	616,056	610,289		(616,056)	(100.0)
C740 Visitor S. Staff Sup	485,176	250,361	243,222		(250,361)	(100.0)
C750 Visitor Info. Centres						
C799 Visitor Serv-Clearin						
* Visitor Services	485,176	250,361	243,222		(250,361)	(100.0)
** Client Services	3,794,145	3,685,628	3,650,157	2,575,553	(1,110,075)	(30.1)
R381 Harbour Solutions Project	(100)					
** Harbour Solutions Project	(100)					
A721 ICT Planning & CRM Admin			947	273,902	273,902	
A722 Access & Privacy				180,059	180,059	
A723 CRM			609	1,437,796	1,437,796	
A724 Enterprise Architecture			7	390,798	390,798	
A725 Information Management				548,699	548,699	
* ICT Planning & CRM			1,564	2,831,254	2,831,254	
A438 IT CAPITAL			4,702	1,700	1,700	
A731 ICT Delivery Admin.			902	251,343	251,343	
A732 Business Applications				886,100	886,100	
A733 Enterprise Applications			(4,645)	1,369,999	1,369,999	
A734 ICT Proj Mgmt (PMO)			39	505,346	505,346	
A735 Systems Development			13	1,493,818	1,493,818	
* ICT Delivery			1,011	4,508,306	4,508,306	
A421 Telecommunications	1,012,035	1,010,490	997,789	841,114	(169,376)	(16.8)
A741 ICT Operations Admin.			480	2,380,265	2,380,265	
A742 Technology Infrastructure			10,736	1,703,437	1,703,437	
A743 ICT Asset Management			85,099	3,392,452	3,392,452	
* ICT Operations	1,012,035	1,010,490	1,094,104	8,317,268	7,306,778	723.1
** BPIM ICT	1,012,035	1,010,490	1,096,678	15,656,828	14,646,338	1,449.4
*** Total	18,859,782	19,280,358	18,234,012	19,123,458	(156,900)	(0.8)

BPIM Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
M636 VIK - Special Events			256,588			
* Commonwealth Games			256,588			
A302 Service Review	184,400	183,145	174,582	579,252	396,107	216.3
A610 Dir.of Business Plan	745,391	811,057	777,001	445,425	(365,632)	(45.1)
E125 ICT Transformation	104,620	104,762	127,663		(104,762)	(100.0)
** Director of Business Plan. & In	1,034,411	1,098,964	1,335,834	1,024,677	(74,287)	(6.8)
A642 Administration - DKM	315,175	497,141	583,047		(497,141)	(100.0)
* Data Knowledge Management	315,175	497,141	583,047		(497,141)	(100.0)
A122 Info Resource Mgmt	580,608	608,118	560,077		(608,118)	(100.0)
* Information Resource Management	580,608	608,118	560,077		(608,118)	(100.0)
A635 GIS	499,062	612,482	469,427		(612,482)	(100.0)
* Geographic Information Services	499,062	612,482	469,427		(612,482)	(100.0)
A645 Data Management Group	617,400	817,285	716,629		(817,285)	(100.0)
* Data Management	617,400	817,285	716,629		(817,285)	(100.0)
** Data/Knowledge Management	2,012,245	2,535,026	2,329,179		(2,535,026)	(100.0)
A410 Administration - IT	2,215,663	2,010,283	1,041,124		(2,010,283)	(100.0)
* Information Technology	2,215,663	2,010,283	1,041,124		(2,010,283)	(100.0)
A440 Technology Infrastructure	4,474,100	4,577,768	4,647,905		(4,577,768)	(100.0)
* Technology Infrastructure	4,474,100	4,577,768	4,647,905		(4,577,768)	(100.0)
A420 Customer Care	1,263,490	1,401,255	1,412,071		(1,401,255)	(100.0)
* Customer Care	1,263,490	1,401,255	1,412,071		(1,401,255)	(100.0)
A430 Business Solutions	1,860,372	1,906,196	1,770,912		(1,906,196)	(100.0)
* Business Solutions	1,860,372	1,906,196	1,770,912		(1,906,196)	(100.0)
A435 IT Professional Services	1,197,121	1,192,048	1,119,614		(1,192,048)	(100.0)
* Project Management	1,197,121	1,192,048	1,119,614		(1,192,048)	(100.0)
** Information Technology	11,010,746	11,087,550	9,991,626		(11,087,550)	(100.0)
A461 Client Services	164,330	188,163	218,931		(188,163)	(100.0)
* Client Services	164,330	188,163	218,931		(188,163)	(100.0)
A661 Admin. & Storefront	367,735	380,854	365,651	288,748	(92,106)	(24.2)
A663 Alderney Gate	102,880	108,630	106,515	217,117	108,487	99.9
A664 West End Mall	103,276	108,698	108,032	108,309	(389)	(0.4)
A665 Scotia Square	153,598	162,820	156,999	161,690	(1,130)	(0.7)
A666 Cole Harbour Place	103,880	101,936	105,751		(101,936)	(100.0)
A667 Acadia Centre	103,576	110,811	104,523	110,399	(412)	(0.4)
A668 Musquodoboit Harbour	20,000	20,000	19,100	20,000		
* Customer Service Centres	954,945	993,749	966,572	906,263	(87,486)	(8.8)
A625 Corporate Call Centre	1,875,738	1,917,299	1,922,517	1,949,290	31,991	1.7
* Dispatch Services/Call Centre	1,875,738	1,917,299	1,922,517	1,949,290	31,991	1.7
A681 E-Access & Services	593,956	616,056	610,289		(616,056)	(100.0)
* E-Access & Services	593,956	616,056	610,289		(616,056)	(100.0)
C740 Visitor S. Staff Sup	545,176	310,361	263,222		(310,361)	(100.0)
C750 Visitor Info. Centres						
C799 Visitor Serv-Clearin						
* Visitor Services	545,176	310,361	263,222		(310,361)	(100.0)
** Client Services	4,134,145	4,025,628	3,981,530	2,855,553	(1,170,075)	(29.1)
R381 Harbour Solutions Project	(100)		117,776			
** Harbour Solutions Project	(100)		117,776			
A721 ICT Planning & CRM Admin			947	273,902	273,902	
A722 Access & Privacy				180,259	180,259	
A723 CRM			609	1,437,796	1,437,796	
A724 Enterprise Architecture			7	390,798	390,798	
A725 Information Management				552,199	552,199	
* ICT Planning & CRM			1,564	2,834,954	2,834,954	
A438 IT CAPITAL			4,702	1,700	1,700	
A731 ICT Delivery Admin.			902	251,343	251,343	
A732 Business Applications				886,100	886,100	
A733 Enterprise Applications			(4,645)	1,369,999	1,369,999	
A734 ICT Proj Mgmt (PMO)			39	505,346	505,346	
A735 Systems Development			13	1,493,818	1,493,818	
* ICT Delivery			1,011	4,508,306	4,508,306	
A421 Telecommunications	1,012,035	1,010,490	997,789	841,114	(169,376)	(16.8)
A741 ICT Operations Admin.			480	2,380,265	2,380,265	
A742 Technology Infrastructure			10,736	1,703,437	1,703,437	
A743 ICT Asset Management			85,099	3,392,452	3,392,452	
* ICT Operations	1,012,035	1,010,490	1,094,104	8,317,268	7,306,778	723.1
** BPIM ICT	1,012,035	1,010,490	1,096,678	15,660,528	14,650,038	1,449.8
*** Total	19,203,482	19,757,658	18,852,624	19,540,758	(216,900)	(1.1)

BPIM Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A610 Dir.of Business Plan		(133,600)	(133,636)	(133,600)		
** Director of Business Plan. & In		(133,600)	(133,636)	(133,600)		
A122 Info Resource Mgmt	(700)	(700)	(28,118)		700	(100)
* Information Resource Management	(700)	(700)	(28,118)		700	(100.0)
A635 GIS	(3,000)	(3,000)	(838)		3,000	(100)
* Geographic Information Services	(3,000)	(3,000)	(838)		3,000	(100.0)
** Data/Knowledge Management	(3,700)	(3,700)	(28,955)		3,700	(100.0)
A410 Administration - IT			(979)			
* Information Technology			(979)			
A440 Technology Infrastructure			(600)			
* Technology Infrastructure			(600)			
A430 Business Solutions			(5,250)			
* Business Solutions			(5,250)			
A435 IT Professional Services			(43)			
* Project Management			(43)			
** Information Technology			(6,872)			
A461 Client Services			(1,500)			
* Client Services			(1,500)			
A661 Admin. & Storefont	(280,000)	(280,000)	(309,636)	(280,000)		
A665 Scotia Square			(10)			
* Customer Service Centres	(280,000)	(280,000)	(309,646)	(280,000)		
A625 Corporate Call Centre			(227)			
* Dispatch Services/Call Centre			(227)			
C740 Visitor S. Staff Sup	(60,000)	(60,000)	(20,000)		60,000	(100)
* Visitor Services	(60,000)	(60,000)	(20,000)		60,000	(100.0)
** Client Services	(340,000)	(340,000)	(331,373)	(280,000)	60,000	(17.6)
R381 Harbour Solutions Project			(117,776)			
** Harbour Solutions Project			(117,776)			
A722 Access & Privacy				(200)	(200)	
A725 Information Management				(3,500)	(3,500)	
* ICT Planning & CRM				(3,700)	(3,700)	
** BPIM ICT				(3,700)	(3,700)	
*** Total	(343,700)	(477,300)	(618,612)	(417,300)	60,000	(12.6)

BPIM Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	11,820,593	12,598,286	12,245,318	12,606,847	8,561	0.1
* Office	3,541,011	4,022,690	4,418,332	3,871,324	(151,366)	(3.8)
* External Services	568,027	501,191	504,270	430,620	(70,571)	(14.1)
* Supplies	14,600	10,100	4,423	9,000	(1,100)	(10.9)
* Materials			198			
* Building Costs	17,300	15,800	12,304	1,000	(14,800)	(93.7)
* Equipment & Communications	3,097,091	2,504,283	1,412,314	2,581,508	77,225	3.1
* Other Goods & Services	590,057	638,782	372,708	388,622	(250,160)	(39.2)
* Interdepartmental	900	800	(5,552)		(800)	(100.0)
* Other Fiscal	(446,097)	(534,274)	(111,690)	(348,163)	186,111	(34.8)
** Total	19,203,482	19,757,658	18,852,624	19,540,758	(216,900)	(1.1)
Revenues						
* Fee Revenues	(281,700)	(281,700)	(310,345)	(281,700)		
* Other Revenue	(62,000)	(195,600)	(308,267)	(135,600)	60,000	(30.7)
** Total	(343,700)	(477,300)	(618,612)	(417,300)	60,000	(12.6)
Net Surplus/(Deficit)	18,859,782	19,280,358	18,234,012	19,123,458	(156,900)	(0.8)

Community Development

Business Plan - 2011/12

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

Business Unit Overview:

Community Development delivers a variety of programs and support services designed to enhance the quality of life for HRM residents. Through its direct programming and service delivery, Community Development is often the “face” of the municipality within communities. With responsibility for areas such as recreation programming, community development, culture and heritage, youth advocacy, facility development, regional planning, and civic events, Community Development plays a key role in building healthy, vibrant, and sustainable communities throughout the municipality.

Director:	Vacant
Planning Services Austin French	Responsible for the implementation of HRM's Regional Plan which contains policies and regulations at regional and community levels to provide for orderly settlement, the establishment and maintenance of community character, and the development of safe and accessible communities, buildings and infrastructure. Processes and facilitates applications for changes to land use policy and regulations in support of development activity throughout the region, including heritage protection and urban design initiatives, development agreements, and amendments to planning strategies and by-laws. Leads the Regional Plan review process.
Subdivision and Land Use Sharon Bond	Reviews existing activity and all new development proposals for compliance with land use based regulations. This function includes acceptance of new HRM parkland and land use compliance.
Development Engineering Denise Schofield	Reviews all development proposals for compliance with engineering and infrastructure-based regulations. This function includes acceptance of new HRM infrastructure and blasting by-law enforcement. Civic Addressing is also included in this section and is responsible for assignment of new and correction of duplicate civic addresses and street names. Civic Addressing is also responsible for confirmation of community boundaries.

Community Recreation Services Karen MacTavish	Offers a diverse selection of direct and facilitated recreation and leisure programs and services including: community youth development; aquatics; youth leadership; physical activity initiatives; local community events; environmental education outdoor recreation; facilitation of facility lease agreements; and, community development initiatives. Coordinates bookings, scheduling and requests for outdoor parks, sports fields, arenas, and Halifax Regional School Board facilities.
Community Relations & Cultural Affairs Andrew Whittemore	Focuses on empowering and organizing communities, fostering civic engagement and building community pride. Responsible for training new community and sectorial leaders and initiatives that improve community conditions. CRCA dedicated resources to promoting equity, improved services, and multi-cultural relations with a specific focus on newcomers, Aboriginal Peoples, African Nova Scotians, and disenfranchised youth (i.e. Youth Advocate Program). CRCA also focuses on community economic development through provision of grants and contributions to non-profit industry as well as to local business improvement districts.
Permits and Inspections Jim Donovan	Reviews all development proposals for compliance with Provincial Building Code Regulations including inspections to ensure compliance with approved plans (i.e. construction standards, life safety, etc). Responds to citizen requests for service under By-law M100 - Respecting Residential Occupancies, as well as the Licensing of Rooming Houses under By-law M100.
Facilities Doug Rafuse	Provides short and long range indoor facility management strategies to allow delivery of community, recreational, sport, event and cultural programming. Provides Facility Partnership which develops, negotiates and administers management and operating agreements with facilities that support the business unit program delivery goals.

**Summary of
Business Unit
Structure Changes:**

- Civic Addressing Realignment – 4 Civic Addressing FTE and all related duties transferred from BPIM to CD.
- New FTE proposed – Community Developer to develop and lead the function of the new African Nova Scotian Municipal Office
- 7 New FTE’s proposed- Introducing the Youth Advocate Program as a new service with 7 new FTE: 6 Youth Advocate Workers and 1 Program Assistant
- Establish a consolidated project office for staff team working on the joint Regional Plan 5-Year Review and Neighbourhood Greenprint
- SMT has endorsed the concept of establishing a “coordinating group” to deliver Capital Ideas. The full nature of this group has not yet been finalized but at minimum will include a project manager and communications officer, both of which could be drawn from the joint Regional Plan/Neighbourhood Greenprint project team

Core Operations and Services provided:

- Direct provision to 19 community recreation centres, 4 ice surfaces, 2 indoor pools and 2 outdoor pools, and 25 supervised beaches
- Support to an additional 26 community operated, HRM-owned community recreation centres, 6 sport facilities, 5 regional multi-sport complexes and 4 event type facilities, which include 14 ice surfaces, 5 indoor pools and 2 outdoor pools who have a combined operating budget of approximately \$35M
- BMO Centre, a 4-pad arena, municipally owned and privately operated
- Directly operates over 8000 recreation programs in 200 locations
- Permit issuance - 4609 permits were issued in 2010 for a total construction value of over \$778 million
- 23,045 construction compliance inspections completed in 2010
- 10,599 Customer Service Requests in 2010
- 554 Subdivision applications processed in 2010
- Regulatory Enforcement - 292 land use compliance complaints received in 2010
- Planning Applications - processed 127 applications in 2010
- Support of more than 95 festivals and events
- Provides over \$3 million annually in grants and contributions
- Cultural programs targeting emerging artists in an effort to retain local youth and position HRM as a creative, innovative and vibrant city, and to contribute to long-term economic development
- Community art programming aimed at disengaged and at-risk youth to improve their life skills and prospects of becoming productive members of society
- Leadership training, organizational capacity building, and volunteer recruitment aimed at fostering empowered and engaged citizens and overall safer communities

- Expert consultation and civic engagement strategies and programs to foster positive community relations and active citizen involvement
- Expert process design and support to enhance HRM organizational awareness and performance in community engagement
- Manages and interprets HRM owned heritage buildings and assets
- In 2010, provided support to 25 film projects contributing to HRM's long-term economic development and international reputation as a film destination
- Leverages funding and partnerships with Business Improvement Districts to foster economic growth in HRM's downtown core and suburban business districts
- Policies: Municipal Planning Strategies, Land Use By-laws, Public Art Policy, Community Engagement Strategy, Major Event Hosting Strategy, Volunteer Strategy, Community Grants & Contribution, Social Heritage Strategy, Creative Spaces Strategy, Community Art Strategy, Youth Engagement Strategy, Physical Activity Strategy and Youth Advocate Program
- Regional Plan: Implementation of 21 functional plans, watershed/servicing studies, and community visioning program and service boundary extensions
- Regional Plan: implementation of the 5 year Regional Planning review process, including the preparation and completion of a scoping exercise as approved by Council
- Processing development applications under the now complete HRMbyDesign Phase 1 (Downtown Halifax Plan), and delivery/implementation of the ongoing HRMbyDesign Phase 2 (Neighbourhood Greenprint).
- Corporate lead on the delivery of "Capital Ideas," which includes coordinating the Strategic Urban Partnership, leading the development of new financial, legislative and regulatory tools, and support for the Opportunity Sites Task Force.
- Coordinates bookings and manages customer service for over 30,000 park and sport field users, approximately 140 Halifax Regional School Board facilities and four arenas
- Provides more than 450 youth programs, events and projects through youth action plans
- Employs approximately 800 youth and trains over 1000 youth volunteers annually through leadership development initiatives
- Supports 27 community operated boards through the facility lease agreement program
- 2900 fitness memberships at HRM Community Recreation Centers
- 175 recreation partnerships with resident associations, home and school associations, and not for profit recreation and community groups

Funded Full Time Equivalentents (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	242	242.5	242.5

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit over the next 5 years.

Challenges with Community-wide Impact:

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

- Significant Proposals:** The new Central Library, Convention Centre, Stadium and other large developments will incur significant staff resources and time to ensure these projects remain on target and are ultimately successful. As well, implementation of Community Visioning projects, HRM by Design, 21 Functional Plans, Regional Plan Five-year Review, and the new Strategic Urban Partnership will continue to involve a significant workload for Community Development as well as other business units.
- Community Facility Funding:** Increased demand for new community recreation facilities has resulted in additional pressure on already strained capital and operating budgets over the past few years. Recreation facilities are in competition for funding from increasingly smaller capital budgets. As well, many aging facilities are in need of mid-life refits, reinvestment or an eventual replacement strategy. Another challenge is the lack of consistency in funding policies and practises for the community operation of HRM owned assets. This will require a significant time commitment to review all program delivery costs and understand influencing factors to achieve a new strategy.
- Regional Plan Five-Year Review:** The Regional Plan, adopted by Council in 2006, is scheduled for its first five-year review in 2011. The preparation of the project plan, design of the review and public consultation processes, and implementation of the project will require a significant amount of staff time and resources, both within Community Development and from several other business units. Key challenges include: Council approval of project scope and budget; adequate staffing of project team; cooperation from other Business Units with regard to Internal Service Expectations; Community support for review content; requirement for a significant and sustained communications effort and; reduction and/or deferral of other initiatives to enable CD staff to successfully complete the review.

- **Implementation of “Capital Ideas”:** Capital Ideas was adopted by Council in 2010 to address the challenges and opportunities currently facing the Regional Centre. Components of Capital Ideas have been embedded in the 2011-2016 HRM Economic Strategy and in the 2011-2012 Corporate Strategy and Community Outcome Areas. Additionally, the Regional Plan 5-Year Review and the Neighbourhood Greenprint projects will be the primary mechanism by which the new financial, policy and legislative tools will be delivered. Community Development is the corporate lead for the delivery of Capital Ideas and as such needs to develop a staff structure to support its ongoing coordination and delivery. SMT has endorsed the concept of establishing this “coordinating group” however the full nature of this group has not yet been finalized.
- **Cultural Plan:** HRM continues to operationalize the Cultural Plan. The primary challenge facing HRM is to maintain the positive momentum that has developed within the cultural and artistic communities. HRM continues to lag in the provision of accessible, affordable cultural spaces for emerging artists. Most notably, the 1588 Barrington Street building (Khyber), Bloomfield School, and the recently endorsed conversion of the former Dartmouth City Hall into cultural spaces have not been realized. Moreover, civic cultural spaces such as the Grand Parade, Granville Mall and Alderney Landing demand reinvestment to make them more attractive, vibrant spaces.
- **Volunteer Recruitment:** HRM continues to experience difficulties in the recruitment and retention of new volunteers. Recruitment and retention are particularly difficult in the younger demographic, and HRM is particularly challenged due to its aging volunteer base who no longer can commit to such efforts. HRM's ability to retain and attract new skilled volunteers requires new and innovative approaches.
- **Community Engagement:** HRM’s ability to foster strong, empowered and self-realized communities is greatly influenced by the degree of citizen engagement in aspects of civic life. The majority of the organization has limited skill and experience in community engagement which has led to increased demands on Community Relations staff for designing and supporting major community initiatives.

Challenges with Service Delivery / Business Unit Impact

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

- **Community Recreation Service Review:** CRS is the focus of one of 4 corporate service review processes currently underway at the direction of Regional Council. The preliminary data is indicating that communities want increased access to recreation services at reasonable costs. The main challenge will be to address the increasing demands for greater volume of services with the appropriate level of resources. Citizens are becoming more vocal about their right to accessible and affordable recreation. Staff are experiencing incredible demands on their time to 1) provide more programs at

affordable costs 2) provide more resources and support to an increasing number of volunteer boards and agencies (including FLA's) and 3) provide more unstructured recreational activities and community based special events in addition to their current program portfolios. This problem has been compounded by previous year's budget cuts including staff cuts.

- **The Youth Advocate Program:** The funding for this 4 year pilot project will end on March 31st of 2011. The challenge is to continue to provide this service without additional funding during a time of fiscal restraint. As an HRM service, the Program will begin the process of negotiating more formal arrangements /agreements with several provincial and municipal program partners.

Due to the nature of work and job related stresses the Youth Advocate Program staff have had to rely on the services of HRM's EFAP program on a regular basis. It has been identified through the pilot that a more robust EFAP service is required to support the staff in this program.

- **Planning Applications:** Planning Services processes approximately 125 planning applications each year to facilitate new development appropriate to the community setting. The key operational challenge is to provide Council with sound advice, including adequate public consultation, within the target timelines established for each type of process. Staff training, improved, monitoring techniques and public education assist with reaching targets, but community controversy and changing attitudes toward development frequently increase the demand for extended consultation processes. Ultimately, broad scales revisions to Planning Policy emulating the new downtown Halifax Plan are needed to add clarity and predictability to applications processes. A substantial increase in planning application fees may produce some criticism that HRM is less supportive of development, particularly for small projects.
- **Community Facilities/ Cost Recovery and User Fee Standardization:** There is a significant requirement to develop some standardization around the expected cost recovery through user fees from community facilities. Some background research on this began in 2010/11 and additional work on a policy framework is a necessary priority for 2011/12. Completion of the Recreation Service Review will also be an influential factor. Areas that need further investigation include: community facility funding; cost recovery and funding assistance formulas; access policies; and use of various tax structures to support these facilities. This competes with the need to manage on going support and new requests from community facilities. Thus, Community Development will be recommending a moratorium on any new facility requests and one existing FTE will be repositioned to focus on policy development for 2011/12.
- **Lease Administration:** There is often a strong community desire to retain surplus facilities and enter into lease or management agreements with community groups. This is compounded as TPW Facility Operations solidifies the corporate holdings and is requesting the transfer of administration of further agreements with any non-profit or

community groups to Community Development. No additional resources are being transferred with the additional requests, which will significantly increase the workload and adversely impact the ability to manage the old renewals, resulting greater risk to HRM.

- **Succession Planning:** The average age within Community Development is over 45. Seventy-five per cent of the senior management team is eligible for retirement within the next five years. In addition, one third of supervisory staff is also eligible for retirement within the next five years. Without sufficient succession planning, training and knowledge transfer, the next generation of managers and supervisors will face a large gap in corporate knowledge and experience.
- **Cultural Space Development:** The local capacity and experience required to manage and operate successful cultural facilities is limited. While HRM staff have experience with facility management, leasing and development, the specialized knowledge and experience required to create and manage dynamic art spaces does not exist. In fact, with the exception of organizations like Artscape Inc., such expertise does not readily exist in Canada. As HRM delves further into cultural facility development and management, the need for such expertise will become paramount. A mentorship program with experts like Artscape Inc. would be advantageous for HRM and will be explored.
- **Clarity of Roles and Responsibilities with Halifax Water:** Clarity in processes and responsibilities has been difficult to achieve since the merger. In particular, due to the complex and multifaceted nature of many drainage issues, it has proven difficult to define clear roles and responsibilities. Decisions related to funding and subsequent implementation of storm water capital work have not been established. The difficulty in defining roles and responsibilities has created unexpected challenges in completing the Lot Grading By-law harmonization.

Another area of concern relates to the provision of sufficient sanitary capacity for new developments. With the implementation of new Federal regulations surrounding overflows, Halifax Water is required to carry out significant analysis to determine the available sanitary capacity in its system. This work and the resulting outcomes may have a detrimental effect on future development in HRM.

Business Unit Goals

The goals for Community Development are:

- Goal 1: Improve Organizational Capacity
- Goal 2: Implementation of the Regional Plan
- Goal 3: Implementation of the Capital Ideas proposal
- Goal 4: Continue to support youth development through youth engagement and leadership and civic governance initiatives
- Goal 5: Implement Service Review within Community Recreation Services
- Goal 6: Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles and cultural development
- Goal 7: Implementation of the Cultural Plan
- Goal 8: Implementation of the Event Strategy
- Goal 9: Increase the capacity and civic involvement of HRM's citizens
- Goal 10: Align HRM's services to support the Region's Diverse and Changing Communities
- Goal 11: Improve clarity of roles and responsibilities with Halifax Water
- Goal 12: Meet Internal Service Expectations

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

Community Outcomes:	Well Planned and Engaged Communities Integrated and Affordable Transportation Networks Economic Prosperity Clean and Healthy Environment Diverse Lifestyle Opportunities
Council Focus Area:	Infrastructure
Administrative Outcome:	Organizational Capacity and Excellence in Service Delivery

Description:

This goal is in support of the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRM will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

Within the next 5 years, a significant percentage of experienced Community Development staff will be eligible for retirement. The ability to recruit and retain experienced staff to replace imminent retirements, secondments and other departures has proven difficult. The majority of new hires have been recent graduates with little or no professional experience.

Goal 1: Improve Organizational Capacity	
Objectives for 2011/2012:	
CD 1.1	Ensure business unit work alignment meets organizational needs and goals (effective service delivery)
CD 1.2	Participate in HRM Cultural initiatives and implement strategies to improve on departmental culture
CD 1.3	Continue to develop and implement a strategic succession planning model as part of the new Workforce Planning process to incorporate training and development opportunities for supervisory and management positions. Focus of initial implementation to be in areas of critical need
CD 1.4	Continue to implement and monitor results of employee engagement action plan and make amendments to reflect staff feedback and new survey results as necessary
CD 1.5	Support ongoing staff development through the provision of training and development opportunities
CD 1.6	Support and implement EMT's Employer of Choice programs including: HR People Plan, leadership development, employee recognition and appreciation, diversity programs and corporate safety initiatives
Objectives for the next 3-5 years:	
CD 1.7	Complete Workforce Planning, including succession plan for all divisions and update as necessary

Goal 2: Implementation of the Regional Plan

Corporate Strategy Linkage:

Community Outcome Area: Well Planned and Engaged Communities;
Economic Prosperity;
Diverse Lifestyle Opportunities;
Safe, Inclusive, and Welcoming Communities

Council Focus Area: Community Planning

Administrative Outcome: Fiscal Responsibility

Description:

Implementation of the Regional Plan is ongoing through various Functional Plans, projects and programs. In 2011-2012 Planning Services will be focussed on Phase 1 of the Regional Plan 5-Year Review, and delivery of HRMbyDesign Phase 2: The Neighbourhood Greenprint.

Goal 2: Implementation of the Regional Plan	
Objectives for 2011/2012:	
CD 2.1	Implement Phase 1 of the 5 Year Regional Plan Review which includes background studies, and monitoring and reporting on progress.
CD 2.2	As part of the Regional Plan Review, research new financial, policy and legislative tools to foster private sector investment in the urban core (per Capital Ideas)
CD 2.3	Foster the sustainability and success of the Regional Centre through ongoing implementation of HRMbyDesign Phase II (Neighbourhood Greenprint)
CD 2.4	Provide planning advice and technical support to the Regional Plan Advisory Committee and the Regional Council's standing Community Planning and Economic Development Committee
CD 2.5	Support the Cogswell Interchange Masterplan project
CD 2.6	Implement the "Barrington South Heritage Conservation District" as mandated by the HRMbyDesign Downtown Halifax Plan
Objectives for the next 3-5 years:	
CD 2.7	Coordinate/Implement Functional Plans
CD 2.8	Continue Community Visioning and Implementation programs in accordance with the priorities set out in the multi-year plan for Community Visioning
CD 2.9	Implement new financial, policy and legislative tools to foster private sector investment in the Regional Centre (per Capital Ideas) as part of the Regional Plan Review and the Neighbourhood Greenprint projects
CD 2.10	Complete urban design planning process (HRMbyDesign) for a new Municipal Planning Strategy and Land Use Bylaw in the Regional Centre
CD 2.11	Extend the Heritage Conservation District program into other areas of the Regional Centre.

Goal 3: Implementation of Capital Ideas

Corporate Strategy Linkage:

Community Outcome Area: Well Planned and Engaged Communities,
Economic Prosperity

Council Focus Area: Community Planning, Infrastructure

Administrative Outcome: Excellence in Service Delivery

Description:

Capital Ideas was approved by Council in 2009, and calls for three significant actions: First, the creation of the Strategic Urban Partnership through which the three levels of government and major urban stakeholders will collaborate to better position the Regional Centre for long term success. Second, the creation of the "Opportunity Sites Task Force" to take vacant, publically owned land in the Regional Centre to market to infill unsightly vacant lands, create economic activity, meet public facility needs, and inspire nearby private sector development. Third, create

a new array of financial, regulatory and legislative tools that will incentivize private sector investment in the Regional Centre. These Capital Ideas components have been embedded in the 2011-2016 HRM Economic Strategy, and in the 2011-2012 Corporate Strategy and Community Outcome Areas. Additionally, the Regional Plan 5-Year Review and the Neighbourhood Greenprint projects will be the primary mechanism by which the new financial, policy and legislative tools will be delivered. Community Development is the corporate lead for the delivery of Capital Ideas within each of these corporate initiatives.

Goal 3: Implementation of Capital Ideas Proposal	
Objectives for 2011/2012:	
CD 3.1	Launch the Strategic Urban Partnership in collaboration with other levels of government and key stakeholders to ensure the sustainability and viability of the Regional Centre
CD 3.2	Formation of the Opportunity Sites Task Force
CD 3.3	Research new financial, policy and legislative tools to foster private sector investment in the Regional Centre as part of the Regional Plan 5-Year Review and Neighbourhood Greenprint projects.
CD 3.4	Support the Capital Ideas aspects of the 2011-2016 HRM Economic Strategy, and in the 2011-2012 Corporate Strategy and Community Outcome Areas
CD 3.5	Create a staff structure to create and coordinate Capital Ideas, the Strategic Urban Partnership, the Opportunity Sites Task Force, and the creation of the new financial, regulatory and legislative tools.
Objectives for the next 3-5 years:	
CD 3.6	Continue to identify, fund and implement strategic investment in urban capital improvement projects
CD 3.7	Continue the work of the Opportunity Sites Task Force to bring Regional Centre publicly-owned lands to market for development
CD 3.8	As part of the Regional Plan 5-Year Review and the HRMbyDesign Phase 2 Neighbourhood Greenprint, implement new financial, policy and legislative tools to foster private sector investment in the Regional Centre.

Goal 4: Continue to support youth development through youth engagement and leadership and civic governance initiatives

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive, and Welcoming Communities;
Diverse Lifestyle Opportunities;
Well Planned and Engaged Communities

Council Focus Area: Public Safety

Administrative Outcome: Excellence in Service Delivery, Fiscal Responsibility

Description:

Engaging youth in HRM programming is an effective way to influence their self esteem, and to develop community relations, leadership, teamwork, and social skills as well as to increase civic involvement, increase physical activity and to reduce involvement in risk type behaviours. Community recreation programs provide opportunities for youth to learn skills that increase their ability to successfully participate in their communities. In 2010, 1160 youth were involved in training and leadership development courses or were employed by Community Recreation services. A new major event was developed (Hopscotch) and led by a committee comprised of youth from all parts of HRM. With the increasing number challenges facing today's youth, there is an increasing requirement to focus on youth development.

Goal 4: Continue to support youth development through youth engagement and leadership and civic governance initiatives	
Objectives for 2011/2012:	
CD 4.1	Transition the Youth Advocate Program (YAP) as a permanent HRM Service
CD 4.2	Promote the Community Youth Development Program to adult organizations
CD 4.3	Focus on access to youth services at the Tallahassee Recreation Centre and the Captain William Spry Centre,
Objectives for the next 3-5 years:	
CD 4.4	Conduct a review of the Youth Engagement Strategy to also include Community Relations and Cultural Affairs role
CD 4.5	Manage the next phase of the North Preston Community Center expansion
CD 4.6	Evaluate the new youth leadership "3 step program"
CD 4.7	Seek funding for governance – Speak Up
CD 4.8	Develop youth focussed New Comers Guide
CD 4.9	Develop and /or expand an access program including a subsidization policy to increase youth access

Goal 5: Continue Service Review Recommendations within Community Recreation Services

Corporate Strategy Linkage:

Community Outcome Areas: Safe, Inclusive, and Welcoming Communities;
Diverse Lifestyle Opportunities

Council Focus Areas: Infrastructure, Public Safety, Community Planning

Administrative Outcome: Fiscal Responsibility, Excellence in Service Delivery

Description:

As of the drafting of this Business Plan, the Service Review is 50% complete with the majority of the internal scan completed as well as the literature review. The external market scanning phase and the community consultation phases are planned and due to be executed in the spring of 2011. After that date, the data compiled from all 4 components will be synthesized and analysed. Draft recommendations will be presented to Regional Council in the late spring with final recommendation during the summer of 2011. Without “predicting” the final recommendations, the process goals and objectives are included below.

Goal 5: Continue Service Review within Community Recreation	
Objectives for 2011/2012:	
CD 5.1	Analyze and synthesize the data from the internal scan components including current service standards, service volume, demographic analysis, financial analysis, interviews, other service provider info to assess for gaps and opportunities in current service delivery
CD 5.2	Analyse and synthesize the data and material from the Literature review
CD 5.3	Implement the community and stakeholder engagement process
CD 5.4	Research municipal recreation mandates and service delivery models across Canada and the U.S. for best practices
CD 5.5	Compile and analyze the data from the scans, lit review and consultations to determine gaps and opportunities in service. Develop draft recommendations.
Objectives for the next 3-5 years:	
CD 5.6	Develop policies directing service approach and service levels, followed by an implementation strategy to include recommendations on program effectiveness, costs, benefits and outcomes
CD 5.7	Review CRS hourly fee formula and develop a pricing and subsidization strategy. Develop an access policy for Regional Council’s approval to facilitate or provide increased access

Goal 6: Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles and cultural development

Corporate Strategy Linkage:

Community Outcome Area: Diverse Lifestyle Opportunities
Council Focus Areas: Infrastructure, Public Safety
Administrative Outcome: Fiscal Responsibility

Description:

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

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

Strategic categories for prioritization include:

1. Maintenance, recapitalization and decommissioning;
2. Development of new facilities and spaces;
3. Access to a variety of existing facilities within the community (universities, schools); and
4. Strengthened support to community operated facilities and spaces

Goal 6: Support facilities and infrastructure that enhance opportunities for citizens to engage in healthy lifestyles and cultural development	
<i>Objectives for 2011/2012:</i>	
CD 6.1	Implementation of short term priorities of 2008 Community Facility Master Plan
CD 6.2	Develop an operating and programming plan for the Oval should Regional Council determine it should continue as an outdoor facility.
CD 6.3	Completion of a Long Term Arena Strategy with recommendations on recapitalization, conversions, decommissions and/or new ice surfaces for multi-year capital planning. Facility expansion proposals at Cole Harbour Place, Eastern Shore Arena and Centennial Arena will be evaluated as part of this Strategy.
CD 6.4	Review the operating, management, and facility lease agreements to determine appropriate policy document
CD 6.5	Implement a management and administrative program to track and monitor tenant leases to ensure consistent approach, applicability, risk, liability, and proper taxation to ensure that revenues owed to HRM are being collected
CD 6.6	Develop and action plan in response to the facility and needs assessment around the Dartmouth Sportsplex and the aging facilities and growing needs on the Halifax Peninsula. Studies were completed in each area in 2010/11 and will be presented to Regional Council in March 2011, which will help shape direction for 2011.
CD 6.7	Complete a consultation and business planning exercise for a proposed Stadium to allow Council to decide whether to proceed to a site analysis and design phase.
CD 6.8	Develop policy framework for a new funding strategy for cost recovery and funding assistance for community facilities. Implement this policy direction with Gordon R. Snow as it transitions from HRM Operations to Community Board Operations

CD 6.9	Develop an action plan and funding strategy in response to a partnership opportunity for a new school in Bedford that could include community and recreational space
CD 6.10	Collaborate with IAM / TPW by advising them on the status of Community Development facilities (Property Rationalization Filter and Process) and initiate work to standardize service levels
Objectives for the next 3-5 years:	
CD 6.11	After Regional Council adoption of the HRM Beaches Recapitalization Strategy, implement improvements at priority sites
CD 6.12	Implement a business development and opportunities program to help support larger facilities to help offset user fee costs for recreational and community programming activities
CD 6.13	Complete a review of facility needs and issues in the Upper Hammonds Plains and Spryfield areas
CD 6.14	Review, evaluate and renegotiate as necessary land leases with community and non-profit groups to ensure consistent approach, applicability, risk, liability, and proper taxation to ensure that revenues owed to HRM are being collected

Goal 7: Implementation of the Cultural Plan

Corporate Strategy Linkage:

Community Outcome Area: Diverse Lifestyle Opportunities

Description:

The municipality requires a strategic framework to support HRM's professional and community cultural development. The Cultural Plan, adopted in 2006, outlines the strategic and investment framework for the next ten years. As a progressive local government, HRM is poised to become a leader in cultural planning and development. This is very important given the social and economic development benefits that can be derived, and its contribution to fostering safe communities, youth development, economic development, creativity and innovation. To ensure HRM advances as a cultural capital, well researched, innovative and diverse programs and services are needed. Additionally, the employment of multi-sector partnerships and strategies will be necessary.

Goal 7: Implementation of the Cultural Plan	
Objectives for 2011/2012:	
CD 7.1	Develop new and/or amend existing cultural policies, plans and strategies
CD 7.2	Facilitate the redevelopment of strategic cultural spaces, through internal partnerships (IAM's): 1588 Barrington Street, Dartmouth Cultural Centre, Bloomfield Centre, Granville Mall, Grand Parade, Alderney Landing, Art Lodge

CD 7.3	Seek funding through sponsorship and contributions to advance HRM's cultural mandate and the goals of the cultural community
CD 7.4	Explore mentorship opportunities to increase capacity of cultural organizations in developing and managing cultural spaces
CD 7.5	Facilitate integration of artistic design and artists in capital projects (sidewalks, resurfacing), through partnership with Design and Construction Services.
CD 7.6	Develop and deliver functional art program in partnership with BIDS
CD 7.7	Develop youth graffiti advisory (of sorts) group
CD 7.8	Develop new Cultural Awards Program guidelines
CD 7.9	Establish an advisory cultural panel to provide an avenue for positive exchange between HRM and the cultural community, and to facilitate new collaboration opportunities
CD 7.10	Design and implement a community engagement plan(s) to effectively facilitate the implementation of the Event Strategy
Objectives for the next 3-5 years:	
CD 7.11	Complete new Cultural Spaces & Places Masterplan (phase 2)
CD 7.12	Complete new Civic Collection Policy & Operating Guidelines (phase 2 of the Social Heritage Strategy)
CD 7.13	Review, evaluate and align operations of HRM properties with the visions of the Social Heritage Strategy and the Cultural Spaces & Places Masterplan, and re-negotiate operational and programming agreements when applicable.
CD 7.14	Design a new cultural planning support structure to enhance community visioning initiatives and other community engagement initiatives
CD 7.15	Design and deliver a new Cultural Grant Program to establish 3 funding streams: a) community and recreational, b) emerging and professional, and c) landmark institutions

Goal 8: Implementation of the Event Strategy

Corporate Strategy Linkage:

Community Outcome Area: Diverse Lifestyle Opportunities;
Economic Prosperity

Council Focus Area: Infrastructure

Description:

HRM offers many exciting, entertaining events each year. The role of HRM in event delivery varies - host, partner, funder or organizer. But whatever the role, HRM has built a reputation as a real competitor delivering annually a wide range of offerings: from local, national and international sporting, cultural, community and major events. The benefits of a dynamic event portfolio are clear: events contribute to HRM's overall attractiveness, foster a sense of community, lend a cosmopolitan feel to the region, and play a powerful developmental role in both community building and contemporary cultural development. Events also bring substantial

economic activity including ticket sales, direct and indirect employment, increased hospitality and retail revenue, as well as sponsorship investment. In its inaugural year of adoption, HRM will begin to roll out several key actions from the strategy including revised funding and granting schemes, new and expanded events, improved governance, and streamlined decision making processes.

Goal 8: Implementation of the Event Strategy	
Objectives for 2011/2012:	
CD 8.1	Establish a service agreement with Trade Centre Limited for major Tourism and Sport Event Hosting to serve HRM
CD 8.2	Implement Year 2 objectives of the Event Strategy (expand/improve existing programs, new heritage event, etc)
CD 8.3	Revise civic event granting framework to include new funding and grant programs, including a district event grant program, amateur sport grant program, and sponsorship program
Objectives for the next 3-5 years:	
CD 8.4	Explore new event funding opportunities such as a realignment of existing funding programs, reallocation of the share of hotel tax levy, or new tax sources (i.e. lottery tax, parking lot surcharges, ticket surcharges)
CD 8.5	Explore possible reductions to the internal municipal services cost recovery practice for HRM delivered events
CD 8.6	Develop 2 new major community events over the next 5 years that are relevant and reflective of HRM's immigrant, African Nova Scotian, Aboriginal, and youth communities
CD 8.7	Develop 2 new major cultural and tourism events over the next 5 years that showcase HRM's cultural industry and positions HRM as a creative region.

Goal 9: Increase the capacity and civic involvement of HRM's citizens

Corporate Strategy Linkage:

Community Outcome Area: Well Planned and Engaged Communities

Council Focus Area: Community Planning, Public Safety

Description:

HRM values volunteers and recognizes the importance of engaging citizens in civic life and democratic debate. With the adoption of the Community Engagement Strategy, HRM is positioned to improve its approach to civic engagement and facilitate more active citizen participation in daily life and civic process. HRM views civic engagement as a critical first step towards building and developing volunteers. Residents that know how to voice their opinions, influence what is going on in their community, understand local priorities, and influence services and initiatives, are more likely to volunteer and participate in democratic processes such as

voting in municipal elections. HRM will continue to foster a culture of civic activism as a key strategy for recruiting new volunteers and promoting public participation in municipal affairs. HRM will also continue to invest in these volunteers through opportunities for training and professional development.

Goal 9: Increase the capacity and civic involvement of HRM's citizens	
Objectives for 2011/2012:	
CD 9.1	Establish new African Nova Scotian Community Engagement position (compliments but separate from African Nova Scotian position based in CAO Office, pursuant to settlement and apology)
CD 9.2	Design and deliver a broad community visioning and relationship building program for the Preston area
CD 9.3	Design and deliver new integrated staff service teams to support community visioning and implementation processes, as well as to support the youth advocate communities
CD 9.4	Complete the French and Arabic Newcomers Guides and complete the development and design of a new youth focused Newcomers Guide
CD 9.5	Contribute to the completion of the National Urban Aboriginal Study and collaborate with the Aboriginal community, and the federal and provincial governments in the design of an implementation and community engagement plan for HRM
CD 9.6	Scope the review of HRM's Immigration Action Plan and commence the review process
Objectives for the next 3-5 years:	
CD 9.7	Update the Immigration Action Plan
CD 9.8	Design and deliver new programs and services to enhance relationships between HRM and newcomers, Aboriginal Peoples, African Nova Scotians, and youth and to increase opportunities for active civic engagement
CD 9.9	Operationalize a new community development model and the community liaison concept, as identified in Mayors Round Table on Violence, by defining the respective roles and responsibilities of Community Recreation Coordinators, Community Police Officers, and Community Developers

Goal 10: Align HRM’s services to support the Region’s Diverse and Changing Communities

Corporate Strategy Linkage:

Community Outcome Area: Well Planned and Engaged Communities

Council Focus Area: Community Planning

Administrative Outcome: Excellence in Service Delivery

Description:

As the region grows and changes, the demand for public (functional/social) infrastructure increases as well as the need for efficient and effective services to all communities. To achieve this goal Planning needs to seek out partnerships, enhanced communication, and development an education strategy to increase the awareness of the Regional Plan. Increases in fees are planned, however, it should be noted that the fee increases may reduce the number of applications.

Goal 10: Align HRM’s services to support the Region’s Diverse and Changing Communities	
Objectives for 2011/2012:	
CD 10.1	Prepare information for the Planning Standing Committee regarding streamlining of HRM planning application processes
CD 10.2	Continue to seek legislative changes from the Province to expand the jurisdiction of Community Councils related to planning policy matters
CD 10.3	Refine the pre-application process and application requirements
CD 10.4	Continue to support district boundary review being conducted by Nova Scotia Utility and Review Board. Implementation of changes to planning processes as a result of Regional Council’s decision on this issue.
CD10.5	Increase fees for planning applications
Objectives for the next 3-5 years:	
CD 10.6	Refine case management tracking through the implementation of Hansen software
CD 10.7	Implement improvements to existing public consultation and engagement practices

Goal 11: Improve clarity of roles and responsibilities with Halifax Water

Corporate Strategy Linkage:

Council Focus Area: Infrastructure

Administrative Outcome: Excellence in Service Delivery

Description:

In 2007 HRM transferred responsibility for storm water & wastewater infrastructure and services to the Halifax Regional Water Commission. While the merger resulted in a clear division of infrastructure ownership, clarity in processes and responsibilities has been difficult to achieve. In particular, processes and responsibility associated with the installation of storm sewers and drainage issue responses need to be established. Other processes associated with development reviews which have been implemented require monitoring to ensure the appropriate service delivery model has been achieved.

Goal 11: Improve clarity of roles and responsibilities with Halifax Water	
Objectives for 2011/2012:	
CD 11.1	Support creation of clarified processes for drainage complaints which clearly outlines roles and responsibilities with Halifax Water and other HRM departments
CD 11.2	Complete Lot Grading Bylaw harmonization once roles and responsibilities related to drainage issues are clarified
CD 11.3	Support creation of process for installation of new storm sewers which addresses both funding and jurisdiction
CD 11.4	Continue ongoing review of development processes to ensure appropriate service delivery between HW and Development Engineering
Objectives for the next 3-5 years:	
CD 11.5	Amend planning legislation where necessary to incorporate Canadian Council of Ministers of the Environment Guidelines with respect to sanitary capacity

Goal 12: Meet Internal Service Expectations

Corporate Strategy Linkage:

Administrative Outcome: Excellence in Service Delivery

Description:

Internal Service Expectations (ISEs) are requests between business units to help all units achieve their business plan goals and objectives. The following list of ISEs includes any commitments accepted by Community Development from other business units which are not represented elsewhere in this business plan.

Goal 12: Meet Internal Service Expectations	
Objectives for 2011/2012:	
CD 12.1	<u>Participate and support the objectives of various interdepartmental committees</u> including, but not limited to: Corporate Recognition Committee, Labour Management Committee, collective bargaining teams, Workforce Planning, CCC program team, Capital Project Pre-construction and construction teams, Road Construction & Improvement review team, Climate Change Adaptation/Risk Management team, Corporate Green Teams, and Sustainability Transition Team
CD 12.2	<u>Support the rollout and internal communication of various corporate and business unit led policies, programs, and initiatives</u> including, but not limited to: Multi-year Financial Strategy, Tangible Capital Asset accountabilities, Privacy Policy, Operating System Upgrade, new HR policies and initiatives, Security Clearance Project, EMT Employer of Choice initiatives, Trench reinstatement consultation, Sustainability Filter for Capital projects, Communications Strategy, Litter Campaign, and source separation education and programs, Vehicle Use policy, S-600 compliance with 4 stream waste management
CD 12.3	Provide special event planning and logistical support for Earth Hour/ Earth Day activities
CD 12.4	Provide appropriate resources to MindShift to ensure that HRM's sustainability focus is achieved through 2-3 strategic stakeholder performances
CD 12.5	Continue to support and educate HRM Business Parks staff on the application and approval process for subdivision and other permits
CD 12.6	Partner with Halifax Public Libraries staff to identify opportunities for future collaboration and sharing of resources to improve overall customer service
CD 12.7	Provide early notification of requests for Engineering, Design and Survey Service (IAM) ie, Fall notification for spring/summer construction
CD 12.8	Identify a key contact to HRM Police for participation in aspects of the HRM Public Safety Plan
CD 12.9	Identify volunteer key contact to HRM Police to discuss leveraging a coordinated volunteer pool
CD 12.10	Provide assistance to HRM Police with Public Safety Plans in the university districts
CD 12.11	Actively participate and support the creation of an integrated service model with HRM Police
CD 12.12	Provide as-needed planner support to TPW in support of the Opportunity Sites Task Force

Service Level Changes

Increases In Services / New Initiatives:

- African Nova Scotian Community Engagement position
- Capital Ideas / Strategic Urban Partnership
- Regional Plan Review
- Mandate for client management for sportsfields
- Major event hosting and acquisition

Decrease in Services/Operational Pressures:

Decrease in Service:

- Community Planning during the Regional Plan review

Operational Pressures:

- Requirements and projects identified as part of the Regional Plan (i.e. coordination of 21 functional plans, Strategic Urban Partnership, HRMbyDesign Phase II, and community visioning) will put pressure on staff to complete these projects along with existing programs and services. This may result in reduced service or program delivery in lower priority areas.
- Increased workforce planning efforts (i.e. succession planning, training opportunities) are required to address staff attrition due to an aging workforce and the impact of external competition
- Investigation of new facility needs, requests to keep old fire halls and schools as community halls owned by HRM. This is necessary because of fiscal capabilities and to provide time to develop policies.
- Capacity for cultural spaces planning & development (1585 Barrington Street, Dartmouth Cultural Centre, Bloomfield, Granville Mall)

Community Development Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$20,506
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	671
2	Increase in development and permit revenues to reflect market activities	(880)
3	Decrease in recreation related revenues	82
4	Decrease in Federal funding for the Youth Advocate Program	532
5	Decrease in special projects budget	(453)
6	Increase in grants paid	146
7	Net increase in other miscellaneous changes	49
2011/12 Budget		\$20,653

Community Development

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
C410 Director's Office	378,590	347,947	368,862	357,679	9,732	2.8
C412 2011 CWG Project Off	18,000	18,350	679,304	(74,069)	(92,419)	(503.6)
C470 Canada Games 2011						
C471 Halifax Commons Oval				150,000	150,000	
M691 VIK - Special Events			75,212			
*** CDBU Administration	396,590	366,297	1,123,378	433,610	67,313	18.4
C711 Destination Halifax	401,600	386,600	392,718	389,350	2,750	0.7
*** Market Development	401,600	386,600	392,718	389,350	2,750	0.7
C705 Facility Management	1,266,100	1,317,302	1,277,092	1,327,747	10,445	0.8
C706 BMO Centre			(88,150)			
*** Facilities	1,266,100	1,317,302	1,188,942	1,327,747	10,445	0.8
A811 Community Grants	141,800	140,910	144,393	284,964	144,054	102.2
C515 Spryfield & District BID			1			
C730 Cultural Affairs	572,800	560,920	567,614	706,806	145,886	26.0
C760 Community/CivicEvent	985,500	997,110	990,940	936,020	(61,090)	(6.1)
C762 Youth Advocate Program	(200)	(26,638)	15,115	504,166	530,804	(1,992.7)
C764 Cultural Development		(23,500)			23,500	(100.0)
C770 Buildings/Operations	136,600	103,470	109,291	103,788	318	0.3
C771 BID's Contributions Fund		100,000	137,713	100,000		
C772 CD - Op from Resf						
D710 Community Developers	1,110,100	1,218,854	1,192,426	915,865	(302,989)	(24.9)
*** Community Relations	2,946,600	3,071,126	3,157,492	3,551,609	480,483	15.6
C330 Civic Addressing	338,436	196,882	179,641	195,921	(961)	(0.5)
C420 Subdivision & Dev.	2,099,700	2,169,730	2,137,203	2,196,249	26,519	1.2
C430 Permits & Inspection	(716,900)	(167,539)	(970,862)	(981,908)	(814,369)	486.1
C450 Development Engineering	893,600	934,161	927,735	958,520	24,359	2.6
*** Development Services	2,614,836	3,133,234	2,273,717	2,368,782	(764,452)	(24.4)
C002 Regional Planning						
C310 Planning & Applic.	2,018,900	2,374,919	2,304,683	3,501,266	1,126,347	47.4
C320 Regional Comm Plann	879,400	1,138,057	1,085,798		(1,138,057)	(100.0)
C779 Capital District	790,500		6,758			
*** Planning Services	3,688,800	3,512,976	3,397,239	3,501,266	(11,710)	(0.3)
C726 Marketing & Promotions	172,900	117,600	141,204	142,025	24,425	20.8
C910 Facility Transfers	319,600	326,900	187,500	136,900	(190,000)	(58.1)
D101 Rec. Prog. Admin.	972,000	916,830	780,396	842,413	(74,417)	(8.1)
D102 Database Coordination						
D103 Recreation Equipment						
D104 LEED's Facilities	31,500	56,065	62,000	106,065	50,000	89.2
** Recreation Services	1,496,000	1,417,395	1,171,289	1,227,403	4,113,795	(13.4)
D755 Rec/Enviro Leadership	263,500	289,104	288,790	313,950		8.6
D760 Otd Rec& Env Ser.			(45)		4,113,795	
** Outdoor Recreation	263,500	289,104	288,745	313,950	24,846	8.6
D175 Capt. Will Spry Aquatics	48,100	73,360	59,137	83,137	9,777	13.3
D220 Northcliffe Aquatics	(42,000)	(31,450)	(27,640)	(12,881)	18,569	(59.0)
D320 Bedford Outdoor Pool	17,700	23,680	22,867	25,064	1,384	5.8
D540 Beaches/Common Pool	360,200	420,660	387,734	422,609	1,949	0.5
D570 Needham Aquatics	106,400	118,210	102,684	118,828	618	0.5
D830 NS Hospital Aquatics	200	430	(1,120)	764	334	77.7
** Aquatic Services	490,600	604,890	543,663	637,521	32,631	5.4
D155 Area Prog. & Maint.	275,500	306,085	294,468	321,161	15,076	4.9
D160 SMBC Prog. & Maint.	93,500	49,545	47,619	52,126	2,581	5.2
D165 CLCC Maint.	109,700	109,700	109,700	109,700		
D180 Herring Cv. AreaProg	109,800	146,105	123,555	146,258	153	0.1
D170 CWSCC Prog. & Maint.	509,700	367,035	408,894	398,592	31,557	8.6
D176 CWSCC Fitness Ctr	(37,900)	(36,260)	(48,075)	(31,184)	5,076	(14.0)
* Mainland South & Area	1,060,300	942,210	936,161	996,653	54,443	5.8
D210 Area Prog. & Maint.	419,700	461,290	485,666	480,961	19,671	4.3
D230 Northcliffe Maint.	258,100	259,500	259,734	259,500		
D270 Lakeside Maint.	84,200	84,600	58,191	84,600		
D580 St Andrews Prog & Maint.	261,300	277,620	258,535	286,177	8,557	3.1
* Mainland N & Western	1,023,300	1,083,010	1,062,125	1,111,238	28,228	2.6
D310 BSFR Prog. & Maint.	782,400	832,360	784,410	853,204	20,844	2.5
D330 Mid. Musq. Program	41,600	37,240	28,527	38,891	1,651	4.4
D340 Fall River Rec. Ctr.	43,100	43,100	47,896	43,100		
D975 Bedford Leisure Club			932			

CD Summary by Net Expenditures by Business Unit Division

Continued

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Bedford/Sack/Fall River	867,100	912,700	861,766	935,195	22,495	2.5
D410 Musq Harbour Program	271,100	288,230	297,390	293,336	5,106	1.8
D420 MH Office & FitnessCtr	62,000	61,430	63,911	65,006	3,576	5.8
D430 Sheet Hbr. Prog.	178,900	185,017	189,031	171,396	(13,621)	(7.4)
D440 Sheet Hbr. Fitness Ctr	54,600	56,060	53,996	58,440	2,380	4.2
D620 Pres/LkEcho/LT Prog	55,100	49,600	33,430	48,118	(1,482)	(3.0)
D630 Cole Harbour Program	312,100	319,190	301,477	322,517	3,327	1.0
D172 NPCC Prog. & Maint	409,500	457,250	446,667	456,054	(1,196)	(0.3)
* Cole Hb/E Shore & Valley	1,343,300	1,416,777	1,385,903	1,414,867	(1,909)	(0.1)
D510 Area Prog. & Maint.	261,200	292,870	283,923	315,242	22,372	7.6
D520 Dixon Maintenance	85,100	85,100	85,100	85,100		
D550 Dixon Program	227,300	268,730	245,818	261,671	(7,059)	(2.6)
D560 Needham Maint.	161,600	161,600	161,600	161,600		
D585 BloomfieldProg& Main	67,100	19,130	15,403	17,585	(1,545)	(8.1)
D590 Citadel Prog & Maint.	274,700	321,460	264,331	293,879	(27,581)	(8.6)
* Peninsula	1,077,000	1,148,890	1,056,175	1,135,077	(13,813)	(1.2)
D810 Area Prog. & Maint.	719,300	718,250	689,291	686,637	(31,613)	(4.4)
D815 Dart North Com Ctr			134,955	250,075	250,075	
D820 Findlay Maintenance			109,717	105,900		
D840 Grant Activities	(200)		(4,988)			
* Dartmouth/Eastern Passage	825,000	824,150	928,975	1,042,612	218,462	26.5
** Progr & Community Dev	6,196,000	6,327,737	6,231,104	6,635,642	307,905	4.9
D960 Devonshire Arena	(30,600)	(71,240)	(70,464)	(77,516)	(6,276)	8.8
D970 Le Brun Centre	58,000	36,070	83,480	42,487	6,417	17.8
D980 Gray Arena	(54,900)	(79,300)	(60,545)	(66,269)	13,031	(16.4)
D985 Bowles Arena	15,900	(12,170)	(15,961)	(24,220)	(12,050)	99.0
* Arenas	(11,600)	(126,640)	(63,490)	(125,518)	1,122	(0.9)
D911 Outdoor - Bookings	320,700	337,750	352,434	341,027	3,277	1.0
* Facility Scheduling	320,700	337,750	352,434	341,027	3,277	1.0
** Arenas & Scheduling	309,100	211,110	288,944	215,509	4,399	2.1
D999 Clearing Account Rec	(163,800)	(185,100)	(126,823)		185,100	(100.0)
** Clearing Account REC	(163,800)	(185,100)	(126,823)		185,100	(100.0)
C220 Riverlake Com. Ctr.	5,100	4,700	3,935	4,914	214	4.6
C230 Waverly Com. Centre	23,800	23,250	23,250	22,705	(545)	(2.3)
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	7,300	7,120	520	6,859	(261)	(3.7)
C270 Lucasville Comm. Ctr	8,600	7,900	7,517	8,190	290	3.7
** Area Services	52,500	50,670	42,922	50,368	(302)	(0.6)
*** Community Recreation Services	8,643,900	8,715,806	8,439,844	9,080,392	364,586	4.2
C105 Sackville Hts El Sch			(23,534)			
C106 Prospect Rd Rec Ctr			(277,905)			
C107 GlenArb Hme Owners			(2,708)			
C108 White Hill Res Assoc			(21,623)			
C110 East Preston Rec Ctr			(6,851)			
C112 Waterstone Neighbour			(14,175)			
C115 Mineville Community			(10,220)			
C120 Haliburton Hills			(41,938)			
C125 Beaver Bank Rec Centre			(340,442)			
C130 Highland Park			(6,053)			
C132 Birch Bear Run HO			(6,480)			
C135 Kingswood Ratepayers			(7,960)			
C140 Prospect			(37,221)			
C142 Glengarry Estates HO			(25,165)			
C145 Westwood H Res Assoc			(15,643)			
C150 Up. Hammonds Plains			1,368			
C155 Harrietsfield Rec Ct			(1,199)			
C160 Musquodoboit Harbour			(1,105)			
C165 Dutch Settlement			(7,720)			
C170 Hammonds Plns Com.RT			(57,683)			
C175 Hubbards Rec. Centre			(20,839)			
C180 Grand Lake Com. Ctr			(5,888)			
C185 District 3 Cap. Fund			(231,713)			
C190 Maplewood Subdivisio			(17,722)			
C194 Fall River Rec Ctr			(216,524)			
C196 Silverside Res.Assoc			(1,202)			
C198 St. Marg/Fox Hollow			(3,272)			
C199 St. Marg Bay Ctr			(24,598)			
C210 LWF Recreation Ctr			(8,840)			
*** Area Rate Services			(1,434,854)			
D460 BlockCtrl Reg Com Ev			129			
** RTC Locked			129			
*** Tourism Blocked			129			
**** Total	19,958,426	20,503,341	18,538,605	20,652,756	149,415	0.7

CD Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
C410 Director's Office	378,590	347,947	368,873	357,679	9,732	2.8
C412 2011 CWG Project Off	18,000	18,350	688,992	(74,069)	(92,419)	(503.6)
C470 Canada Games 2011			2,607,839			
C471 Halifax Commons Oval				150,000	150,000	
M691 VIK - Special Events			75,212			
*** CDBU Administration	396,590	366,297	3,740,917	433,610	67,313	18.4
C711 Destination Halifax	1,991,400	1,984,800	2,195,448	1,987,550	2,750	0.1
*** Market Development	1,991,400	1,984,800	2,195,448	1,987,550	2,750	0.1
C705 Facility Management	1,347,600	1,399,202	1,354,663	1,409,647	10,445	0.7
C706 BMO Centre			839,327			
*** Facilities	1,347,600	1,399,202	2,193,990	1,409,647	10,445	0.7
A811 Community Grants	141,800	140,910	144,393	284,964	144,054	102.2
C511 Downtown Dartmouth BID	177,907	190,076	199,131	215,376	25,300	13.3
C512 Downtown Halifax BID	525,274	735,800	729,725	812,610	76,810	10.4
C513 Spring Garden Road BID	283,508	278,186	272,116	308,966	30,780	11.1
C514 Quinpool Road BID	68,159	75,408	74,442	91,722	16,314	21.6
C515 Spryfield & District BID	40,871	75,185	74,994	68,005	(7,180)	(9.5)
C516 Sackville Drive BID	88,245	81,119	79,852	155,861	74,742	92.1
C517 Dart Main St BID	74,428	68,533	68,460	82,645	14,112	20.6
C518 Agricola/Gottingen BID				108,742	108,742	
C730 Cultural Affairs	572,800	585,920	569,794	731,806	145,886	24.9
C760 Community/CivicEvent	1,238,300	1,251,210	1,302,711	1,190,120	(61,090)	(4.9)
C762 Youth Advocate Program	610,400	675,262	590,491	674,416	(846)	(0.1)
C764 Cultural Development		(23,500)			23,500	(100.0)
C770 Buildings/Operations	136,600	103,470	109,291	103,788	318	0.3
C771 BID's Contributions Fund		200,000	109,537	100,000	(100,000)	(50.0)
D710 Community Developers	1,145,100	1,341,554	1,223,264	951,030	(390,524)	(29.1)
*** Community Relations	5,103,392	5,779,133	5,548,202	5,880,051	100,918	1.7
C330 Civic Addressing	430,436	303,582	299,557	307,533	3,951	1.3
C420 Subdivision & Dev.	2,385,600	2,462,430	2,532,388	2,492,903	30,473	1.2
C430 Permits & Inspection	3,105,200	3,129,861	2,951,255	3,191,450	61,589	2.0
C450 Development Engineering	1,146,900	1,188,861	1,157,119	1,208,975	20,114	1.7
*** Development Services	7,068,136	7,084,734	6,940,319	7,200,861	116,127	1.6
C002 Regional Planning						
C310 Planning & Applic.	2,070,700	2,432,519	2,355,648	3,558,866	1,126,347	46.3
C320 Regional Comm Plann	879,400	1,138,057	1,092,559		(1,138,057)	(100.0)
C779 Capital District	884,400		38,166			
*** Planning Services	3,834,500	3,570,576	3,486,373	3,558,866	(11,710)	(0.3)
C726 Marketing & Promotions	172,900	117,600	141,204	142,025	24,425	20.8
C910 Facility Transfers	398,000	405,700	366,927	286,900	(118,800)	(29.3)
D101 Rec. Prog. Admin.	972,000	916,830	805,769	842,413	(74,417)	(8.1)
D103 Recreation Equipment			189			
D104 LEED's Facilities	31,500	56,065	62,000	106,065	50,000	89.2
** Recreation Services	1,574,400	1,496,195	1,376,090	1,377,403	(118,792)	(7.9)
D755 Rec/Enviro Leadership	386,400	425,104	430,240	439,950	14,846	3.5
** Outdoor Recreation	386,400	425,104	430,240	439,950	14,846	3.5
D175 Capt. Will Spry Aquatics	335,100	361,860	427,877	371,637	9,777	2.7
D220 Northcliffe Aquatics	417,000	429,950	389,534	448,519	18,569	4.3
D320 Bedford Outdoor Pool	68,300	74,580	90,151	75,964	1,384	1.9
D540 Beaches/Common Pool	413,200	473,960	442,912	475,909	1,949	0.4
D570 Needham Aquatics	146,600	158,610	159,775	159,228	618	0.4
D830 NS Hospital Aquatics	10,300	10,630	13,893	10,964	334	3.1
** Aquatic Services	1,390,500	1,509,590	1,524,143	1,542,221	32,631	2.2
D155 Area Prog. & Maint.	521,000	551,585	553,683	566,661	15,076	2.7
D160 SMBC Prog. & Maint.	181,500	137,545	135,179	140,126	2,581	1.9
D165 CLCC Maint.	109,700	109,700	109,700	109,700		
D180 Herring Cv. AreaProg	146,800	181,855	169,305	189,008	7,153	3.9
D170 CWSCC Prog. & Maint.	712,200	569,535	591,301	575,092	5,557	1.0
D176 CWSCC Fitness Ctr	45,200	46,840	36,018	44,916	(1,924)	(4.1)
* Mainland South & Area	1,716,400	1,597,060	1,595,186	1,625,503	28,443	1.8
D210 Area Prog. & Maint.	695,900	741,290	730,440	757,961	16,671	2.2
D230 Northcliffe Maint.	258,100	259,500	259,734	259,500		
D270 Lakeside Maint.	84,200	84,600	84,600	84,600		
D580 St Andrews Prog & Maint.	360,900	385,920	377,721	397,477	11,557	3.0
* Mainland N & Western	1,399,100	1,471,310	1,452,495	1,499,538	28,228	1.9
D310 BSFR Prog. & Maint.	1,249,800	1,291,360	1,283,995	1,312,204	20,844	1.6
D330 Mid. Musq. Program	61,800	54,240	40,933	53,891	(349)	(0.6)
D340 Fall River Rec. Ctr.	43,100	43,100	47,896	43,100		
D975 Bedford Leisure Club			932			

CD Gross Expenditures

Continued

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Bedford/Sack/Fall River	1,354,700	1,388,700	1,373,757	1,409,195	20,495	1.5
D410 Musq Harbour Program	348,100	370,150	376,745	375,256	5,106	1.4
D420 MH Office & FitnessCtr	90,000	91,930	99,755	97,506	5,576	6.1
D430 Sheet Hbr. Prog.	203,900	210,517	220,960	196,896	(13,621)	(6.5)
D440 Sheet Hbr. Fitness Ctr	63,600	67,060	63,937	69,440	2,380	3.5
D620 Pres/LkEcho/LT Prog	88,100	83,600	69,914	82,118	(1,482)	(1.8)
D630 Cole Harbour Program	417,100	424,190	410,507	427,517	3,327	0.8
D172 NPCC Prog. & Maint	453,500	501,250	519,375	500,054	(1,196)	(0.2)
* Cole Hb/E Shore & Valley	1,664,300	1,748,697	1,761,193	1,748,787	91	0.0
D510 Area Prog. & Maint.	360,700	378,070	396,055	400,442	22,372	5.9
D520 Dixon Maintenance	85,100	85,100	85,100	85,100		
D550 Dixon Program	323,200	363,230	345,686	356,171	(7,059)	(1.9)
D560 Needham Maint.	161,600	161,600	161,600	161,600		
D585 BloomfieldProg& Main	117,100	116,130	124,181	114,585	(1,545)	(1.3)
D590 Citadel Prog & Maint.	374,700	449,960	431,270	427,379	(22,581)	(5.0)
* Peninsula	1,422,400	1,554,090	1,543,892	1,545,277	(8,813)	(0.6)
D810 Area Prog. & Maint.	1,030,500	1,084,720	1,018,703	1,068,607	(16,113)	(1.5)
D815 Dart North Com Ctre			157,231	283,075	283,075	
D820 Findlay Maintenance	105,900	105,900	109,717	105,900		
D840 Grant Activities	50,400		55,612			
* Dartmouth/Eastern Passage	1,186,800	1,190,620	1,341,263	1,457,582	266,962	22.4
** Progr & Community Dev	8,743,700	8,950,477	9,067,786	9,285,882	335,405	3.7
D960 Devonshire Arena	157,100	157,900	162,468	161,500	3,600	2.3
D970 Le Brun Centre	409,800	397,520	363,413	353,850	(43,670)	(11.0)
D980 Gray Arena	266,600	277,060	274,406	289,042	11,982	4.3
D985 Bowles Arena	295,200	301,380	294,346	295,700	(5,680)	(1.9)
* Arenas	1,128,700	1,133,860	1,094,633	1,100,092	(33,768)	(3.0)
D911 Outdoor - Bookings	351,700	366,950	379,911	372,227	5,277	1.4
D912 HRSB - Bookings	521,600	524,400	505,298	574,400	50,000	9.5
* Facility Scheduling	873,300	891,350	885,209	946,627	55,277	6.2
** Arenas & Scheduling	2,002,000	2,025,210	1,979,842	2,046,719	21,509	1.1
D999 Clearing Account Rec	(163,800)	(185,100)	(126,823)		185,100	(100.0)
** Clearing Account REC	(163,800)	(185,100)	(126,823)		185,100	(100.0)
C220 Riverlake Com. Ctr.	5,100	4,700	7,535	4,914	214	4.6
C230 Waverly Com. Centre	29,200	28,650	23,250	28,105	(545)	(1.9)
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	7,300	7,120	520	6,859	(261)	(3.7)
C270 Lucasville Comm. Ctr	8,600	7,900	7,517	8,190	290	3.7
C290 Upper Sack. Com. Ctr			25,250			
** Area Services	57,900	56,070	71,771	55,768	(302)	(0.5)
*** Community Recreation Services	13,991,100	14,277,546	14,323,049	14,747,942	470,396	3.3
C105 Sackville Hts El Sch	183,200	189,100	166,907	201,100	12,000	6.3
C106 Prospect Rd Rec Ctr	228,200	230,000	(47,233)	231,400	1,400	0.6
C107 GlenArb Hme Owners	18,460	19,045	15,702	21,385	2,340	12.3
C108 White Hill Res Assoc	27,200	29,150	5,477	27,550	(1,600)	(5.5)
C110 East Preston Rec Ctr	27,500	28,100	21,284	29,400	1,300	4.6
C111 Lost Creek Comm Asso				7,300	7,300	
C112 Waterstone Neighbour	14,100	14,625		14,175	(450)	(3.1)
C113 Hammond Plains C/Ctr				437,300	437,300	
C114 Ketch Hbr Resi. Asso				10,000	10,000	
C115 Mineville Community	10,000	10,380		10,320	(60)	(0.6)
C120 Haliburton Hills	40,600	41,600	(275)	43,700	2,100	5.0
C125 Beaver Bank Rec Centre	196,600	198,200	(142,216)	200,700	2,500	1.3
C130 Highland Park	6,600	6,800	726	7,300	500	7.4
C132 Birch Bear Run HO	6,540	6,540		6,660	120	1.8
C135 Kingswood Ratepayers	52,800	52,550	44,490	52,450	(100)	(0.2)
C140 Prospect	67,100	68,400	31,455	73,100	4,700	6.9
C142 Glengarry Estates HO	25,095	25,200			(25,200)	(100.0)
C145 Westwood H Res Assoc	30,700	31,800	15,968	32,650	850	2.7
C150 Up. Hammonds Plains	29,900	37,600	38,913	39,200	1,600	4.3
C155 Harrietsfield Rec Ct	28,200	28,800	27,593	27,800	(1,000)	(3.5)
C160 Musquodoboit Harbour	8,500	8,500	7,412	8,500		
C165 Dutch Settlement	10,700	9,400	1,668	10,100	700	7.4
C170 Hammonds Plns Com.RT	56,100	56,600	(1,016)	57,000	400	0.7
C175 Hubbards Rec. Centre	32,700	34,600	13,714	36,900	2,300	6.6
C180 Grand Lake Com. Ctr	15,500	16,200	10,305	17,800	1,600	9.9
C185 District 3 Cap. Fund		250,600	18,994	266,400	15,800	6.3
C190 Maplewood Subdivisio	18,450	18,600	628	18,350	(250)	(1.3)
C194 Fall River Rec Ctr	682,100	706,700	491,063	768,000	61,300	8.7
C196 Silverside Res.Assoc	16,300	16,300	15,098	16,300		
C198 St. Marg/Fox Hollow	6,180	6,240	3,008	6,180	(60)	(1.0)
C199 St. Marg Bay Ctr	270,200	280,200	255,800	260,400	(19,800)	(7.1)
C210 LWF Recreation Ctr	152,100	156,800	147,756	165,900	9,100	5.8
*** Area Rate Services	2,261,625	2,578,630	1,143,220	3,105,320	526,690	20.4
D460 BlockCtrl Reg Com Ev			129			
** RTC Locked			129			
*** Tourism Blocked			129			
**** Total	35,994,343	37,040,918	39,571,646	38,323,847	1,282,929	3.5

CD Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
C410 Director's Office			(11)			
C412 2011 CWG Project Off			(9,689)			
C470 Canada Games 2011			(2,607,839)			
*** CDBU Administration			(2,617,539)			
C711 Destination Halifax	(1,589,800)	(1,598,200)	(1,802,729)	(1,598,200)		
*** Market Development	(1,589,800)	(1,598,200)	(1,802,729)	(1,598,200)		
C705 Facility Management	(81,500)	(81,900)	(77,570)	(81,900)		
C706 BMO Centre			(927,477)			
*** Facilities	(81,500)	(81,900)	(1,005,047)	(81,900)		
C511 Downtown Dartmouth BID	(177,907)	(190,076)	(199,131)	(215,376)	(25,300)	13.3
C512 Downtown Halifax BID	(525,274)	(735,800)	(729,725)	(812,610)	(76,810)	10.4
C513 Spring Garden Road BID	(283,508)	(278,186)	(272,117)	(308,966)	(30,780)	11.1
C514 Quinpool Road BID	(68,159)	(75,408)	(74,442)	(91,722)	(16,314)	21.6
C515 Spryfield & District BID	(40,871)	(75,185)	(74,994)	(68,005)	7,180	(9.5)
C516 Sackville Drive BID	(88,245)	(81,119)	(79,852)	(155,861)	(74,742)	92.1
C517 Dart Main St BID	(74,428)	(68,533)	(68,460)	(82,645)	(14,112)	20.6
C518 Agricola/Gottingen BID				(108,742)	(108,742)	
C730 Cultural Affairs		(25,000)	(2,179)	(25,000)		
C760 Community/CivicEvent	(252,800)	(254,100)	(311,771)	(254,100)		
C762 Youth Advocate Program	(610,600)	(701,900)	(575,376)	(170,250)	531,650	(75.7)
C771 BID's Contributions Fund		(100,000)	28,176		100,000	(100.0)
D710 Community Developers	(35,000)	(122,700)	(30,839)	(35,165)	87,535	(71.3)
*** Community Relations	(2,156,792)	(2,708,007)	(2,390,710)	(2,328,442)	379,565	(14.0)
C330 Civic Addressing	(92,000)	(106,700)	(119,916)	(111,612)	(4,912)	4.6
C420 Subdivision & Dev.	(285,900)	(292,700)	(395,184)	(296,654)	(3,954)	1.4
C430 Permits & Inspection	(3,822,100)	(3,297,400)	(3,922,117)	(4,173,358)	(875,958)	26.6
C450 Development Engineering	(253,300)	(254,700)	(229,384)	(250,455)	4,245	(1.7)
*** Development Services	(4,453,300)	(3,951,500)	(4,666,602)	(4,832,079)	(880,579)	22.3
C310 Planning & Applic.	(51,800)	(57,600)	(50,965)	(57,600)		
C320 Regional Comm Plann			(6,761)			
C779 Capital District	(93,900)		(31,408)			
*** Planning Services	(145,700)	(57,600)	(89,134)	(57,600)		
C910 Facility Transfers	(78,400)	(78,800)	(179,427)	(150,000)	(71,200)	90.4
D101 Rec. Prog. Admin.			(25,373)			
** Recreation Services	(78,400)	(78,800)	(204,801)	(150,000)	(71,200)	90.4
D755 Rec/Enviro Leadership	(122,900)	(136,000)	(141,450)	(126,000)	10,000	(7.4)
D760 Otd Rec& Env Ser.			(45)			
** Outdoor Recreation	(122,900)	(136,000)	(141,495)	(126,000)	10,000	(7.4)
D175 Capt. Will Spry Aquatics	(287,000)	(288,500)	(368,741)	(288,500)		
D220 Northcliffe Aquatics	(459,000)	(461,400)	(417,174)	(461,400)		
D320 Bedford Outdoor Pool	(50,600)	(50,900)	(67,284)	(50,900)		
D540 Beaches/Common Pool	(53,000)	(53,300)	(55,178)	(53,300)		
D570 Needham Aquatics	(40,200)	(40,400)	(57,091)	(40,400)		
D830 NS Hospital Aquatics	(10,100)	(10,200)	(15,013)	(10,200)		
** Aquatic Services	(899,900)	(904,700)	(980,480)	(904,700)		
D155 Area Prog. & Maint.	(245,500)	(245,500)	(259,216)	(245,500)		
D160 SMBC Prog. & Maint.	(88,000)	(88,000)	(87,560)	(88,000)		
D180 Herring Cv. AreaProg	(37,000)	(35,750)	(45,750)	(42,750)	(7,000)	19.6
D170 CWSCC Prog. & Maint.	(202,500)	(202,500)	(182,406)	(176,500)	26,000	(12.8)
D176 CWSCC Fitness Ctr	(83,100)	(83,100)	(84,093)	(76,100)	7,000	(8.4)
* Mainland South & Area	(656,100)	(654,850)	(659,025)	(628,850)	26,000	(4.0)
D210 Area Prog. & Maint.	(276,200)	(280,000)	(244,774)	(277,000)	3,000	(1.1)
D270 Lakeside Maint.			(26,409)			
D580 St Andrews Prog & Maint.	(99,600)	(108,300)	(119,186)	(111,300)	(3,000)	2.8
* Mainland N & Western	(375,800)	(388,300)	(390,369)	(388,300)		
D310 BSFR Prog. & Maint.	(467,400)	(459,000)	(499,585)	(459,000)		
D330 Mid. Musq. Program	(20,200)	(17,000)	(12,406)	(15,000)	2,000	(11.8)
* Bedford/Sack/Fall River	(487,600)	(476,000)	(511,991)	(474,000)	2,000	(0.4)
D410 Musq Harbour Program	(77,000)	(81,920)	(79,355)	(81,920)		
D420 MH Office & FitnessCtr	(28,000)	(30,500)	(35,845)	(32,500)	(2,000)	6.6
D430 Sheet Hbr. Prog.	(25,000)	(25,500)	(31,928)	(25,500)		
D440 Sheet Hbr. Fitness Ctr	(9,000)	(11,000)	(9,941)	(11,000)		
D620 Pres/LkEcho/LT Prog	(33,000)	(34,000)	(36,484)	(34,000)		
D630 Cole Harbour Program	(105,000)	(105,000)	(109,030)	(105,000)		
D172 NPCC Prog. & Maint	(44,000)	(44,000)	(72,708)	(44,000)		
* Cole Hb/E Shore & Valley	(321,000)	(331,920)	(375,291)	(333,920)	(2,000)	0.6
D510 Area Prog. & Maint.	(99,500)	(85,200)	(112,132)	(85,200)		
D550 Dixon Program	(95,900)	(94,500)	(99,867)	(94,500)		
D585 BloomfieldProg& Main	(50,000)	(97,000)	(108,778)	(97,000)		
D590 Citadel Prog & Maint.	(100,000)	(128,500)	(166,940)	(133,500)	(5,000)	3.9
* Peninsula	(345,400)	(405,200)	(487,717)	(410,200)	(5,000)	1.2
D810 Area Prog. & Maint.	(311,200)	(366,470)	(329,411)	(381,970)	(15,500)	4.2
D815 Dart North Com Ctre			(22,277)	(33,000)	(33,000)	
D840 Grant Activities	(50,600)		(60,600)			

CD Gross Revenue

Continued

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Dartmouth/Eastern Passage	(361,800)	(366,470)	(412,288)	(414,970)	(48,500)	13.2
** Progr & Community Dev	(2,547,700)	(2,622,740)	(2,836,682)	(2,650,240)	(27,500)	1.0
D960 Devonshire Arena	(187,700)	(229,140)	(232,932)	(239,016)	(9,876)	4.3
D970 Le Brun Centre	(351,800)	(361,450)	(279,933)	(311,363)	50,087	(13.9)
D980 Gray Arena	(321,500)	(356,360)	(334,951)	(355,311)	1,049	(0.3)
D985 Bowles Arena	(279,300)	(313,550)	(310,307)	(319,920)	(6,370)	2.0
* Arenas	(1,140,300)	(1,260,500)	(1,158,123)	(1,225,610)	34,890	(2.8)
D911 Outdoor - Bookings	(31,000)	(29,200)	(27,477)	(31,200)	(2,000)	6.8
D912 HRSB - Bookings	(521,600)	(524,400)	(505,298)	(574,400)	(50,000)	9.5
* Facility Scheduling	(552,600)	(553,600)	(532,775)	(605,600)	(52,000)	9.4
** Arenas & Scheduling	(1,692,900)	(1,814,100)	(1,690,898)	(1,831,210)	(17,110)	0.9
C220 Riverlake Com. Ctr.			(3,600)			
C230 Waverly Com. Centre	(5,400)	(5,400)		(5,400)		
C290 Upper Sack. Com. Ctr			(25,250)			
** Area Services	(5,400)	(5,400)	(28,850)	(5,400)		
*** Community Recreation Services	(5,347,200)	(5,561,740)	(5,883,205)	(5,667,550)	(105,810)	1.9
C105 Sackville Hts El Sch	(183,200)	(189,100)	(190,441)	(201,100)	(12,000)	6.3
C106 Prospect Rd Rec Ctr	(228,200)	(230,000)	(230,672)	(231,400)	(1,400)	0.6
C107 GlenArb Hme Owners	(18,460)	(19,045)	(18,410)	(21,385)	(2,340)	12.3
C108 White Hill Res Assoc	(27,200)	(29,150)	(27,100)	(27,550)	1,600	(5.5)
C110 East Preston Rec Ctr	(27,500)	(28,100)	(28,135)	(29,400)	(1,300)	4.6
C111 Lost Creek Comm Asso				(7,300)	(7,300)	
C112 Waterstone Neighbour	(14,100)	(14,625)	(14,175)	(14,175)	450	(3.1)
C113 Hammond Plains C/Ctr				(437,300)	(437,300)	
C114 Ketch Hbr Resi. Asso				(10,000)	(10,000)	
C115 Mineville Community	(10,000)	(10,380)	(10,220)	(10,320)	60	(0.6)
C120 Haliburton Hills	(40,600)	(41,600)	(41,662)	(43,700)	(2,100)	5.0
C125 Beaver Bank Rec Centre	(196,600)	(198,200)	(198,225)	(200,700)	(2,500)	1.3
C130 Highland Park	(6,600)	(6,800)	(6,779)	(7,300)	(500)	7.4
C132 Birch Bear Run HO	(6,540)	(6,540)	(6,480)	(6,660)	(120)	1.8
C135 Kingswood Ratepayers	(52,800)	(52,550)	(52,450)	(52,450)	100	(0.2)
C140 Prospect	(67,100)	(68,400)	(68,676)	(73,100)	(4,700)	6.9
C142 Glengarry Estates HO	(25,095)	(25,200)	(25,165)		25,200	(100.0)
C145 Westwood H Res Assoc	(30,700)	(31,800)	(31,611)	(32,650)	(850)	2.7
C150 Up. Hammonds Plains	(29,900)	(37,600)	(37,545)	(39,200)	(1,600)	4.3
C155 Harrietsfield Rec Ct	(28,200)	(28,800)	(28,792)	(27,800)	1,000	(3.5)
C160 Musquodoboit Harbour	(8,500)	(8,500)	(8,517)	(8,500)		
C165 Dutch Settlement	(10,700)	(9,400)	(9,387)	(10,100)	(700)	7.4
C170 Hammonds Plns Com.RT	(56,100)	(56,600)	(56,667)	(57,000)	(400)	0.7
C175 Hubbards Rec. Centre	(32,700)	(34,600)	(34,553)	(36,900)	(2,300)	6.6
C180 Grand Lake Com. Ctr	(15,500)	(16,200)	(16,193)	(17,800)	(1,600)	9.9
C185 District 3 Cap. Fund		(250,600)	(250,707)	(266,400)	(15,800)	6.3
C190 Maplewood Subdivisio	(18,450)	(18,600)	(18,350)	(18,350)	250	(1.3)
C194 Fall River Rec Ctr	(682,100)	(706,700)	(707,587)	(768,000)	(61,300)	8.7
C196 Silverside Res.Assoc	(16,300)	(16,300)	(16,300)	(16,300)		
C198 St. Marg/Fox Hollow	(6,180)	(6,240)	(6,280)	(6,180)	60	(1.0)
C199 St. Marg Bay Ctr	(270,200)	(280,200)	(280,397)	(260,400)	19,800	(7.1)
C210 LWF Recreation Ctr	(152,100)	(156,800)	(156,596)	(165,900)	(9,100)	5.8
*** Area Rate Services	(2,261,625)	(2,578,630)	(2,578,074)	(3,105,320)	(526,690)	20.4
**** Total	(16,035,917)	(16,537,577)	(21,033,041)	(17,671,091)	(1,133,514)	6.9

CD Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	20,467,986	21,545,957	24,713,351	22,217,113	671,156	3.1
* Office	778,320	674,230	807,421	703,623	29,393	4.4
* External Services	2,173,460	1,288,594	792,014	1,009,517	(279,077)	(21.7)
* Supplies	423,000	376,461	397,437	446,096	69,635	18.5
* Materials	1,200		15,221			
* Building Costs	548,480	556,687	620,577	1,098,710	542,023	97.4
* Equipment & Communications	245,700	207,596	336,698	244,560	36,964	17.8
* Vehicle Expense	181,500	172,400	159,033	173,018	618	0.4
* Other Goods & Services	2,802,220	2,887,321	2,752,257	2,991,443	104,122	3.6
* Interdepartmental	2,800,400	2,691,548	2,912,137	2,821,467	129,919	4.8
* Debt Service	480,000	1,158,024	1,155,400	1,135,383	(22,641)	(2.0)
* Other Fiscal	5,092,077	5,482,100	4,910,100	5,482,917	817	0.0
** Total	35,994,343	37,040,918	39,571,646	38,323,847	1,282,929	3.5
Revenues						
* Tax Revenue	(1,258,392)	(1,504,307)	(1,498,721)	(1,843,927)	(339,620)	22.6
* Area Rate Revenue	(2,072,325)	(2,397,030)	(2,394,831)	(2,940,120)	(543,090)	22.7
* Transfers from other Gov'ts	(610,600)	(701,900)	(263,197)	(170,250)	531,650	(75.7)
* Fee Revenues	(9,778,700)	(9,461,040)	(11,301,047)	(10,472,417)	(1,011,377)	10.7
* Other Revenue	(2,315,900)	(2,473,300)	(5,575,246)	(2,244,377)	228,923	(9.3)
** Total	(16,035,917)	(16,537,577)	(21,033,041)	(17,671,091)	(1,133,514)	6.9
Net Surplus/(Deficit)	19,958,426	20,503,341	18,538,605	20,652,756	149,415	0.7

Finance

Business Plan - 2011/12

Mission: *Leading Financial Stewardship*

We lead financial stewardship through advice, services and policy.

Business Unit Overview:

Finance leads HRM's Fiscal Health & Accountability activities in support of the Executive Management Team's priority areas and provides services and advice to internal clients, Council and residents of HRM.

Chief Financial Officer/Director:

Jim Cooke, CGA

Manager of Revenue
Jerry Blackwood,
CGA

Tax and general revenue billings; revenue recognition, corporate collections, cash management and payment processing. Responsible for administration of Marketing Levy and False Alarms By-Laws, Tax Agreements, Payment in Lieu of Taxes (PILT), Deed Transfer Tax, Local Improvement Charges, Tax Sales, and Parking enforcement and Regulations. Ensure compliance with HRM policy and legislation around existing and in the development of new revenue streams.

Manager of Accounting
Louis de Montbrun,
CA

Accounts Payable Processing, Asset and Project Accounting, Area Rate Fund Accounting, Claims preparation, Banking, Payroll Accounting, Service Delivery and Financial Reporting. Year-end consolidated audited financial statements, ensuring HRM complies with industry and legislative financial reporting requirements for Operating, Capital, Trust Funds and Reserves and financial statements for various Boards and Commissions Ensures compliance with HRM policies and legislation.

Manager of Procurement
Anne Feist, CPPB

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

Manager of Payroll
Kevin Hislop

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

Manager of Budget & Financial Analysis
Bruce Fisher, MPA,
CMA

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

Manager of Fiscal & Tax Policy
Bruce Fisher, MPA,
CMA

Develops, defines and refines policies related to fiscal management, financial planning, debt policy, and taxation. Provides strategic support to corporate policy initiatives such as Regional Planning and leads the Multi Year Financial Strategy. HRM Finance lead on economic prosperity objectives. Provides advice and support to business units involved in policy and program delivery regarding grants and ensures compliance with HRM policies and legislation.

Manager of Corporate Reporting & Financial Policy
Pamela Caswill, CA

Researches, analyses and recommends financial reporting and performance standards, processes and policies. In conjunction with the Treasurer, the Investment team guides the long and short term investment policy of the Municipality and provides leadership and control to the overall process through cash management performance measurement. Provides stewardship over the banking applications used by HRM and its related organizations and leads the Disaster Financial Recovery claims process as required. Ensures compliance with HRM policies and legislation.

Summary of Business Unit Structure Changes:

- No significant changes

Core Operations and Services provided:

- Accounts Payable Processing
- Project and Asset Accounting
- FTE Position Management
- Financial Reporting and Expenditure Analysis
- Council Report Review and Support
- Cost Sharing Claims Coordination and Preparation
- Bylaw Registration and Administration, eg: False Alarms, Parking Meters
- Coin Processing
- Customer Services and Inquiries
- Parking Ticket Enforcement
- Revenue and Tax Billing and Collection
- Payroll Operations
- Procurement and Stores Operations
- Inventory Management/Stores
- Corporate Financial Planning and Budget Process Management
- Area Rate Analysis and Administration
- Collective Agreement Costing
- Job Costing

- Financial Analysis and Consulting
- Coordinate the Annual Operating and Project Budgets
- Fiscal and Tax Policy
- HRM Investments and Cash Management
- Banking Relationships and Coordination
- Disaster Financial Assistance Claims Support
- Financial Policy Development and Implementation
- Coordinate the Annual Operating and Project Budgets
- Reserve Budget and Financial Management

Funded Full Time Equivalent (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	203.5	203.5	198.5

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit over the next 5 years.

Challenges with Community-wide Impact:

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

- **Economic Prosperity:** Supporting investments that promote a green, prosperous and highly competitive region; and developing appropriate taxation, fiscal tools and policies that drive economic growth and sustainability.
- **Long Term Fiscal Sustainability:** Providing strategies to ensure sustainable and cost effective delivery of existing municipal services to residents and other taxpayers; and meet new service demands. The budget and business planning process is the key mechanism to determine service and funding levels. During the next few fiscal years it may remain difficult to devise funding strategies, and it may be necessary to re-align services to meet funding levels.
- **Misunderstanding and Inequities within the current tax structure:** There are a series of unresolved tax issues that continue to be of concern. This includes the Provincial assessment cap, sidewalk taxation, local improvements charges, tax on recreation facilities, business taxation and non-profit taxation.

Challenges with Service Delivery / Business Unit Impact

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

- **Growing demands for Financial Management Analysis:** While most major initiatives and services can be foreseen and planned, the exact nature and context of work required is difficult to predict and subject to frequent changes. As such, Finance's limited capacity for high-level analysis is often stretched thin, causing delays and capacity issues for many objectives
- **Physical Moves:** The 3rd Floor Duke Tower Finance staff will have recently relocated to several spaces in Alderney Gate, Dartmouth to achieve organizational cost savings. These moves may cause some disruption to the staff as the divisions settle into new accommodations. The final phase of the moves from Duke Tower will not occur until the fall of 2011. Finance will need to adjust to working in separate locations for several months.

Opportunities:

- **Maximizing existing technologies:** Achieving improvements to our existing systems and enhancing the use of technology will create improved analysis and efficiencies.
- **Building financial capability in other business units:** Build on our own inventory of knowledge and enhance relationships and build financial capacity within other business units. Continue to develop and formalize policies and guidelines.
- **Continue to build our Management Team:** Continue to encourage a collaborative and open environment where we work as a team supporting each other through trust, advice and open communications. This will enable the Management team to lead culture change in our own business unit more effectively.
- **Financial reporting improvements:** Ongoing review, development and improvement of financial information, reporting, business processes and policies will result in improved service delivery to clients and the public.

Business Unit Goals

The goals for FINANCE are:

- Goal 1: Improve Organizational Capacity
- Goal 2: Improved Financial Information
- Goal 3: Promote Fiscal Health and Accountability
- Goal 4: Optimize use of Skills and Technology
- Goal 5: Meet Internal Service Expectations

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

EMT Priorities: Organizational Capacity

Description:

This goal is in support of the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRM will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

Goal 1: Improve Organizational Capacity	
<i>Objectives for 2011/2012:</i>	
FIN 1.1	Encourage a professional, positive, supportive and challenging work environment through the continued implementation of orientation materials, employee feedback tools, professional development, training plans, survey goals and clearly identified roles and performance expectations.
FIN 1.2	Champion HRM Core Values. Develop a plan to address “hot spots” identified by C5 (Culture Committee). Develop a business unit Culture team to support C5 initiatives and strategies.
FIN 1.3	Implement the Workforce Planning model provided by Human Resources
<i>Objectives for the next 3-5 years:</i>	
FIN 1.4	Develop internal training opportunities for Finance with a focus on Excel and the possibilities available with SAP.
FIN 1.5	Identify, motivate and develop future talent in Finance. Training plans to be included in all PDP’s and work to continue on succession planning.

Goal 2: Improved Financial Information

Corporate Strategy Linkage:

EMT Priorities: Practicing Fiscal Health, Providing Excellence in Service Delivery

Description:

Service delivery to clients and the public will benefit from review, development and improvement of financial information, business processes and policies.

Goal 2: Improved Financial Information	
<i>Objectives for 2011/2012:</i>	
FIN 2.1	Complete the Procurement process for new banking services, including implementation of new or revised processes.
FIN 2.2	Develop end-to-end process documentation with respect to improving overall internal control for Local Improvement Charges and Capital Cost Contributions.
FIN 2.3	Prepare an RFP and negotiate a new contract for Financial Statement Audit Services.
<i>Objectives for the next 3-5 years:</i>	
FIN 2.4	Develop a process to include financial projections on projects.

Goal 3: Promote Fiscal Health and Accountability

Corporate Strategy Linkage:

Corporate Outcome Areas: Economic Prosperity

EMT Priorities: Practicing Fiscal Responsibility, Providing Excellence in Service Delivery

Description:

Finance is the lead on the Corporate Fiscal Health Strategy. Finance will continue to implement Corporate Asset Accounting, update policies such as the Multi-Year Financial Strategy and Council’s direction on HRM’s overall Financial Strategy, and continue to document business processes and enhance controls. Finance also has an important role in furthering Economic Prosperity objectives.

Goal 3: Promote Fiscal Health and Accountability	
<i>Objectives for 2011/2012:</i>	
FIN 3.1	Create a clear long term approach to the Multi-Year Financial Strategy.
FIN 3.2	Develop options for Reserves and Capital Strategy.

FIN 3.3	Incorporate Tangible Capital Asset and project budgeting and reporting into the Multi-Year Financial Strategy
FIN 3.4	Implementation of the 2011-12 Economic Prosperity objectives including fiscal and taxation incentives and policies, development proposals and strategic investments.
FIN 3.5	Educate HRM Business Units and Agencies, Boards and Commissions (ABC's) on Payment Card Industry (PCI) Compliance. Implement internal controls around systems and processes that foster best practices and compliance with respect to how staff process and store credit card transactions.
FIN 3.6	Implement multi-year operational and project budgets.
FIN 3.7	Work with other Nova Scotia municipalities to approach fiscal imbalance or service exchange discussions with the Province of Nova Scotia.
Objectives for the next 3-5 years:	
FIN 3.7	Review the non-profit tax exemption program.
FIN 3.8	Analyze financial implications of new programs, services and resource requirements.

Goal 4: Optimize use of Skills and Technology

Corporate Strategy Linkage:

EMT Priorities: Providing Excellence in Service Delivery

Description:

Build knowledge and skills with technology and identify opportunities for enhancement.

Goal 4: Optimize use of Skills and Technology	
Objectives for 2011/2012:	
FIN 4.1	Develop a partnership with IT to prioritize technology requests and finalize the technology plan which explores the functionality potential of our current enterprise systems (SAP and Hansen).
FIN 4.2	Implement a fully integrated electronic farebox system capable of providing business intelligence around transit operations as well as daily balancing to transit fares.
Objectives for the next 3-5 years:	
FIN 4.3	Identify the technology, skills and training requirements for key positions.

Goal 5: Meet Internal Service Expectations

Corporate Strategy Linkage:

EMT Priorities: Providing Excellence in Service Delivery

Description:

Finance is committed to meeting the Internal Service Expectations agreed upon from other Business Units.

Goal 5: Meet Internal Service Expectations	
<i>Objectives for 2011/2012:</i>	
FIN 5.1	Assistance to Planning Services with financial analysis of community design alternatives (5 year review of the Regional Plan).
FIN 5.2	Participate in the Depot Rationalization Study with TPW and IAM.

Service Level Changes	
<u>Increases In Services / New Initiatives:</u>	
<ul style="list-style-type: none"> • The RFP for Banking Services will go out in 11/12 and new services may result from the RFP award. • On-going process development related to the maintenance of the recently implemented Tangible Capital Asset sub-ledger to track asset costs, including opening value, additions, disposals, depreciation and net book value. • Continued roll out of amended procurement policy that will streamline the tender/award process with a greater emphasis on core values and sustainability. • Efficiencies as a result of implementation of electronic pay stub distribution. • Increased capacity with approval and implementation of new scheduling/time recording software. 	
<u>Decreases In Services / Operational Pressures (OP):</u>	
<p>OP: Tight fiscal capacity increases pressure to monitor projections and budget.</p> <p>OP: Hundreds of ideas received for efficiencies or revenue generation create a huge amount of analytical work which will require significant time to complete and may impact other initiatives.</p> <p>OP: Turnover in positions from retirements, departures and secondments has resulted in many new staff with limited knowledge and experience with HRM's internal policies and processes.</p>	
<u>Expected Services Not Being Delivered:</u>	
None	

Finance

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$2,029
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements	275
2	Compensation and Benefits - Increase in hiring new positions to support Fleet Services and service delivery	734
3	Increase in external services mainly due to armored courier and appraisal services related to property tax appeals	130
4	Decrease in dog licensing costs transferred to Community Projects & Bylaw	(24)
5	Increase in equipment purchases due to security upgrades at Metro Transit and facility upgrades at Municipal Fleet	38
6	Decrease in costs primarily associated with staff training & education, rewarding excellence and conferences and workshops	(87)
7	Increase in revenue associated with fines & fees, By-Law F300 and tax sales	(632)
8	Decrease in revenue associated with summary offense tickets, tax certificates and tax sale administration fees	2,513
2011/12 Budget		\$4,976

Finance

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A301 Administration - Finance	377,980	398,620	399,648	401,795	3,175	0.8
M621 VIK - Special Events			14,149			
** Administration - Finance	377,980	398,620	413,796	401,795	3,175	0.8
A304 Financial Rpt & Trea	339,700	353,685	344,481	312,744	(40,941)	(11.6)
A318 Lock Strategic Init.						
A351 Budget & Fin. Analysi	609,600	790,437	840,536	1,039,852	249,415	31.6
A810 Fiscal & Tax Policy	321,200	287,185	279,942	287,771	586	0.2
** Finance	1,270,500	1,431,307	1,464,959	1,640,367	209,060	14.6
A306 Cap Proj Overheads	(10)	(720)		(7,859)	(7,139)	991.5
* Financial Services Admin	(10)	(720)		(7,859)	(7,139)	991.5
A311 Revenue - Administration	319,790	332,436	353,450	363,680	31,244	9.4
A312 Coin Room	213,180	247,500	274,810	287,903	40,403	16.3
A313 Payment Processing	286,780	300,030	304,426	314,961	14,931	5.0
A314 General Revenue	327,660	329,450	329,725	318,637	(10,813)	(3.3)
A315 Ticket Office	(5,295,140)	(7,406,040)	(7,476,247)	(5,423,081)	1,982,959	(26.8)
A316 Taxation	(1,096,250)	(1,489,616)	(1,520,163)	(1,520,644)	(31,028)	2.1
A325 Collections		111,302	120,357	123,244	11,942	10.7
A360 Parking Meters	227,790	239,330	207,371	228,775	(10,555)	(4.4)
* Revenue	(5,016,190)	(7,335,608)	(7,406,271)	(5,306,525)	2,029,083	(27.7)
A321 Accounting Administration	696,980	730,305	763,574	322,239	(408,066)	(55.9)
A322 Payment Processing	613,600	633,380	613,534	572,987	(60,393)	(9.5)
A323 Accounting Processing	561,100	691,380	738,325	692,013	633	0.1
A324 Accounting Reporting	365,500	387,380	381,000	981,608	594,228	153.4
* Accounting	2,237,180	2,442,445	2,496,433	2,568,847	126,402	5.2
A331 General Purchasing	592,780	613,872	568,050	696,774	82,902	13.5
A332 Inventory & Asset Mg	90,750	93,670	112,545	120,608	26,938	28.8
A333 Stores-Transit/Fire	890,100	931,075	957,807	838,372	(92,703)	(10.0)
A334 Stores-East/West	577,200	610,230	689,672	685,992	75,762	12.4
A335 Procurement FSRs	460,880	574,330	556,017	580,421	6,091	1.1
A336 Procurement Staff	679,560	720,130	714,398	667,669	(52,461)	(7.3)
A337 Disp.of Surplus Equi			(562)			
A338 Stores- Ragged Lake		73,235	13,749	738,899	665,664	908.9
* Procurement	3,291,270	3,616,542	3,611,676	4,328,735	712,193	19.7
A615 Payroll Operations	1,255,000	1,304,000	1,274,340	1,350,898	46,898	3.6
* Payroll Operations	1,255,000	1,304,000	1,274,340	1,350,898	46,898	3.6
** Financial Services Division	1,767,250	26,659	(23,821)	2,934,096	2,907,437	10,906.0
A391 PS3150 Compliance	188,300	172,650	86,481		(172,650)	(100.0)
** PS TCA Project	188,300	172,650	86,481		(172,650)	(100.0)
*** Total	3,604,030	2,029,236	1,941,415	4,976,258	2,947,022	145.2

Finance Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A301 Administration - Finance	377,980	404,245	399,648	401,795	(2,450)	(0.6)
M621 VIK - Special Events			14,149			
** Administration - Finance	377,980	404,245	413,796	401,795	(2,450)	(0.6)
A304 Financial Rpt & Trea	339,700	353,685	344,481	312,744	(40,941)	(11.6)
A318 Lock Strategic Init.						
A351 Budget & Fin.Analysi	609,600	790,437	840,536	1,039,852	4,113,795	31.6
A810 Fiscal & Tax Policy	321,200	287,185	279,942	287,771	344,481	0.2
** Finance	1,270,500	1,431,307	1,464,959	1,640,367	3,769,314	14.6
A306 Cap Proj Overheads	(10)	(720)		(7,859)	(7,139)	991.5
* Financial Services Admin	(10)	(720)		(7,859)	(7,139)	991.5
A311 Revenue - Administration	319,790	332,436	353,450	363,680	31,244	9.4
A312 Coin Room	213,180	247,500	274,810	287,903	40,403	16.3
A313 Payment Processing	286,780	300,030	304,426	314,961	14,931	5.0
A314 General Revenue	509,560	484,650	481,813	476,637	(8,013)	(1.7)
A315 Ticket Office	1,037,160	1,013,960	1,041,484	1,076,919	62,959	6.2
A316 Taxation	734,850	587,517	580,458	589,356	1,839	0.3
A325 Collections		261,927	279,340	283,244	21,317	8.1
A360 Parking Meters	227,790	239,330	207,371	228,775	(10,555)	(4.4)
* Revenue	3,329,110	3,467,350	3,523,152	3,621,475	154,125	4.4
A321 Accounting Administration	696,980	730,305	763,574	322,239	(408,066)	(55.9)
A322 Payment Processing	613,600	648,380	636,704	587,987	(60,393)	(9.3)
A323 Accounting Processing	561,100	691,380	738,325	692,013	633	0.1
A324 Accounting Reporting	365,500	387,380	381,000	981,608	594,228	153.4
* Accounting	2,237,180	2,457,445	2,519,603	2,583,847	126,402	5.1
A331 General Purchasing	592,780	613,872	600,733	696,774	82,902	13.5
A332 Inventory & Asset Mg	90,750	93,670	112,545	120,608	26,938	28.8
A333 Stores-Transit/Fire	890,100	931,075	957,807	838,372	(92,703)	(10.0)
A334 Stores-East/West	577,200	610,230	689,672	685,992	75,762	12.4
A335 Procurement FSRs	460,880	574,330	556,281	580,421	6,091	1.1
A336 Procurement Staff	679,560	720,130	714,398	667,669	(52,461)	(7.3)
A337 Disp.of Surplus Equi			13,893			
A338 Stores- Ragged Lake		73,235	13,749	738,899	665,664	908.9
* Procurement	3,291,270	3,616,542	3,659,079	4,328,735	712,193	19.7
A615 Payroll Operations	1,262,800	1,311,800	1,292,742	1,358,698	46,898	3.6
* Payroll Operations	1,262,800	1,311,800	1,292,742	1,358,698	46,898	3.6
** Financial Services Division	10,120,350	10,852,417	10,994,576	11,884,896	1,032,479	9.5
A391 PS3150 Compliance	188,300	172,650	86,481		(172,650)	(100.0)
** PS TCA Project	188,300	172,650	86,481		(172,650)	(100.0)
*** Total	11,957,130	12,860,619	12,959,812	13,927,058	1,066,439	8.3

Finance Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A301 Administration - Finance		(5,625)			5,625	(100.0)
** Administration - Finance		(5,625)			5,625	(100.0)
A314 General Revenue	(181,900)	(155,200)	(152,088)	(158,000)	(2,800)	1.8
A315 Ticket Office	(6,332,300)	(8,420,000)	(8,517,731)	(6,500,000)	1,920,000	(22.8)
A316 Taxation	(1,831,100)	(2,077,133)	(2,100,621)	(2,110,000)	(32,867)	1.6
A325 Collections		(150,625)	(158,983)	(160,000)	(9,375)	6.2
* Revenue	(8,345,300)	(10,802,958)	(10,929,423)	(8,928,000)	1,874,958	(17.4)
A322 Payment Processing		(15,000)	(23,170)	(15,000)		
* Accounting		(15,000)	(23,170)	(15,000)		
A331 General Purchasing			(32,683)			
A335 Procurement FSRs			(264)			
A337 Disp.of Surplus Equi			(14,455)			
* Procurement			(47,402)			
A615 Payroll Operations	(7,800)	(7,800)	(18,402)	(7,800)		
* Payroll Operations	(7,800)	(7,800)	(18,402)	(7,800)		
** Financial Services Division	(8,353,100)	(10,825,758)	(11,018,397)	(8,950,800)	1,874,958	(17.3)
*** Total	(8,353,100)	(10,831,383)	(11,018,397)	(8,950,800)	1,880,583	(17.4)

Finance Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	10,498,800	11,408,150	11,584,276	12,416,804	1,008,654	8.8
* Office	399,137	309,510	383,105	312,496	2,986	1.0
* External Services	734,800	873,610	881,868	980,706	107,096	12.3
* Supplies	13,980	14,350	20,149	29,470	15,120	105.4
* Materials	59,450	58,000	24,399	34,700	(23,300)	(40.2)
* Building Costs	1,500	1,500	946	1,500		
* Equipment & Communications	82,600	83,300	100,010	121,450	38,150	45.8
* Vehicle Expense			2,593	3,000	3,000	
* Other Goods & Services	260,063	219,599	165,719	141,492	(78,107)	(35.6)
* Interdepartmental	23,300	18,700	(131,086)	12,526	(6,174)	(33.0)
* Other Fiscal	(116,500)	(126,100)	(72,166)	(127,086)	(986)	0.8
** Total	11,957,130	12,860,619	12,959,812	13,927,058	1,066,439	8.3
Revenues						
* Tax Revenue			(1,159)			
* Fee Revenues	(8,315,100)	(10,778,383)	(10,894,899)	(8,880,000)	1,898,383	(17.6)
* Other Revenue	(38,000)	(53,000)	(122,339)	(70,800)	(17,800)	33.6
** Total	(8,353,100)	(10,831,383)	(11,018,397)	(8,950,800)	1,880,583	(17.4)
Net Surplus/(Deficit)	3,604,030	2,029,236	1,941,415	4,976,258	2,947,022	145.2

Fire and Emergency

Business Plan - 2011/12

Mission: *Halifax Regional Fire and Emergency members are dedicated to enhancing and preserving quality of life, property and environment through education, leadership, partnerships and effective response to emergencies by ensuring the citizens of HRM live in safe and welcoming communities.*

Business Unit Overview:

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

Director: **William H. Mosher**

Operational Support
Roy Hollett
Deputy Chief Director

The Operational Support Team is the infrastructure that supports the Operations Division. This section is responsible for Communications & Technology, Buildings & Fleet, Attendance Management, Labour Relations, Fire Prevention, Marketing & Public Information, Safe Communities, Emergency Management, along with the Strategic Initiative of the Urban Search & Rescue (USAR). The Corporate Safety Division of HRM is also under Fire's portfolio and is responsible to ensure that HRM meets its legislative compliance under the Occupational Health & Safety Act.

Operations
Stephen Thurber
Deputy Chief Director

The Operations Team is responsible for the mitigation of emergency response, which is provided from 59 Fire Stations that covers all of HRM. The firefighter complement of these fire stations range from all career to all volunteer, with some stations having a combination of career and volunteer firefighters. Also reporting to the Deputy of Operations are the Logistics Division, Training Division. A special operations section falls under Operations and is responsible for the coordination and development of the strategic initiative of the Chemical Biological Radiological Nuclear (CBRN) Team.

**Summary of
Business Unit
Structure Changes:** None

Core Operations and Services provided:

- 494 Career Staff (467 Uniformed & 27 Civilian)
- 705 Volunteer Firefighters (147 Urban & 558 Rural)
- Fire and Emergency Response, Medical Response
- Vehicle Rescue, Water/Ice Rescue, Structural/Confined Space Rescue, High Angle Rescue, and Search and Rescue
- Emergency Management Office (EMO)
- Corporate Safety Office
- Hazardous Material Response
- Inspections; Investigations
- Public Education; Public Information
- Emergency Responses: (2009/10 - 11,309); (2009/08 - 11,467); (2008/07 - 11,820)
- Smoke Detectors installed by Operations Crews (2010 - 15); (2009 - 51); (2008-41)
- Public Education Presentations conducted (2010 - 71); (2009 - 390); (2008 - 731)
- Public & Private Schools participating in Fire Prevention Week Activities (2010 - 109); (2009 - 109); (2008 - 109)
- Occupancy Inspections (2010 – 2403); (2009 - 1474); (2008 - 3512)
- 90 Temporary Tent Permits and 32 Fireworks/Pyrotechnic Permits processed
- 121 Fire Safety Plans reviewed
- 145 Front Line Apparatus (Engines, Pumpers, Aerials, Rescues & Tactical Support
- 172 Support Vehicles (Light Rescues, Air Supply Units, Utilities Trucks/Cars/Vans, Command and Speciality Trailers, Boats, Tractors, ATV's Antiques, etc.)

Funded Full Time Equivalent (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	494 467 Uniformed 27 Civilians	494 467 Uniformed 27 Civilians	494 467 Uniformed 27 Civilians

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit over the next 5 years.

Challenges with Community-wide Impact:

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

1. **External Partnerships:** Developing new and continuing to enhance existing partnerships with external agencies and other levels of government to provide services to our residents and visitors.
2. **Citizens Emergency Capability:** There is a need to further develop awareness programs and Joint Emergency Management teams that are designed to assist residents to be prepared and be able to take care of themselves for the first 72 hours in the event of an emergency.
3. **Volunteer Recruitment & Retention:** Halifax Regional Fire and Emergency faces a significant challenge in recruiting and retaining volunteer firefighters. This is also a major issue across the Province of NS and North America. Recruitment campaigns for volunteer firefighters are ongoing, with emphasis in communities with low volunteer turnout.
4. **Station Location Project:** The identification of fire station consolidation and closures will have an impact on the community they are located in and will require an effective communication strategy and discussion with stakeholders. Also a major component of a community Fire Underwriters Survey is the analysis of the placement of fire stations and firefighter response to emergencies. This is a key component in the establishing of rating levels to the Insurance industry for fire insurance rates for the citizens of HRM.

Challenges with Service Delivery / Business Unit Impact

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

1. **Service Delivery Technology:** The implementation of technological advances for the fire service is required to accurately measure service delivery. Research continues on finding ways to accurately measure our service delivery with tools such as Mobile Data Terminals (MDT's). A pilot project for 5 Mobile Data Terminals continues this fiscal year to evaluate and determine the next course of action. The installation of a Station Alerting system and Automatic Vehicle Locators (AVL) technology has also been identified as tools to assist the Fire Service in its service delivery as well as increasing efficiencies. Fire's electronic system FDM requires resources in order to further develop and maximize the full use of this software.

2. **Service Delivery - Resources:** The fire service continues to strive to minimize the impacts to service delivery by realigning staffing on a daily basis to meet or maintain the current levels of service delivery. Staff continues to review and work on the alignment of existing resources and shift schedules in order to increase efficiencies in service delivery.
3. **Service Delivery - Station Location:** To move forward with the Station Location Project, the challenge for the Fire Service will be making changes in service delivery with the building of new stations, closing redundant stations, and consolidating stations as identified for service improvements and efficiencies. Risk Management Services (RMS - formerly Insurers' Advisory Organization) will assist Fire in the validating of our service delivery.

Business Unit Goals

The goals for FIRE AND EMGERENCY are:

- Goal 1: Organizational Capacity
- Goal 2: Fire Service Strategies aligned with Approved Service Delivery Standard
- Goal 3: EMO Preparedness and Business Continuity Management
- Goal 4: Public Life Safety & Education
- Goal 5: Maintain Specialized Teams for Emergency Response
- Goal 6: Maintain Infrastructure to Support Emergency Operations
- Goal 7: Volunteer Resource Strategies
- Goal 8: Youth Programs
- Goal 9: Internal Service & Partnership Expectations

Goal 1: Organizational Capacity

Corporate Strategy Linkage:

Administrative Outcome: Organizational Capacity

Description:

HRM is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized and fairly rewarded.

Fire has developed several objectives that we are working on to further this EMT Priority, especially in the areas of Corporate Safety and Employee Relations and Engagement.

The Corporate Safety Division is responsible to ensure that HRM meets its legislative compliance under the Occupational Health & Safety Act through conducting inspections, investigations and reporting on work place safety in HRM.

Increasing the level of employee engagement and developing a solid relationship in Union – Management relations is also a priority for Fire and aligns with EMT Priorities. Fire and

Emergency is committed to enhancing relationships, encouraging engagement and improving communications to move this goal forward.

Goal 1: Organizational Capacity	
Objectives for 2011/2012:	
FIRE 1.1	To achieve and maintain compliance under the Occupational Health & Safety Act by mitigating liabilities and to maintain HRM's image as a safe employer.
FIRE 1.2	Conduct interviews with employees to identify the positive and negative influences on employees within Fire and Emergency.
FIRE 1.3	Management & Firefighters Union Executive to partner in enhancing labour relations, employee engagement and communications with ongoing visits to Fire Stations.
Objectives for the next 3-5 years:	
FIRE 1.4	The existing staffing levels and work loads of Corporate Safety has identified the need for (1) Training Safety Officer position.
FIRE 1.5	Develop Succession Plans for key Fire & Emergency positions.

Goal 2: Fire Service Strategies aligned with Approved Service Delivery Standard

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities

Council Focus Area: Public Safety

Administrative Outcome: Excellence in Service Delivery

Description:

HRM Council reaffirmed and approved the direction set forth in the 08/09 Business Plan. The recommendation was for Fire to continue to align its fire service strategies with the Service Delivery Standard approved by Council in February, 2006.

The intent of the Service Delivery Standard is to provide service level standards for future years to address service deficiencies and ensure the appropriate level of fire response throughout all of HRM. This standard based on population density will determine the resources, equipment and station locations that are required for efficient, effective service delivery. We also will be looking at the future growth of HRM and alignment with the Regional Plan to assist in planning for future fire station sites and consolidations of existing stations.

Plans are also underway this year in developing the information and benchmarks to measure service delivery, as well as exploring the possibility of having the Risk Management Services (Insurers Advisory Organization) conduct an actuarial analysis to determine fire insurance

premium ratings for HRM. This may benefit the citizens of HRM as a result of all the changes in fire protection since 1996, and may reduce insurance rates.

Goal 2: Fire Service Strategies aligned with Approved Service Delivery Standard	
Objectives for 2011/2012:	
FIRE 2.1	Draft Service Level Agreement with HRP for Dispatch Services is finalized and approved.
FIRE 2.2	To begin the actuarial analysis to be conducted by Risk Management Services (Insurers Advisory Organization) to determine Fire Insurance ratings
Objectives for the next 3-5 years:	
FIRE 2.3	To develop a multi-year plans to improve service delivery: <ul style="list-style-type: none"> • Station locations and an emergency fleet that aligns with Regional Planning objectives; • Staff and equipment levels align with service delivery.
FIRE 2.4	To have technology (i.e. MDT's/ Status heads) in place to monitor and assist in the evaluation of service delivery and to improve response times by using the closest vehicle versus the closest station.
FIRE 2.5	To review and identify resource requirements to work on Fire's computerized software system - FDM to further develop and implement module programs to expand the functionality for data mining, report building, etc.

Goal 3: EMO Preparedness and Business Continuity Management

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities

Administrative Outcome: Excellence in Service Delivery

Description:

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

Goal 3: EMO Preparedness and Business Continuity Management	
Objectives for 2011/2012:	
FIRE 3.1	To complete the evacuation sector profiles updates and include a shared user access for all.

FIRE 3.2	To complete the in-depth electrical audit of HRM facilities that have been identified and earmarked for fixed generators and to prioritize the purchase as budget permits.
FIRE 3.3	Based on the prioritization for services, Mission Critical, Essential and General, EMO to coordinate the development of an overall Business Continuity Plan starting at the Business Unit level.
FIRE 3.4	Business case developed and submitted seeking additional funding for Volunteer Response Organizations - Ground Search & Rescue Teams. This is a proposed 4-year phase in program.
FIRE 3.5	To explore the feasibility of the implementation of an electronic Multi-Agency Tactical Response System through the ICT Committee Process.
FIRE 3.6	Working group formed and will submit a report to EMO Planning Committee on the Emergency Response Systems currently used to determine the feasibility of implementing one (1) standardized incident command system to be used by all HRM Public Safety Agencies.
Objectives for the next 3-5 years:	
FIRE 3.7	To conduct a Hazard Assessment for HRM that complies with any established Provincial EMO Standards.
FIRE 3.8	Upon completion of the Hazard Assessment, EMO will develop an encompassing Business Continuity Management Program for the Municipality.
FIRE 3.9	To develop a Service Level Agreement for the Ground Search & Rescue Teams to align with HRM practices.
FIRE 3.10	To design and purchase an EMO Command Trailer to be utilized for on site Command during multi-agency, multi-jurisdictional emergency events.
FIRE 3.11	To work with Sustainable Environment Management Office (SEMO) to develop and educate communities about their role in adapting to Climate Change and related weather events.

Goal 4: Public Life Safety & Education

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities

Administrative Outcome: Excellence in Service Delivery

Description:

As a stakeholder in the Community Outcome of Safe, Inclusive and Welcoming Communities, Fire is committed to ensuring that regulatory inspections are conducted for buildings and properties in accordance with applicable legislation for the safety of all citizens. A part of this initiative also focuses on the continued efforts of the prevention of fires through education programs.

Goal 4: Public Life Safety & Education	
Objectives for 2011/2012:	
FIRE 4.1	To work collectively in the development of comprehensive public safety strategies to ensure that HRM has an attractive and vibrant downtown and business districts.
FIRE 4.2	To work collectively on the coordination of public safety education plans and to measure success in the reduction of fires in the planned safety education areas.
Objectives for the next 3-5 years:	
FIRE 4.3	To build strategic partnerships to enhance relationships in developing collective public safety initiatives.

Goal 5: Maintain Specialized Teams for Emergency Response

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities

Administrative Outcome: Excellence in Service Delivery

Description:

Firefighters are faced with serious unpractised challenges in the areas of Hazardous Material Emergency Response, Chemical-Biological-Radiological-Nuclear Responses (CBRN), Technical Rescue and Urban Search and Rescue (USAR) and Marine Response. Firefighters are expected to perform these arduous tasks in the most physically and mentally demanding environments, without the benefit of “on site preplanning”. Halifax Regional Fire and Emergency has teams of highly skilled firefighters who have specialized training and equipment to mitigate these types of emergencies.

Halifax Regional Fire and Emergency was the Heavy Urban Search and Rescue (HUSAR) Atlantic Task Force 5 Team with support from the Federal Government. The current status of the team has been downgraded to a “Medium” for response capability. This decision resulted from being unsuccessful in establishing a funding formula with the Atlantic Provinces to assist HRM and Halifax Regional Fire and Emergency in maintaining the “Heavy” designation for the Atlantic Task Force 5 Team with deployment capability for the Atlantic Provinces.

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

Goal 5: Maintain Specialized Teams for Emergency Response	
Objectives for 2011/2012:	
FIRE 5.1	Develop internal resources with training, skill and utilization of equipment in support of deployment as required.
FIRE 5.2	Draft Memorandum of Understanding sent to the NS Fire Marshal's Office to begin Provincial approvals for HRFE's response to areas outside of HRM's boundaries for incidents involving Chemical, Biological, Radiological and Nuclear events within the Province.
FIRE 5.3	To research boat designs to meet the needs of our Fire Service in responding to shoreline fires around the harbour parameter, marinas, and North West Arm, etc. to develop a RFP.
Objectives for the next 3-5 years:	
FIRE 5.4	To maintain a K-9 Team with the change in designation from a "Heavy" to a "Medium" Urban Search and Rescue Team.
FIRE 5.5	To purchase a purpose built boat to meet the requirements of the Fire Service.

Goal 6: Maintain Infrastructure to Support Emergency Operations

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive, and Welcoming Communities

Administrative Outcome: Organizational Capacity
Excellence in Service Delivery

Description:

The construction of a proper training facility would provide Firefighters with the opportunity to learn and practice team skills in a safe and controlled environment. This type of training would provide improved training capabilities for firefighters, resulting in reduced injuries and/or deaths, reduced property damage, and improved efficiency and morale among staff. This facility would also address environmental issues such as air pollution and run-off.

Relocating the Logistics Division to a larger space would allow the centralization of life safety equipment for all HRM Fire. The division is currently housed in various buildings is responsible for the care, maintenance, and storage of all the life safety equipment for approximately 467 uniformed personnel and 705 volunteer members. The division also stores and maintains all the USAR equipment and is responsible for the preventative building maintenance programs and minor repairs for the 59 fire stations.

Goal 6: Maintain Infrastructure to Support Emergency Operations	
Objectives for 2011/2012:	
FIRE 6.1	To identify future site location(s) and work towards obtaining site to build a new training facility.
FIRE 6.2	Research alternative options to provide firefighter training such as a Training Tower to ensure Firefighters are properly trained in accordance with Provincial Legislation.
FIRE 6.3	To explore the feasibility of leasing larger space to bring the Logistics Division together in one facility to meet office and warehousing needs. The warehouse space currently used is leased and expires December 31, 2011.
FIRE 6.4	To begin the implementation process of the ICT0745 Asset Management Project upon approval of the Business Case.
Objectives for the next 3-5 years:	
FIRE 6.5	Research and develop plans for a new training facility for firefighters to reduce risk, liability, and to improve the safety of our firefighters in accordance with Provincial Legislation.
FIRE 6.6	To obtain approval and funding to relocate the Logistics Division to a new location with preference to a municipally owned facility in accordance with the budget and business planning process.

Goal 7: Volunteer Resource Strategies

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities

Administrative Outcome: Excellence in Service Delivery

Description:

Our volunteer firefighters are committed to protecting the citizens and property of HRM. Volunteer recruitment continues to be a challenge especially in areas that are fully protected by volunteers. The downward trend in volunteering is not only an issue for HRM but also for the Province and North America. As a result, we will continue to focus our efforts on the recruitment and retention of volunteers in our Fire Service.

Goal 7: Volunteer Resource Strategies	
Objectives for 2011/2012:	
FIRE 7.1	To address volunteer recruitment and retention issues by: <ul style="list-style-type: none"> • Conducting volunteer recruitments drives in Volunteer Zones 1-6. • Developing strategies to assist with volunteer retention.
Objectives for the next 3-5 years:	
FIRE 7.2	To seek required funding to implement the third and final phase of the blended Honorarium system.
FIRE 7.3	To have the honorarium funding added to the compensation model to ensure consistency with other compensation related areas.

Goal 8: Support Youth Programs

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities

Administrative Outcome: Organizational Capacity

Description:

Camp Courage, The First Responders Society is a non-profit registered charity established to inform and educate young women aged 15-19 about non-traditional professions. The program accepts 24 candidates for eight days once a year and is divided among First Responders agencies, with two days dedicated to each of the three emergency services Paramedics (Emergency Medical Care), Policing (HRP/RCMP), and Firefighting. Halifax Regional Fire and Emergency is responsible for the firefighting portion. The goal of this camp is to instil confidence, provide more employment options and promote good values in our youth to be community oriented citizens and has proven to be successful for both camp participants and first responders agencies.

The Emergency Services Achievement Program (ESAP) is fully funded through a partnership with Human Resource Development Canada as a Youth Canada initiative to expose twelve (12) priority youth to practical life skills and employment scenarios. The program is designed to deliver programs for teens to excite them about staying in school, avoiding integrity based issues and to develop an interest in fire services and recreation as a future career or voluntary positions.

Goal 8: Support Youth Programs	
Objectives for 2011/2012:	
FIRE 8.1	To support Camp Courage and provide value-in-kind services.
FIRE 8.2	To support the Emergency Services Achievement Program (ESAP) with value-in-kind services.
Objectives for the next 3-5 years:	
FIRE 8.3	To continue to support new and existing youth initiatives such as Camp Courage and the EASP Program.

Goal 9: Meet Internal Service and Partnership Expectations

Corporate Strategy Linkage:

Administrative Outcome: Excellence in Service Delivery

Description:

Working with other business units will improve communication and business practices to ensure that HRM is working efficiently and effectively to improve service delivery for both internal and external clients.

Collaboration and the development of internal partnership will greatly assist HRM in providing service delivery for internal clients more efficiently and effectively.

Goal 9: Meet Internal Service and Partnership Expectations	
Internal Service Expectations:	
FIRE 9.1	Work to approve and implement a Service Level Agreement for Dispatch Services, Back-up Paging System with IES.
FIRE 9.2	Implement Station Alerting for Dispatch improvements to accurately measure response times to comply with the approved Service Delivery Standard for Fire Response.
Partnership Expectations:	
FIRE 9.3	Work to determine the status of facilities, advising of surplus property and future planning for the Fire Service.
FIRE 9.4	Explore the feasibility of one Response system for HRM Public Safety Agencies during a multi-agency response.

Service Level Changes
<u>Increases In Services / New Initiatives:</u> <ul style="list-style-type: none">• None
<u>Decreases In Services / Operational Pressures (OP):</u> <ul style="list-style-type: none">• None
<u>Expected Services Not Being Delivered:</u> <p>None.</p>

Fire & Emergency Services Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$55,550
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	1,107
2	Compensation and Benefits - Increase due to required overtime	1,458
3	Compensation and Benefits - Increase in honorariums to implement the second phase of a blended honorarium system for all Fire Service Volunteers	400
4	Decrease in rural building costs, clothing and uniforms and the CBRN (Chemical, Biological, Radioactive, Nuclear) program	(295)
5	Increase in fleet charges	183
6	Decrease in rural (outside core) vehicle fuel transferred to the Fleet budget	(128)
7	Net decrease in other miscellaneous changes	(84)
2011/12 Budget		\$58,191

Fire & Emergency

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
F110 Operations	37,010,500	38,496,700	38,465,581	41,073,800	2,577,100	6.7
F120 Training	1,262,700	1,306,300	1,485,684	1,489,649	183,349	14.0
F791 Rural Fire Debt Payments	800,900	815,160	813,590	816,800	1,640	0.2
F793 Rural Fire-Rural Op	2,790,900	2,416,500	2,120,701	2,256,300	(160,200)	(6.6)
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
F728 Hubbards Rural Fire	40,000	40,000	10,000		(40,000)	(100.0)
* Operations	41,947,400	43,117,060	42,937,956	45,678,949	2,561,889	5.9
A451 Emerg Measures Recov	25,000			25,000	25,000	
C801 Emergency Meas. Adm	121,400	122,530	112,026	140,600	18,070	14.7
F121 Career Development	303,700	154,545	180,897	103,620	(50,925)	(33.0)
F130 Prevention	1,775,200	1,826,700	1,809,211	1,893,220	66,520	3.6
F140 Administration	4,929,200	5,255,880	5,450,572	5,381,146	125,266	2.4
F141 Community Relations	137,200	134,500	116,493	96,034	(38,466)	(28.6)
F150 Mechanical Maint.	2,245,100	2,210,031	2,148,530	2,393,300	183,269	8.3
F160 Buildings & Logistic	1,889,700	2,032,100	2,046,574	1,969,400	(62,700)	(3.1)
F180 Safety & Strat. Init	295,400	192,650	119,534	137,422	(55,228)	(28.7)
F181 USAR Project	150,000	100,000	(7,000)	100,000		
F182 Corporate Safety	53,800	28,420	14,795	28,500	80	0.3
F190 Communications	213,200	248,300	378,428	243,900	(4,400)	(1.8)
* Operations Support	12,138,900	12,305,656	12,370,060	12,512,142	206,486	1.7
F792 Rural Fire Fleet Mtn	161,500	127,500	135,479		(127,500)	(100.0)
* Locked Cost Centres	161,500	127,500	135,479		(127,500)	(100.0)
** Total	54,247,800	55,550,216	55,443,495	58,191,091	2,640,875	4.8

Fire & Emergency Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
F110 Operations	37,080,500	38,825,700	38,704,728	41,402,800	2,577,100	6.6
F120 Training	1,262,700	1,306,300	1,487,894	1,489,649	183,349	14.0
F791 Rural Fire Debt Payments	800,900	815,160	813,590	816,800	1,640	0.2
F793 Rural Fire-Rural Op	2,815,400	2,441,000	2,214,932	2,280,800	(160,200)	(6.6)
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
F728 Hubbards Rural Fire	40,000	40,000	10,000		(40,000)	(100.0)
* Operations	42,041,900	43,470,560	43,273,544	46,032,449	2,561,889	5.9
A451 Emerg Measures Recov	25,000			25,000	25,000	
C801 Emergency Meas. Adm	121,400	122,530	114,381	140,600	18,070	14.7
F121 Career Development	303,700	154,545	185,876	103,620	(50,925)	(33.0)
F130 Prevention	1,775,200	1,826,700	1,832,039	1,893,220	66,520	3.6
F140 Administration	4,929,200	5,255,880	5,450,777	5,381,146	125,266	2.4
F141 Community Relations	137,200	134,500	135,690	96,034	(38,466)	(28.6)
F150 Mechanical Maint.	2,245,100	2,210,031	2,148,530	2,393,300	183,269	8.3
F160 Buildings & Logistic	1,889,700	2,032,100	2,059,187	1,969,400	(62,700)	(3.1)
F180 Safety & Strat. Init	295,400	192,650	149,534	137,422	(55,228)	(28.7)
F181 USAR Project	600,000	400,000	262	400,000		
F182 Corporate Safety	53,800	28,420	14,811	28,500	80	0.3
F190 Communications	213,200	248,300	378,493	243,900	(4,400)	(1.8)
* Operations Support	12,588,900	12,605,656	12,469,581	12,812,142	206,486	1.6
F792 Rural Fire Fleet Mtn	161,500	127,500	135,479		(127,500)	(100.0)
* Locked Cost Centres	161,500	127,500	135,479		(127,500)	(100.0)
** Total	54,792,300	56,203,716	55,878,604	58,844,591	2,640,875	4.7

Fire & Emergency Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
F110 Operations	(70,000)	(329,000)	(239,146)	(329,000)		
F120 Training			(2,210)			
F793 Rural Fire-Rural Op	(24,500)	(24,500)	(94,231)	(24,500)		
* Operations	(94,500)	(353,500)	(335,588)	(353,500)		
C801 Emergency Meas. Adm			(2,355)			
F121 Career Development			(4,980)			
F130 Prevention			(22,828)			
F140 Administration			(206)			
F141 Community Relations			(19,197)			
F150 Mechanical Maint.						
F160 Buildings & Logistic			(12,613)			
F180 Safety & Strat. Init			(30,000)			
F181 USAR Project	(450,000)	(300,000)	(7,263)	(300,000)		
F182 Corporate Safety			(16)			
F190 Communications			(65)			
* Operations Support	(450,000)	(300,000)	(99,521)	(300,000)		
** Total	(544,500)	(653,500)	(435,109)	(653,500)		

Fire & Emergency Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	44,592,900	46,909,900	47,312,783	49,874,500	2,964,600	6.3
* Office	330,500	321,280	466,787	314,400	(6,880)	(2.1)
* External Services	305,900	308,900	231,633	291,400	(17,500)	(5.7)
* Supplies	841,200	833,150	609,473	683,200	(149,950)	(18.0)
* Materials			11,439			
* Building Costs	1,268,300	1,121,600	942,692	1,038,900	(82,700)	(7.4)
* Equipment & Communications	2,146,400	1,666,300	1,379,093	1,651,300	(15,000)	(0.9)
* Vehicle Expense	161,500	127,500	145,636		(127,500)	(100.0)
* Other Goods & Services	1,232,200	1,047,495	1,032,116	955,891	(91,604)	(8.7)
* Interdepartmental	2,736,500	2,701,431	2,640,358	2,884,700	183,269	6.8
* Debt Service	800,900	815,160	813,590	816,800	1,640	0.2
* Other Fiscal	376,000	351,000	293,004	333,500	(17,500)	(5.0)
** Total	54,792,300	56,203,716	55,878,604	58,844,591	2,640,875	4.7
Revenues						
* Fee Revenues	(70,000)	(70,000)	(89,299)	(70,000)		
* Other Revenue	(474,500)	(583,500)	(345,811)	(583,500)		
** Total	(544,500)	(653,500)	(435,109)	(653,500)		
Net Surplus/(Deficit)	54,247,800	55,550,216	55,443,495	58,191,091	2,640,875	4.8

Fiscal Services

Business Plan **2011/12**

Business Unit Overview:

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

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

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

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

Key Obligations and Responsibilities

The following challenges and opportunities will have an impact on Fiscal Services during the 2011/12 time frame.

Obligations / Responsibilities: Debt Repayment and Servicing

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

2011 - 12 Net HRM Debt Charges By Business Unit

	Principal	Interest	Other	Totals
Fiscal Services (Note 1,2)	27,169,080	7,531,633	670,000	35,370,713
Metro Transit	5,575,000	1,159,339		6,734,339
Solid Waste	2,478,000	746,326		3,224,326
Other (Fire & Area Rates)	1,340,009	624,847		1,964,856
Totals	36,562,089	10,062,146	670,000	47,294,235

Note 1: Other costs are broken-down as: Debenture Discounts (\$340,000) and, Bank Charges (\$330,000).

Note 2: Gross principal debt charges are \$39,602,610 with \$3,040,521 in recoveries from LIC and HRWC netting to \$36,562,089. Gross interest charges are \$10,784,588 with \$722,442 in recoveries from LIC and HRWC netting to \$10,062,146.

Obligations / Responsibilities: Reserve Funding

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

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

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement. The following is a list of reserves funded from the Fiscal Services' proposed operating budget in 2011/12 fiscal year. (A complete list of all HRM Reserves is shown under the Reserves Section of this Proposed 2011/12 Operating Budget Book)

Reserve Transactions:	Amount
Transfers to Reserves	
Q126 Strategic Growth Reserve	5,000,000
Q120 Otter Lake Landfill Closures	12,478,000
Q129 Ferry Replacement Reserve	5,150,000
Q308 Operations Stabilization Reserve	370,000
Q133 CCC Bedford South Interchange Reserve	90,000
Q206 Fire Vehicle Equipment Reserve	300,000
Q125 Metro Park Parkade Reserve	223,800
Q313 Municipal Elections Reserve	200,000
Q316 DNA Costs (HRP and RCMP) Reserve	113,025
Q321 ICT Reserve	500,000
Q130 Capital Replacement Reserve	500,000
Q306 Self Insurance Reserve	372,000
Total	25,296,825
Analysis of Reserve Budget Changes	
Changes in Funding	
Approved 2010/11 Reserve Transfer Budget	23,662,736
Increase in Q120 Otter Lake Landfill Closures	2,478,000
Increased in Q306 Self Insurance Reserve	372,000
Increase in Q308 Operations Stabilization Reserve	(1,828,700)
Increase in Q313 Municipal Elections Reserve	(200,000)
Decrease in Q309 Snow and Ice Reserve	(3,677,211)
Increase in Q321 ICT Reserve	500,000
Increase in Q130 Capital Replacement Reserve	500,000
Increase in Q129 Ferry Replacement Reserve	3,850,000
Decrease in Q133 CCC Bedford South Interchange Reserve	(360,000)
Increase in Funding Transfers to Reserves	1,634,089
Proposed Reserve Transfer Total	25,296,825

Certain other reserve transactions are included within departmental budgets. All transactions are consistent with the HRM Reserve Budget and Multi-Year Financial Strategy.

Obligations / Responsibilities: Transfers to Outside Agencies

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

1) Supplementary Education

Since 1996-97, the year of amalgamation, HRM has provided funding to the Halifax Regional School Board (HRSB) for the former cities of Halifax and Dartmouth. In 2000-01 Council added an area rate for use in the Bedford-County areas under the MGA. As of April 1, 2006 these funds are shared with the Conseil scolaire acadien provincial (CSAP), the province-wide Acadian school board. Fiscal year 2011-12 is proposed to be the first year of a four-year renewal of the agreement. As per HRM's agreement with the school boards, the total payment for 2011-12 will be \$18.6M.

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

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

Mandatory Education

Since 1996/97, the year of amalgamation, HRM has been required to provide funding to the Halifax Regional School Board (HRSB) under the Municipal Government Act (MGA). This mandatory education contribution is set at the value of the "Education Rate" times the "Uniform Assessment". The estimate for 11/12 is \$99.4 million, an increase of \$2.4 million from the prior year.

Assessment

In 2001/02 HRM was notified by the Province that it would be required to pay a share of the cost of operating the provincial assessment system. HRM pays an amount equal to the total provincial assessment costs times the average of (1) HRM's share of Uniform Assessment, and (2) HRM's share of assessment accounts. The estimate for 11/12 is \$6.66 million.

Correctional Services

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula. HRM's budgeted amount of \$4.9 million for 2011/12 is a reduction of \$1.4 million from the prior year.

The following is a list of budgeted 2011/12 fiscal year payments mandated by the Province:

	Estimated Amount
Halifax Regional School Board - Mandatory Education	99,370,524
Assessment Services	6,658,548
Correctional Services	4,924,683
Metropolitan Regional Housing Authority	2,365,348
Total Transfers	113,319,103

World Trade Center

HRM has an agreement to fund the World Trade Centre. For the 2011/12 fiscal year, HRM has budgeted an amount of \$588,000 in order to meet its obligations. There is no increase compared to previous year's budget.

3) Fire Protection Services (Hydrants)

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

The amount required for the 11/12 Area Rate is \$9,505,000.

Obligations / Responsibilities: Grants to Non-Profit Organizations

Included within Fiscal Services are various grants and tax concessions to registered Non-Profit Organizations. The 2011/12 proposed budget includes the following amounts:

	Amount
Community Grants	573,000
Residential Tax Exemptions/Low Income Contingency	1,487,000
Non-Profit Tax Concessions	3,074,000
Fire Protection/Commercial Tax Concessions	671,000
Total	5,805,000

HRM's residential tax relief programs consist of rebate and deferral programs targeted at those households with total incomes of up to \$30,000 per annum.

Changes over the 2011/12 budget are: an increase of \$100,000 for the Barrington Heritage District Financial Incentives (Tax Credits), and an increase of \$250,000 for the Non-Profit Tax Exemption program due to increased average assessments and increased commercial tax rates.

Obligations / Responsibilities: Operating Costs of New Capital

Included within Fiscal Services is a net amount of \$4.6 million to provide for the operating costs associated with new capital projects proposed for 2011/12. Funds for such projects are held in Fiscal until such time as the capital project is complete. At that time, they are transferred to the relevant business unit.

Obligations / Responsibilities: Other Fiscal Transactions

Also included within Fiscal Services are a variety of other financial transactions not directly tied to program operations. For instance, provisions for payments to the capital fund to offset debt costs (Capital From Operating or “Pay as You Go”) are normally included here. In 2011/12 HRM has budgeted for \$40.4 million in Capital from Operating.

HRM has also included Provisions for Uncollected Debts of \$3.5 million in 11/12 compared to \$3.5 million in 10/11. These amounts include approximately \$2.4 million in respect of Grants-in-Lieu from the Federal and Provincial Governments for which HRM may be unable to enforce collection. HRM has also budgeted \$0.7 million for outstanding assessment appeals, and \$0.3 million for non-tax receivables and related items. This provision is required by the Province of Nova Scotia’s Financial Reporting and Accounting Manual (FRAM).

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

Expenditures

Insurance Claims	4,321,000
Compensation PPP (Retirement Obligation)	2,621,000

Revenues

Unconditional Transfers (HST Offset)	(3,250,000)
Parking Meters	(2,750,000)

Fiscal Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
		(325,631)
1	Increase in Property Tax Revenue	(24,279)
2	Increase in Debt Charges (Principal & Interest)	1,819
3	Increase in Revenue in Lieu of Taxes & Tax Agreements	(2,149)
4	Increase in Deed Transfer Taxes	(2,390)
5	Increase in Transfer to Reserves	1,634
6	Increase in Capital from Operating	8,256
7	Increase in Grants & Tax Concessions	351
8	Increase in HST Offset	(250)
9	Increase in Interest Revenue	(2,518)
10	Decrease in Operating Cost of New Capital	(3,938)
11	Other Fiscal Transactions (net)	(4,394)
2011/12 Budget		(353,489)

Fiscal

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
M110 Debt & Interest Chg	46,189,588	45,372,554	37,051,957	47,294,000	1,921,446	4.2
M112 Alloc Debt Chg to BU	(10,163,826)	(11,766,138)	(11,743,489)	(11,923,000)	(156,862)	1.3
M113 Int.Pmt-Gen Govt			1,412,606			
M114 Int.Pmt-Protect.Serv			545,860			
M115 Int.Pmt-Transp.Serv.			5,474,285			
M118 Int.Pmt-CD Planning			175,691			
M119 Int.Pmt-CD Rec.			602,092			
* Debt Servicing	36,025,762	33,606,416	33,519,001	35,371,000	1,764,584	5.3
M250 World Trade Centre	588,000	588,000	588,000	588,000		
M291 Fire Protection (Hydrants)	4,969,000	9,189,000	9,950,454	9,505,000	316,000	3.4
* Transfers To Outside Agencies	5,557,000	9,777,000	10,538,454	10,093,000	316,000	3.2
M270 Compensation PPP	2,343,800	2,258,670	3,125,969	2,621,000	362,330	16.0
M310 Other Fiscal Serv.	9,358,550	3,538,655	(4,193,663)	(784,592)	(4,323,247)	(122.2)
M311 Grants & Tax Concessions	4,264,800	4,813,800	4,520,655	5,065,000	251,200	5.2
M341 Surplus/Deficit			(165,000)			
M351 Managers Contingency	100,000	100,000	66,244	100,000		
M361 Councillors Discreti	69,000	69,000	65,815	69,000		
M451 Valuation Allowance	3,100,000	3,500,000	4,620,685	3,500,000		
* Other Fiscal Services	19,236,150	14,280,125	8,040,705	10,570,408	(3,709,717)	(26.0)
M316 Strategic Growth Fund	5,000,000	15,000,000	15,000,000	17,478,000	2,478,000	16.5
M317 Oper Costs New Cap	2,900,000	8,539,200	8,539,200	2,275,750	(6,263,450)	(73.3)
M319 DNA Reserve	111,100	113,025	113,025	113,000	(25)	(0.0)
M320 Insurance Claims	4,200,000	4,550,600	4,560,626	4,693,000	142,400	3.1
M321 Ferry Replacement Reserve	1,300,000	1,300,000	1,300,000		(1,300,000)	(100.0)
M322 New Cap Replace Res				1,000,000	1,000,000	
M325 CCC Bedford South Reserve	450,000	450,000	450,000	90,000	(360,000)	(80.0)
M411 Oper Stabiliz Resrv		1,973,700	1,973,700		(1,973,700)	(100.0)
M421 Service Improve Resr				100,000	100,000	
M441 Interest on Reserves	2,265,000					
M461 Capital Fr Operating	33,849,700	32,098,624	32,098,624	33,535,300	1,436,676	4.5
M471 Other Transfers	3,924,600	4,602,211	4,253,000	870,000	4,113,795	(81.1)
* Transfers to/fr Other Funds	54,000,400	68,627,360	68,288,176	60,155,050		(12.3)
M510 Property Tax	(364,112,400)	(380,047,140)	(380,934,002)	(376,243,800)	4,113,795	(1.0)
M520 Deed Transfer	(29,430,000)	(30,000,000)	(33,344,116)	(32,390,000)	(2,390,000)	8.0
M540 Grants in Lieu	(29,514,900)	(28,842,098)	(30,097,400)	(31,353,000)	(2,510,902)	8.7
M550 Own Source Revenue	(12,070,000)	(9,992,000)	(12,439,595)	(12,630,000)	(2,638,000)	26.4
M555 Parkade						
M560 Unconditional Trans.	(2,800,000)	(3,000,000)	(3,244,538)	(3,250,000)	(250,000)	8.3
M570 Conditional Transfer	(82,400)	(41,158)	(41,158)	(41,000)	158	(0.4)
M580 Fiscal Services	100	100			(100)	(100.0)
* Non-Departmental Revenue	(438,009,600)	(451,922,296)	(460,100,810)	(455,907,800)	(3,985,504)	0.9
M701 Transit				(13,771,500)	(13,771,500)	
* Fiscal Transit				(13,771,500)	(13,771,500)	
* Private Roads						
Total	(323,190,288)	(325,631,395)	(339,714,475)	(353,489,842)	(27,858,447)	8.6

Fiscal Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
M110 Debt & Interest Chg	46,189,588	45,372,554	37,051,802	47,294,000	1,921,446	4.2
M112 Alloc Debt Chg to BU	(10,163,826)	(11,766,138)	(11,743,489)	(11,923,000)	(156,862)	1.3
M113 Int.Pmt-Gen Govt			1,412,606			
M114 Int.Pmt-Protect.Serv			545,860			
M115 Int.Pmt-Transp.Serv.			5,474,285			
M118 Int.Pmt-CD Planning			175,691			
M119 Int.Pmt-CD Rec.			602,092			
M122 HRWC Debt Charges	1,637,607	1,335,506	12,756,321	1,017,000	(318,506)	(23.8)
M530 Local Improvement Charges	3,781,392	3,552,617	3,543,250	3,826,086	273,469	7.7
* Debt Servicing	41,444,761	38,494,539	49,818,416	40,214,086	1,719,547	4.5
M230 Corrections Services	7,983,000	6,343,347	6,296,587	4,924,683	(1,418,664)	(22.4)
M240 Metro Housing Authority	2,726,500	928,792	1,004,444	2,324,348	1,395,556	150.3
M250 World Trade Centre	588,000	588,000	588,000	588,000		
M280 Mandatory Education	96,565,200	97,903,050	98,300,926	99,370,524	1,467,474	1.5
M288 Suppl Educ HRM-wide	19,705,700	19,030,561	19,085,993	18,527,200	(503,361)	(2.6)
M291 Fire Protection (Hydrants)	4,969,000	9,189,000	9,950,454	9,505,000	316,000	3.4
M318 Prop Valuation Serv	6,300,500	6,620,089	6,723,632	6,658,548	38,459	0.6
* Transfers To Outside Agencies	138,837,900	140,602,839	141,950,036	141,898,303	1,295,464	0.9
M270 Compensation PPP	2,343,800	2,258,670	3,125,969	2,621,000	362,330	16.0
M310 Other Fiscal Serv.	9,793,550	3,949,120	(3,595,747)	(284,592)	(4,233,712)	(107.2)
M311 Grants & Tax Concessions	4,264,800	4,813,800	4,523,713	5,065,000	251,200	5.2
M341 Surplus/Deficit			(165,000)			
M351 Managers Contingency	100,000	100,000	66,244	100,000		
M361 Councillors Discreti	69,000	69,000	65,815	69,000		
M451 Valuation Allowance	3,100,000	3,500,000	4,620,685	3,500,000		
* Other Fiscal Services	19,671,150	14,690,590	8,641,679	11,070,408	(3,620,182)	(24.6)
M316 Strategic Growth Fund	5,000,000	15,000,000	15,000,000	17,478,000	2,478,000	16.5
M317 Oper Costs New Cap	2,900,000	8,539,200	8,539,200	2,275,750	(6,263,450)	(73.3)
M319 DNA Reserve	111,100	113,025	113,025	113,000	(25)	(0.0)
M320 Insurance Claims	4,200,000	4,550,600	4,560,626	4,693,000	142,400	3.1
M321 Ferry Replacement Reserve	1,300,000	1,300,000	1,300,000		(1,300,000)	(100.0)
M322 New Cap Replace Res				1,000,000	1,000,000	
M323 InsuranceReimb.Claim			91,639			
M325 CCC Bedford South Reserve	450,000	450,000	450,000	90,000	(360,000)	(80.0)
M411 Oper Stabiliz Resrv		1,973,700	1,973,700		(1,973,700)	(100.0)
M421 Service Improve Resr				100,000	100,000	
M441 Interest on Reserves	2,265,000					
M461 Capital Fr Operating	33,849,700	32,098,624	32,098,624	33,535,300	1,436,676	4.5
M471 Other Transfers	3,924,600	4,602,211	4,253,000	870,000	(3,732,211)	(81.1)
* Transfers to/fr Other Funds	54,000,400	68,627,360	68,379,815	60,155,050	(8,472,310)	(12.3)
M550 Own Source Revenue			659			
M555 Parkade	1,554,100	1,554,100	1,806,381	1,700,000	145,900	9.4
M580 Fiscal Services	100	100			(100)	(100.0)
* Non-Departmental Revenue	1,554,200	1,554,200	1,807,040	1,700,000	145,800	9.4
M701 Transit				14,456,500	14,456,500	
* Fiscal Transit				14,456,500	14,456,500	
R756 Petpeswick Drive	3,200	3,600	3,800	3,600		
R757 Three Brooks Home Ow	53,940	41,400	41,400	41,400		
R758 Shag End Lot Owner		39,600	39,000	39,600		
R759 SW Grand Lake Prop		30,445	30,445	30,445		
R769 River Bend HOA		7,550	7,550	7,550		
* Private Roads	57,140	122,595	122,195	122,595		
** Total	255,565,551	264,092,123	270,719,181	269,616,942	5,524,819	2.1

Fiscal Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
M110 Debt & Interest Chg			155			
M122 HRWC Debt Charges	(1,637,607)	(1,335,506)	(12,756,321)	(1,017,000)	318,506	(23.8)
M530 Local Improvement Charges	(3,781,392)	(3,552,617)	(3,543,250)	(3,826,086)	(273,469)	7.7
* Debt Servicing	(5,418,999)	(4,888,123)	(16,299,416)	(4,843,086)	45,037	(0.9)
M230 Corrections Services	(7,983,000)	(6,343,347)	(6,296,587)	(4,924,683)	1,418,664	(22.4)
M240 Metro Housing Authority	(2,726,500)	(928,792)	(1,004,444)	(2,324,348)	(1,395,556)	150.3
M280 Mandatory Education	(96,565,200)	(97,903,050)	(98,300,926)	(99,370,524)	(1,467,474)	1.5
M288 Suppl Educ HRM-wide	(19,705,700)	(19,030,561)	(19,085,993)	(18,527,200)	503,361	(2.6)
M318 Prop Valuation Serv	(6,300,500)	(6,620,089)	(6,723,632)	(6,658,548)	(38,459)	0.6
* Transfers To Outside Agencies	(133,280,900)	(130,825,839)	(131,411,583)	(131,805,303)	(979,464)	0.7
M310 Other Fiscal Serv.	(435,000)	(410,465)	(597,915)	(500,000)	(89,535)	21.8
M311 Grants & Tax Concessions			(3,059)			
* Other Fiscal Services	(435,000)	(410,465)	(600,974)	(500,000)	(89,535)	21.8
M323 InsuranceReimb.Claim			(91,639)			
* Transfers to/fr Other Funds			(91,639)			
M510 Property Tax	(364,112,400)	(380,047,140)	(380,934,002)	(376,243,800)	3,803,340	(1.0)
M520 Deed Transfer	(29,430,000)	(30,000,000)	(33,344,116)	(32,390,000)	(2,390,000)	8.0
M540 Grants in Lieu	(29,514,900)	(28,842,098)	(30,097,400)	(31,353,000)	(2,510,902)	8.7
M550 Own Source Revenue	(12,070,000)	(9,992,000)	(12,440,254)	(12,630,000)	(2,638,000)	26.4
M555 Parkade	(1,554,100)	(1,554,100)	(1,806,381)	(1,700,000)	(145,900)	9.4
M560 Unconditional Trans.	(2,800,000)	(3,000,000)	(3,244,538)	(3,250,000)	(250,000)	8.3
M570 Conditional Transfer	(82,400)	(41,158)	(41,158)	(41,000)	158	(0.4)
* Non-Departmental Revenue	(439,563,800)	(453,476,496)	(461,907,850)	(457,607,800)	(4,131,304)	0.9
M701 Transit				(28,228,000)	(28,228,000)	
* Fiscal Transit				(28,228,000)	(28,228,000)	
R756 Petpeswick Drive	(3,200)	(3,600)	(3,800)	(3,600)		
R757 Three Brooks Home Ow	(53,940)	(41,400)	(41,400)	(41,400)		
R758 Shag End Lot Owner		(39,600)	(39,000)	(39,600)		
R759 SW Grand Lake Prop		(30,445)	(30,445)	(30,445)		
R769 River Bend HOA		(7,550)	(7,550)	(7,550)		
* Private Roads	(57,140)	(122,595)	(122,195)	(122,595)		
** Total	(578,755,839)	(589,723,518)	(610,433,656)	(623,106,784)	(33,383,266)	5.7

Fiscal Summary by Expense & Revenue Types

Cost Centers/Groups						
Expenditures	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Compensation and Benefits	6,465,400	1,707,141	4,002,801	1,150,578	(556,563)	(32.6)
* Office			188,443			
* External Services	34,550	34,550	500,280	35,600	1,050	3.0
* Supplies			3,632			
* Building Costs			232			
* Equipment & Communications			20,526			
* Vehicle Expense			295,946			
* Other Goods & Services	3,827,300	12,065,399	(345,722)	5,377,080	(6,688,319)	(55.4)
* Interdepartmental	87,800	175,817	2,626,790	288,000	112,183	63.8
* Debt Service	39,444,188	36,723,525	47,928,702	38,455,000	1,731,475	4.7
* Other Fiscal	205,706,313	213,385,691	215,497,550	224,310,684	10,924,993	5.1
** Total	255,565,551	264,092,123	270,719,181	269,616,942	5,524,819	2.1
Revenues	2009 Budget	2010 Budget	2010 Actual	2011 Budget	Budget Var.	Var as %
* Tax Revenue	(392,360,492)	(403,858,891)	(408,247,770)	(431,229,000)	(27,370,109)	6.8
* Area Rate Revenue	(134,664,540)	(132,137,160)	(132,649,443)	(133,016,984)	(879,824)	0.7
* Tax Agreements	(3,830,000)	(8,734,940)	(8,640,733)	(8,373,000)	361,940	(4.1)
* Payments in Lieu of taxes	(29,514,900)	(28,842,098)	(30,097,400)	(31,353,000)	(2,510,902)	8.7
* Transfers from other Gov'ts	(2,882,400)	(3,041,158)	(3,285,696)	(3,291,000)	(249,842)	8.2
* Interest Revenue	(5,715,000)	(3,632,000)	(5,883,821)	(6,150,000)	(2,518,000)	69.3
* Fee Revenues	(4,179,100)	(4,184,100)	(4,587,434)	(4,612,000)	(427,900)	10.2
* Other Revenue	(5,609,407)	(5,293,171)	(17,041,358)	(5,081,800)	211,371	(4.0)
** Total	(578,755,839)	(589,723,518)	(610,433,656)	(623,106,784)	(33,383,266)	5.7
Net Surplus/(Deficit)	(323,190,288)	(325,631,395)	(339,714,475)	(353,489,842)	(27,858,447)	8.6

Halifax Public Libraries

Business Plan - 2011/12

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

Mission: *Connecting people, enriching communities, inspiring discovery.*

The Library's mission supports Halifax Regional Municipality's Community Outcome Areas of Diverse Recreation, Leisure and Cultural Opportunities, Well Planned and Engaged Communities and Safe and Welcoming Communities, Council Focus Areas of Community Planning and Infrastructure, and is also aligned with the EMT Priorities of Excellence in Service Delivery and Employer of Choice.

Business Unit Overview:

The Halifax Public Libraries provides public library service to the residents of HRM under the direction of the Halifax Regional Library Board in alignment with the strategic vision and mission through its network of branches, mobile library, website, books by mail and home delivery services. These services are organized and provided under the direction of the following:

Director: Judith Hare, CEO BA (Hons), MLS	Responsible for providing vision, leadership and direction to the Library system and is the Secretary to the Halifax Regional Library Board. Oversees Senior Management and the Communications and Marketing Department.
Public Services Susan McLean BA (Hons), MLS	Responsible for the development of region-wide service including: information, youth, diversity, literacy, English Language Learning (ELL), older adults and reader's services, as well as community development initiatives. Also responsible for the three resource libraries: Alderney Gate, Keshen Goodman and Spring Garden Road Public Libraries.
Branch Services Vacant	Responsible for the delivery of library service from all outlets including branches, mobile library, Books by Mail and Home Delivery service.
Corporate Research & Development Paula Saulnier BA, BEd, MLIS	Responsible for statistical and demographic trend analysis for Halifax Public Libraries, for process design and implementation, project management and related organizational development facilitation.
Finance & Facilities Shawn West BA, BComm, MBA, CMA	Responsible for financial planning and reporting, management of annual budgets, revenues and expenditures and procurement. Responsible for facilities, vehicles and asset management.

Information Technology and Collection Management Bruce Gorman BSc, MSc, ISP	Includes Collection Development, Collection Access, Information Technology and the Library's website. Responsible for ordering and receiving all materials for the Library's collection and making them accessible through the Library's catalogue and available to the public at library outlets. Responsible for the implementation and support of computer hardware and software and new technology throughout the Library system.
Human Resources Cathy Maddigan B. Comm, CHRP	Responsible for recruitment, employee and labour relations, collective bargaining, payroll, health and safety, training and development, employee assistance program, pension and group benefits etc. for all divisions and departments.
Summary of Business Unit Structure Changes:	N/A

Core Operations and Services provided:

- The Halifax Public Libraries system is comprised of:
 - 14 branch libraries
 - a mobile library that brings library service to communities outside the service area of a branch
 - home delivery and books by mail services for those unable to visit the Library due to disability, long-term illness or distance to nearest branch
 - a website (halifaxpubliclibraries.ca)
- In 2010-11 there were over 2,350,336 *in-person visits* and 1,353,316 *website visits*. There is an increase with in-person visits despite closures at the Woodlawn branch in preparation for the move to its current location and at Alderney Gate for renovations. Website visits experienced a 5.6% increase over the previous year. (2009/10: 2,251,504 in-person; 1,283,877 website; 2008/09: 2,372,967 in-person, 1,202,072 website).
- Over 165,000 active *registered borrowers*, which represents nearly 45% of the population of HRM.
- 1,073,752 *items in the collection*, including books, CDs, DVDs, videos, newspapers, magazines and downloadable books, movies and music, with a *circulation* of nearly 5 million items in 2010-11. This level of circulation equates to over 13 items borrowed per capita. (2009/10: 4,746,499; 2008/09: 4,826,701). Halifax Public Libraries ranks above the national average of 10.67 items borrowed per capita (2009-10 Canadian Urban Libraries Council statistics).
- *Discover*, the newly launched Google-like search tool provides HRM residents with one place to search the Library's catalogue, databases and community resources. The *online catalogue* was used to search the Library's extensive collection, place items on hold and check accounts from anywhere with Internet access nearly 1.3 million times, or nearly 3.5 times per capita.

- The Library offers *programming* that enhances opportunities for life long learning and community discussion, delivered largely in *partnership* with some 300 community groups.
- This year 5,117 programs were offered for children, teenagers and adults with 117,061 people attending. These programs ranged from baby & tot story times to reading support, to family and senior drop-ins, school visits, teen activities and homework help, computer training, information and cultural programs, book clubs and heritage events. (2009/10: 4,614 programs with 108,464 attendees; 2008/09: 4,706 programs with 111,018 attendees)
- Literacy and English Language Learning tutoring and programs.
- Nearly 325 public access computers; and 5 learning labs. The Library's computers saw nearly 250,000 hours of use by 547,422 HRM residents during 2010-11. A computer reservation system to book a computer on-line or via an automated phone system supports the public access computer service.
- The increasingly popular *Wireless Internet access* service is offered at all branches. Over 70,000 connections were made to the service during 2010-11.
- Meeting rooms available for public use at most branches.

Funded Full Time Equivalents (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	278.9 *	290.75 **	290.75

* Includes additional part-time hours at several branches across the region and 1 FTE for partial year at Woodlawn Public Library.

** Additional staff approved for expanded Woodlawn Public Library.

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit over the next 5 years.

Challenges and Opportunities with Community-wide Impact:

Opportunities:

- **Central Library Project:** Funding commitments from both the Federal and Provincial levels provide \$31 million in support of the Central Library; Municipal and Library Board funding provides the balance required for completion. The extensive public consultation program launched in 2010/2011, built on the Building Program developed by HOK through consultations in 2008 and HRM by Design urban design principles. The public consultations made it clear that the community strongly supports the Central Library vision and the role of the Library as a cultural hub, community meeting place and resource for culture and learning. The Central Library speaks to quality of life initiatives, the revitalization of the downtown and economic prosperity with the power to draw families and individuals into the centre core. The Central Library provides an opportunity to create a focal point, sparking other initiatives and is a tangible demonstration of civic pride and confidence for both the municipality and the province.
- **Civic Engagement:** The Central Library project provides opportunity for meaningful civic engagement. The public dialogue begun during the Public Lands Plan consultations continued through the development of the Central Library Building Program provided extensive opportunities for public engagement. It has been a model for civic engagement in the building design phase. The result is a design concept that has generated intense public interest, support and excitement. The Library also continues to engage the community through new partnership initiatives at branches throughout the municipality and through its Community-Led service development.
- **Public Image:** The Halifax Public Libraries is a highly respected and valued service provider. The Library's public image and reputation for Community-Led development and programming has been carefully fostered. Public response and use of the service indicates that the right things are being done. The Central Library project provides the opportunity to further enhance the image of the Library and HRM on the national and international stage as a leader in innovation, culture, learning and sustainable development. The new Woodlawn Public Library completed in 2009-10 makes the Halifax Public Libraries a showcase for modern technology; from large screen TVs, to an information portal, to portable computer labs, to gaming and media centers, the community is exposed to the latest in technology. The Woodlawn Library also features a 100 seat auditorium for programming and community events.
- **Support to Corporate Initiatives (Immigration Strategy, Economic Strategy, Cultural Plan, and Community Development):** The Library has the expertise and organizational

will to assist HRM in advancing corporate policy. The Library, with a network of community branches, can play a key role in service delivery. Libraries are experienced in providing a welcoming environment for people of diverse backgrounds, assisting in the integration of new residents into Canadian society and fostering cultural understanding. Cultural programs, performance venues and life-long learning opportunities support the cultural plan. Online access to community resources and cultural events, through archived web and podcasts, expand the availability of these events to those who cannot attend them in person. Libraries further economic development, serving as anchors generating foot traffic to support surrounding commercial development and supporting the image of the community as vibrant and engaged. Staff provides training, and the library provides online access to small business resources off-site, expanding the availability of resources to partners to make full use of Corporate Initiative resources beyond library hours and outside the walls of the library buildings. Halifax Public Libraries work collaboratively with communities to support and develop community strengths and initiatives.

- **Community Development:** The Library is exploring a range of opportunities to engage the public in service development and delivery. Asset mapping is assisting in understanding the needs of immigrant and First Nations communities. Information gathered from this process will be used to define the best role for the library in meeting the needs of communities. Community-Led service development engages communities in development and delivery of library services resulting in more targeted service and strengthened community partnerships. The Library is also increasingly viewed as a place for meeting and connecting with others. Programs and facilities are being designed to maximize these opportunities and build strong communities. The Library works with over 300 partners and supports partnered grants in a range of community development initiatives.
- **Technology:** In a global information society, libraries bridge the digital divide and foster modern learning. Library C@P sites, public access computers, assistive technology, mobile technology, information technology learning centres, gaming and media centres, wireless access and staff expertise help individuals connect and learn the skills needed to use and integrate technology in daily life. Online learning and distance education are the new learning paradigms. Through modern tools such as interactive whiteboards, podcasting, and Skype the library is poised to be a facilitator of this new education delivery system. Open source software continues to gain acceptance and support. Libraries have often been tethered to expensive commercial software solutions. Open Source solutions are now deployed and functioning in libraries all over the world. The library is and will continue to benefit from open source solutions that allow both control of destiny and costs.

Inventory management including Automated Material Handling solutions are maturing into complete solutions. From Radio Frequency Identification (RFID) tags on library material, to self check out and check in, to enhanced security, reduced costs, and a better user experience, inventory management will revolutionise the library.

The new library is online. Society now demands service availability where they want it, when they want it. From intelligent catalogue search, to social media, to mobile access, to fine and fee payment, the 24 hour online library is having an important impact, one that continues to

explode. Tools like Facebook and Twitter are as commonplace as smart phones. The library continues to use these tools throughout its service delivery models and programs. An example of the library expertise and involvement was in hosting the third annual Podcamp Halifax which built on the success of the previous two. A Podcamp is an open community gathering for new and social media enthusiasts and professionals including bloggers, podcasters, social networkers, and anyone curious about new media to share and learn.

- **New Partnerships:** As a trusted and valuable community partner, the Library continues to seek out partners throughout HRM to provide innovative programming that builds interest and commitment to the rich culture and learning opportunities of our increasingly diverse community. The Library also continually seeks out partners to develop and strengthen service delivery to the diverse communities of HRM.
- **Collections:** With the continuing acceptance and explosion of online digital media lending, and the remarkable growth of e-book readers the library is on the forefront of unique change. As public interest and demand continues to grow the library will grow with it. Online collections continue to expand and add to the user experience.

Intelligent Google-like searching will further unleash the potential of the collection and provide a more rewarding and engaging experience. Users are demanding this, the library is on the forefront.

Challenges:

- **Infrastructure Gap / Deteriorating Infrastructure:** The Library Master Facilities Plan provides the blueprint for short and long term development. The Plan now needs to be updated to review and address the needs of growing communities. Development of this plan ensures that the Library is aligning its capital projects to meet the priority needs of HRM residents.

Library service is delivered through 14 facilities, many that are leased, that vary in quality and condition. Through the Facilities Review and Inventory, prepared in conjunction with HRM Infrastructure & Asset Management (IAM), deficiencies and repair needs were identified. A continuous improvement and refurbishment program continues to be needed to address aging infrastructure and provide the public with attractive, healthy spaces. The gap in funding for re-capitalization of existing buildings has been calculated at \$350,000 per year.

- **Service Demand:** The Library cannot respond to ongoing petitions for more hours of service at existing locations and requests for system expansion and new services. During the last 5 years, circulation has increased by 6.2%, requests to hold materials for specific borrowers by 18%, program attendance by 12.5% and overall transaction volume by 18%. The resource base of staff, collections and technology has generally not kept pace. This stress on the system results in longer turnaround times for public access, generates backlogs and pressure on materials handling systems.

- **Rural Service:** The Library continues to experience consistent demand for increased open hours in its rural branches, as well as requests for additional branch locations. It is an ongoing challenge to provide full service in all areas of HRM. With the elimination of funding in 2012-13 to support the Mobile Library service, the rural and suburban communities now receiving this service are being transitioned to alternative service delivery mechanisms in 2011-12.
- **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 became the majority of the 50-74 Canadian age group in 2005. The largest percentage growth in HRM population noted in the 2006 Census is the 50-64 age group (+19.46%). Baby boomers are „book“ people and fuel the demand for traditional service. Boomers continue to dominate government and private sector organizations and their needs and interests in good measure determine service. In HRM, the largest decrease in growth in the adult population continues to be shown in the 20-34 age bracket, experiencing a 26.35% decrease since 1991; nevertheless, this group is the second largest percentage of the population at 22.45%. Children and young adults, 0-19, make up 22.73% of HRM’s population; this segment of the population has continued to decrease in percentage size since the 1991 census. Addressing the needs of this target group is essential in keeping and attracting a younger demographic to the area while balancing the needs of an older, aging population.

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

- **A demand for community connections:** Residents are increasingly looking to the Library to provide locations and opportunities to connect with others. They want to connect in our branches, in programs and online through social networking. The Library has to consistently review its service delivery to ensure that these opportunities are maximized in all new and redesigned service options. This requires staff time to work with the community and design services, training budgets to allow staff to build capacity, as well as, funding for capital renovations. Innovation also impacts buildings as public demand increases for quality public spaces to access technology, meet with community members, or take part in life long learning opportunities. New branches and renovated branches have experienced increased use and positive response from their communities.
- **Innovation:** Continuous improvement and innovation is increasingly challenging without the “seed money” required.

The Library continues to face pressure to provide innovative, timely services to an increasingly tech savvy community. Ever-expanding technologies such as wireless, the digital explosion, Google, e-learning, e-books, downloadable audio books and movies,

gaming and self service options are raising the bar as patrons expect fast, sophisticated solutions. However, reductions to the technology budget over the last 2 years have created a challenging environment for computer renewal.

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

Serious deficiencies in the collection will result in a range of service impacts including fewer materials and an aging collection available to the public, limited ability to provide a diverse collection, increased waiting lists and wait times, and the inability to meet requests for purchase.

Challenges with Service Delivery / Business Unit Impact

Challenges:

- **Budget Planning Framework:** The Library cannot meaningfully develop strategic plans in an atmosphere of funding uncertainty. The Province has not implemented the recommended provincial funding formula which would increase dollars based on per capita funding. In this financial environment, it is challenging to advance service.
- **Succession Planning / Training and Development:** A reduction in 2011-12 to funding for staff training and development and succession planning places a further burden on an already inadequate budget to ensure skill development and preparation of employees to take on more senior responsibilities or key roles within the Library. In 2009/10 an 18-month leadership program for librarians and managers was self-funded through 2011. Continuing this program or other similar initiatives will be dependant on the Library's ability to self-fund amongst other competing needs requiring training dollars in 2011/12.

While succession planning is a corporate priority, the Library is making little progress in this important area. Many organizations have identified succession planning as a key tactic to address the impending labour shortages. The Library requires more than just having enough bodies to fill future vacancies. The challenge is to find a way to transfer the knowledge and talent to the succeeding generation of workers. In order for a comprehensive Talent Management Program to be implemented, regular training and professional development opportunities must be available, encouraged and funded. Innovation is an ongoing part of service delivery; if the Library is to continue to be innovative implementing programs and services effectively through its staff, an investment in training and effective change management for staff, at all levels, is crucial. This investment in training also serves as an investment in staff recruitment and retention as staff and potential recruits are placing increasing value on a workplace that fosters learning, growth and professional development.

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

Business Unit Goals

The Strategic Plan goals for Halifax Public Libraries, in alignment with the HRM Corporate Plan, are:

- Goal 1: Improve Library Organizational Capacity: staff exemplify the Library's vision, mission and values.
- Goal 2: Service is delivered in high quality, well designed and attractive facilities strategically located throughout the Municipality in alignment with the Library Facilities Master Plan and the HRM Regional Plan.
- Goal 3: The Central Library reflects and engages the Municipality's imagination and aspirations.
- Goal 4: A community-centered library system that fosters social understanding and cooperation among the diverse communities of the Municipality.
- Goal 5: To lead creative initiatives that connect, enrich and inspire discovery.
- Goal 6: Demonstrate accountability and stewardship to ensure sustainability while building our capacity.
- Goal 7: Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.

Goal 1: Improve Library Organizational Capacity: Staff Exemplify the Library's Vision, Mission and Values

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities

Administrative Priorities: Organizational Capacity

Description:

This goal is in support the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Library is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRL will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

To successfully achieve the Library's goals, staff need to embrace and model our core values that support our vision and mission. As a result, our recruitment and selection program must be designed to attract and retain staff who share these core values. Professional development opportunities and succession planning will support long term growth and the retention of critical knowledge within the Library through alignment with our goals. Further, a staff rewards and

recognition program will be designed that celebrates the success and achievements of those individuals who exemplify our mission, vision and values.

Goal 1: Improve Library Organizational Capacity: Staff Exemplify the Library’s Vision, Mission and Values	
Objectives for 2011/2012:	
LIB 1.1	Negotiate collective agreement with NSUPE, Local 14.
LIB 1.2	Attract, develop and retain a diverse, quality workforce.
LIB 1.3	Revise Behavioural Interviewing program and training materials.
LIB 1.4	Train all managers and supervisors in behavioural interviewing.
LIB 1.5	Conduct a staff employment equity survey.
LIB 1.6	Create transitional plans and long-term development plans for key positions and identified knowledge gaps determined as part of succession planning process phase I, 2010-11.
LIB 1.7	Establish recognition committee to develop Library-wide programs linked to Mission, Vision and Values.
LIB 1.8	Facilitate role clarification sessions for re-organized departments and teams.
LIB 1.9	Develop and Implement 2 public services training modules.

Goal 2: The Library Facilities Master Plan supports Service delivery throughout the Municipality to meet the needs of the community in high quality, well designed and attractive facilities.

Corporate Strategy Linkage:

Community Outcome Area: Well-Planned and Engaged Communities
Diverse Lifestyle Opportunities

Council Focus Area: Infrastructure

Administrative Priorities: Excellence in Service Delivery,
Practicing Fiscal Responsibility

Description:

Inherent to providing good library service is the need for welcoming, attractive, safe and efficient facilities. In 2004 the Library’s Needs Assessment & Master Facilities Plan was accepted by HRM Council. Work continues in addressing the priorities it identified.

Ongoing refurbishing of branches is required to protect the asset and ensure facilities remain in good repair. Proceeding with these projects is crucial to building capacity and strengthening the

Library's system of branches to meet the library service needs of HRM residents. Improvements to the Sackville Library are underway.

A review of the Facilities Master Plan at this time is appropriate to ensure optimizing existing resources and effectively planning for new resources. Effective management of ongoing maintenance issues and plans to address future maintenance and renovation needs ensure efficient use of facilities and reflects asset management.

Goal 2: Service is delivered in high quality, well designed and attractive facilities strategically located throughout the Municipality in alignment with the Library Facilities Master Plan	
Objectives for 2011/2012:	
LIB 2.1	Update the 2004 Library Master Facilities Plan
LIB 2.2	Develop criteria and mechanisms for managing requests for system expansion.
LIB 2.3	Develop priorities to manage ongoing facilities maintenance and projects.
LIB 2.4	Update facility inventory documentation to assist with priority decision making.
LIB 2.5	Invest in new and existing facilities, spaces and places to ensure their sustainability.
LIB 2.6	Replace carpets and refurbishments of the Sackville Public Library.
LIB 2.7	Develop and implement annual facilities „maintenance review and schedule“ for library properties and assets.

Goal 3: The Central Library reflects and engages the Municipality's imagination and aspirations.

Corporate Strategy Linkage:

Community Outcome Area: Diverse Lifestyle Opportunities
Well-Planned and Engaged Communities
Council Focus Areas: Infrastructure
Administrative Priorities: Excellence in Service Delivery

Description:

A landmark Central Library in Halifax's downtown core will serve as a state-of-the-art information gateway, an icon of civic pride and aspirations, and a catalyst for economic and cultural vitality. It will provide services to peninsula residents, function as the hub of library operations in support of the entire branch network and create an engaging visitor destination for downtown. With the financial strategy approved, the architects selected, and the first phase of an extensive public consultation brought to a successful close, the project has moved into detailed design development. In 2011/12, construction will be initiated following Design Review

Committee approval. The Library will continue to engage public participation and launch a Capital Campaign to run throughout the construction period.

Goal 3: The Central Library reflects and engages the Municipality’s imagination and aspirations	
Objectives for 2011/2012:	
LIB3.1	Complete Central Library interior design.
LIB 3.2	Launch the fundraising Capital Campaign for the Central Library.
LIB 3.3	Develop transition plans for service delivery for the Central Library and the community branch network.
LIB 3.4	Ensure effective community engagement and communication throughout the design development and construction phase.
LIB 3.5	Select public art for the new Central Library.

Goal 4: A community-centered library system that fosters social understanding and cooperation among the diverse communities of the Municipality.

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive, and Welcoming Communities
 Well-Planned and Engaged Communities
 Diverse Lifestyle Opportunities

Council Focus Areas: Community Planning

Administrative Priorities: Excellence in Service Delivery

Description:

It is important that the Library work closely with the community in order to ensure that services are aligned with community need and that we are effectively allocating resources. Involving and working closely with citizens and partners results in outcomes that strengthen communities. In the upcoming year the Library’s focus will be on diverse communities using various communication mechanisms to engage the community. The diversity of the communities throughout HRM is a unique strength honoured by the Library as it strives to provide relevant collections and services and present displays and programs for all ages reflective of this diverse heritage. Partnering with related community organizations to coordinate a variety of special events is integral to this aspect of the library’s service delivery.

Goal 4: A community-centered library system that fosters social understanding and cooperation among the diverse communities of the Municipality	
Objectives for 2011/2012:	
LIB 4.1	Create accessible environments and opportunities for diverse communities and organizations to connect, create and exchange ideas.
LIB 4.2	Investigate collection enhancements.
LIB 4.3	Implement phase II of the Service to Immigrants Plan.
LIB 4.4	Develop resources including publications and promotional materials using plain language and translations in French and Arabic.
LIB 4.5	Ensure strategies, facilities and programs are inclusive of diverse communities.
LIB 4.6	Develop “best practices” recommendations for Services to Older Adults with a focus for 2011/12 on Central Library.
LIB 4.7	Develop a Service to First Nations Communities Plan.
LIB 4.8	Develop a regional universal access plan in collaboration with community partners e.g. Nova Scotia Universal Library Access Committee for Person with Disabilities.
LIB 4.9	Explore new opportunities to engage youth.
LIB 4.10	Identify ways to engage teens in library service development and promotions
LIB 4.11	Encourage and support volunteerism.
LIB 4.12	Identify new opportunities for adult volunteers in the library system.
LIB 4.13	Partner with communities to implement efficient and effective service delivery models.
LIB 4.14	Leverage partnerships to improve community access to local history services.
LIB 4.15	Continue to develop, implement and integrate the community-led library services model.
LIB 4.16	Foster creative and diverse input in civic consultation processes.
LIB 4.17	Create and promote opportunities to build community pride and connections between communities.
LIB 4.18	Provide equitable access to a range of programs, services, and opportunities that support diverse lifestyles.

Goal 5: To lead creative initiatives that connect, enrich and inspire discovery.

Corporate Strategy Linkage:

Community Outcome Area: Diverse Lifestyle Opportunities

Council Focus Areas: Infrastructure

Administrative Priorities: Excellence in Service Delivery

Description:

The creative use of Library resources and service delivery options is essential in responding to individual and community needs and enhancing the library experience. By proactively managing assets, including our collections, people, programming and technology, the Library works to maximize its contribution to the community through innovative solutions.

Technology is enabling a new generation of online social interaction. As a virtual gathering place, the Library is at the forefront of this movement and will provide pathways for this new interaction. New technology solutions such as RFID contribute to effective service delivery and help manage collections transaction growth. The Library is working with other HRM departments represented in the ICT (Information, Technology, and Communication) Committee who are also interested in RFID asset tagging to reduce service implementation and delivery costs. At the same time, the Library continues to explore new and alternative ways to offer library services and programs to the residents of HRM.

Goal 5: To lead creative initiatives that connect, enrich and inspire discovery	
<i>Objectives for 2011/2012:</i>	
LIB 5.1	Identify and develop services in non-traditional ways and in non-traditional places to meet communities where they are.
LIB 5.2	Explore evolving technology for innovative services at Central Library.
LIB 5.3	Review Service Plans for technology.
LIB 5.4	Produce a website plan that enhances our ability to engage an ever growing segment of customers.
LIB 5.5	Ensure ongoing development and implementation of a responsive Readers' Services (RS) online presence in collaboration with Collection Access, Website Development and Communications and Marketing.
LIB 5.6	Refine service delivery models to provide central reference service to community branches, including local history, genealogy and small business service.
LIB 5.7	Develop and implement plans to transition communities receiving Mobile Library service to alternative service delivery mechanism.
LIB 5.8	Facilitate survey development/analysis and statistical analysis for library divisions to support the service delivery decisions.

LIB 5.9	Support neighbourhood and community based initiatives that allow citizens to be actively engaged in culture, leisure, learning, and recreation development.
LIB 5.10	Continue to develop service models that engage partners and learners.
LIB 5.11	Provide opportunities to engage in amateur and professional arts.
LIB 5.12	Identify priority culture, recreation, and leisure programs, services, and initiatives, and partner collaboratively to realize these.
LIB 5.13	Support the use of HRM's urban spaces in new and innovative ways to facilitate unique and interesting programming.

Goal 6: Demonstrate accountability and stewardship to ensure sustainability while building our capacity.

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive, and Welcoming Communities

Administrative Priorities: Fiscal Responsibility
Excellence in Service Delivery

Description:

In addition to facilities addressed in Goal 2, effective management of library resources includes the broad spectrum of collections, IT infrastructure and vehicles. The Library strives to employ cost effective, efficient and innovative methods to preserve, plan for and strengthen resources in support of library service delivery.

Goal 6: Demonstrate accountability and stewardship to ensure sustainability while building our capacity	
Objectives for 2011/2012:	
LIB 6.1	Effectively manage and safeguard library resources and plan for, maintain, and replace assets as necessary.
LIB 6.2	Review and revise library materials budget process and allocations.
LIB 6.3	Upgrade WiFi (expand footprint) for Spring Garden and Halifax North libraries.
LIB 6.4	Update PC remote management abilities to support Branch services.
LIB 6.5	Explore Aquabrowser enhancements
LIB 6.6	Review public computer booking system for efficiencies and improved service.
LIB 6.7	Ensure public assets and infrastructure are safe, multi-functional and inviting.
LIB 6.8	Carry out Radio Frequency Identification (RFID) opportunity assessment
LIB 6.9	Develop implementation plan for RFID
LIB 6.10	Develop implementation plan for (AMH) Automated Materials Handling system

Goal 7: Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants

Corporate Strategy Linkage:

Community Outcome Area: Well-Planned and Engaged Communities

Administrative Priorities: Excellence in Service Delivery

Description:

The Library is committed to working collaboratively with numerous partners in service delivery. Programs co-sponsored with community partners are delivered at all branches and consultation with related organizations help shape the direction of library programs and services to meet community needs.

Goal 7: Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants	
Objectives for 2011/2012:	
LIB 7.1	Review and implement results of pilot of shared access service with university, college and regional public libraries through the Libraries Nova Scotia consortium (BARA – Borrow Anywhere, Return Anywhere).
LIB 7.2	Form and support creative networks that enable the exchange of information and ideas.

Service Level Changes

Increases In Services / New Initiatives:

There are no new services; the following are new initiatives:

- Central Library Interior Design Phase completion.
- Fundraising campaign for Central Library.
- Renovations to the Sackville Public Library.
- Update Master Facilities Plan.

Decreases In Services / Operational Pressures (OP):

- OP: Reduction in library materials budget puts added pressure on existing collection, will increase wait times and move the Library further below the national per capita average of dollars spent for library materials.
- OP: Continuation of vacancy management reduction may impact public service response time and behind the scenes operations.
- OP: Reductions in Staff Training and Communications budgets pose challenges for achieving goals.
- OP: Commitment to continue contributions from operations to meet the target of \$1.7 million for Central Library construction provides additional budget stress.

Expected Services Not Being Delivered:

- Growing community pressure for expansion of service hours and new facility development

Halifax Regional Library Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$15,542
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	1,075
2	Compensation and Benefits - Operation of the new Woodlawn Library	389
3	Net operating budget of the new Woodlawn Library, excluding compensation	301
4	Increase in books and periodicals budget	162
5	Net increase of other miscellaneous changes	66
2011/12 Budget		\$17,535

Library

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
B011 Administrative Services	(2,033,800)	(2,119,711)	(2,012,821)	(2,117,615)	2,096	(0.1)
B012 Info Tech & Coll Mgmt	2,880,800	2,601,481	4,182,164	4,368,260	1,766,779	67.9
B013 Communications & Marketing	380,200	391,110	387,701	397,036	5,926	1.5
B014 Information Services	767,600	783,320	607,430	665,736	(117,584)	(15.0)
* Administration - Library	1,994,800	1,656,200	3,164,474	3,313,417	1,657,217	100.1
B021 Alderney Gate Library	1,113,000	1,638,962	1,459,050	1,533,147	(105,815)	(6.5)
B022 Alderney Gate Youth	479,100					
* Alderney Gate Library	1,592,100	1,638,962	1,459,050	1,533,147	(105,815)	(6.5)
B031 Spr.Garden General	432,800	433,520	385,131	470,708	37,188	8.6
B032 Spring Garden Road - Adult	905,700	1,412,602	1,216,317	1,322,153	(90,449)	(6.4)
B033 Spring Garden Road - Youth	443,900					
* Spring Garden Rd. Mem. Library	1,782,400	1,846,122	1,601,448	1,792,861	(53,261)	(2.9)
B041 Branch Library Services	847,200	880,710	906,951	1,073,582	192,872	21.9
B042 Cole Harbour Library	855,900	888,950	760,102	799,589	(89,361)	(10.1)
B043 Dartmouth North Library	428,000	437,184	397,135	396,296	(40,888)	(9.4)
B044 Sackville Library	1,067,100	1,104,754	970,306	1,167,170	62,416	5.6
B045 Woodlawn Library	703,600	1,024,489	794,720	1,714,078	689,589	67.3
B046 Bedford Library	732,500	754,358	679,286	712,891	(41,467)	(5.5)
B047 Cpt Wil.Spry Library	870,000	890,984	808,990	820,739	(70,245)	(7.9)
B048 Halifax North Library	623,800	645,373	592,502	598,110	(47,263)	(7.3)
B049 Keshen Goodman Library	1,759,900	1,838,764	1,627,482	1,788,622	(50,142)	(2.7)
B050 Outreach Services	289,700	297,883	283,803	298,113	230	0.1
B051 Musq. Harb. Library	267,500	272,589	228,319	253,063	(19,526)	(7.2)
B052 Shatford Memorial Library	170,600	173,785	140,273	142,050	(31,735)	(18.3)
B053 Sheet Harbour Library	213,400	217,748	177,136	199,957	(17,791)	(8.2)
B054 Tantallon Library	949,500	972,895	888,266	931,469	(41,426)	(4.3)
* Branch Libraries	9,778,700	10,400,466	9,255,271	10,895,729	495,263	4.8
B061 Restricted Fund			749			
B062 Restricted Colpitts			7,249			
B064 Res Eng Lang Learn			30,562			
B065 Restricted -Literacy			462			
* Restricted Funds			39,023			
** Total	15,148,000	15,541,750	15,519,267	17,535,154	1,993,404	12.8

Library Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
B011 Administrative Services	1,831,500	2,683,989	2,811,206	2,686,085	2,096	0.1
B012 Info Tech & Coll Mgmt	2,880,800	2,601,481	4,182,164	4,368,260	1,766,779	67.9
B013 Communications & Marketing	380,200	391,110	387,701	397,036	5,926	1.5
B014 Information Services	767,600	783,320	607,430	665,736	(117,584)	(15.0)
* Administration - Library	5,860,100	6,459,900	7,988,502	8,117,117	1,657,217	25.7
B021 Alderney Gate Library	1,190,000	1,697,765	1,512,337	1,591,950	(105,815)	(6.2)
B022 Alderney Gate Youth	479,100					
* Alderney Gate Library	1,669,100	1,697,765	1,512,337	1,591,950	(105,815)	(6.2)
B031 Spr.Garden General	432,800	433,520	385,131	470,708	37,188	8.6
B032 Spring Garden Road - Adult	1,030,900	1,508,251	1,317,033	1,417,802	(90,449)	(6.0)
B033 Spring Garden Road - Youth	443,900				4,113,795	
* Spring Garden Rd. Mem. Library	1,907,600	1,941,771	1,702,164	1,888,510	385,131	(2.7)
B041 Branch Library Services	847,200	880,710	906,951	1,073,582	3,728,664	21.9
B042 Cole Harbour Library	909,900	930,203	795,767	840,842	(89,361)	(9.6)
B043 Dartmouth North Library	436,400	443,566	403,665	402,678	(40,888)	(9.2)
B044 Sackville Library	1,128,100	1,151,445	1,019,498	1,213,861	62,416	5.4
B045 Woodlawn Library	752,100	1,061,684	855,581	1,751,273	689,589	65.0
B046 Bedford Library	772,200	785,152	709,667	743,685	(41,467)	(5.3)
B047 Cpt Wil.Spry Library	896,700	911,345	832,989	841,100	(70,245)	(7.7)
B048 Halifax North Library	642,900	660,008	612,649	612,745	(47,263)	(7.2)
B049 Keshen Goodman Library	1,897,900	1,945,459	1,734,062	1,895,317	(50,142)	(2.6)
B050 Outreach Services	289,700	297,883	283,803	298,113	230	0.1
B051 Musq. Harb. Library	277,200	280,034	237,393	260,508	(19,526)	(7.0)
B052 Shatford Memorial Library	178,500	180,219	145,286	148,484	(31,735)	(17.6)
B053 Sheet Harbour Library	217,100	220,559	180,065	202,768	(17,791)	(8.1)
B054 Tantallon Library	991,200	1,004,848	922,401	963,422	(41,426)	(4.1)
* Branch Libraries	10,237,100	10,753,115	9,639,777	11,248,378	495,263	4.6
B061 Restricted Fund			34,120			
B062 Restricted Colpitts			7,249			
B064 Res Eng Lang Learn			86,034			
B065 Restricted -Literacy			44,820			
B066 Restricted - HIRA			33,800			
* Restricted Funds			206,023			
** Total	19,673,900	20,852,551	21,048,803	22,845,955	1,993,404	9.6

Library Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
B011 Administrative Services	(3,865,300)	(4,803,700)	(4,824,028)	(4,803,700)		
* Administration - Library	(3,865,300)	(4,803,700)	(4,824,028)	(4,803,700)		
B021 Alderney Gate Library	(77,000)	(58,803)	(53,287)	(58,803)		
* Alderney Gate Library	(77,000)	(58,803)	(53,287)	(58,803)		
B032 Spring Garden Road - Adult	(125,200)	(95,649)	(100,716)	(95,649)		
* Spring Garden Rd. Mem. Library	(125,200)	(95,649)	(100,716)	(95,649)		
B042 Cole Harbour Library	(54,000)	(41,253)	(35,664)	(41,253)		
B043 Dartmouth North Library	(8,400)	(6,382)	(6,530)	(6,382)		
B044 Sackville Library	(61,000)	(46,691)	(49,192)	(46,691)		
B045 Woodlawn Library	(48,500)	(37,195)	(60,861)	(37,195)		
B046 Bedford Library	(39,700)	(30,794)	(30,381)	(30,794)		
B047 Cpt Wil.Spry Library	(26,700)	(20,361)	(23,999)	(20,361)		
B048 Halifax North Library	(19,100)	(14,635)	(20,147)	(14,635)		
B049 Keshen Goodman Library	(138,000)	(106,695)	(106,581)	(106,695)		
B051 Musq. Harb. Library	(9,700)	(7,445)	(9,074)	(7,445)		
B052 Shatford Memorial Library	(7,900)	(6,434)	(5,013)	(6,434)		
B053 Sheet Harbour Library	(3,700)	(2,811)	(2,929)	(2,811)		
B054 Tantallon Library	(41,700)	(31,953)	(34,135)	(31,953)		
* Branch Libraries	(458,400)	(352,649)	(384,505)	(352,649)		
B061 Restricted Fund			(33,371)			
B064 Res Eng Lang Learn			(55,472)			
B065 Restricted -Literacy			(44,358)			
B066 Restricted - HIRA			(33,800)			
* Restricted Funds			(167,000)			
** Total	(4,525,900)	(5,310,801)	(5,529,536)	(5,310,801)		

Library Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	14,571,600	15,193,266	15,320,825	16,657,291	1,464,025	9.6
* Office	484,400	503,430	410,272	511,224	7,794	1.5
* External Services	284,100	200,400	245,167	245,534	45,134	22.5
* Supplies	105,300	105,800	108,967	108,800	3,000	2.8
* Materials	7,200	27,100	4,521	27,100		
* Building Costs	725,300	717,400	727,525	915,261	197,861	27.6
* Equipment & Communications	497,700	322,700	328,048	398,200	75,500	23.4
* Vehicle Expense	92,200	83,000	133,173	85,074	2,074	2.5
* Other Goods & Services	3,006,100	2,938,655	3,246,942	3,136,671	198,016	6.7
* Interdepartmental			(135,852)			
* Other Fiscal	(100,000)	760,800	659,216	760,800		
** Total	19,673,900	20,852,551	21,048,803	22,845,955	1,993,404	9.6
Revenues						
* Transfers from other Gov'ts	(3,840,400)	(4,785,800)	(4,785,800)	(4,785,800)		
* Fee Revenues	(666,700)	(513,201)	(540,818)	(513,201)		
* Other Revenue	(18,800)	(11,800)	(202,918)	(11,800)		
** Total	(4,525,900)	(5,310,801)	(5,529,536)	(5,310,801)		
Net Surplus/(Deficit)	15,148,000	15,541,750	15,519,267	17,535,154	1,993,404	12.8

Human Resources

Business Plan - 2011/12

Mission: *Human Resources is committed to providing innovative, practical human resource strategies and solutions that address business needs and promote service excellence.*

Business Unit Overview:

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

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

Director:
Catherine Mullally Provides leadership and strategic direction in human resource management. Ensures HR structure, resources and policies are aligned to support organizational and human resource effectiveness.

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

Labour Relations:
Andrea Gillis Responsible for the labour relations strategy – collective bargaining, labour and collective agreement administration, grievance expertise, arbitration and labour dispute resolution expertise, ensuring efficiency and consistency in delivery of labour service and the integration of labour relations considerations in respect of the organized workforces across Halifax Regional Municipality.

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

Total Compensation:
Britt Wilson Responsible for Total Compensation Strategy - Design & Administration, Benefits Plan Consulting & Administration, Human Resource Policy related to Compensation, Human Resource Information/Reporting (SAP/HR), Labour Market Research, Job Evaluation design and administration, and HR Business Process Consulting.

Summary of Business Unit Structure Changes:
N/A

Core Operations and Services provided:

- Labour Relations Expertise, Collective Bargaining, and Grievance Management involving six (6) unions representing approximately 82% of HRM’s workforce
- Human Resource Management expertise
- Staffing/Recruitment/Retention activities
- HR Policy Development; Corporate Policy support
- Human Rights/Workplace Rights expertise and programs
- Corporate Diversity Leadership, Strategy, Training
- Change Management Consulting
- Corporate Training Programs/ Leadership Development
- Succession Planning program, tools and support
- Corporate Employee Rewards & Recognition Program
- Compensation/Benefits Strategy, Plan Design, Consulting & Administration
- Job Classification/Job Rating services
- Pension Plan Support; Retirement Administration, Consulting, & Educational Seminars
- Workplace Health Services, Short & Long Term Disability Case Management, Duty to Accommodate, Return to Work, & Workers Compensation Benefits (WCB)
- Healthy Workplace programs and expertise
- Employee & Family Assistance Program (EFAP)
- Organizational Design consulting
- Conflict Resolution support & expertise

Funded Full Time Equivalent (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	48	50	50

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2010-2015 time frames.

Challenges with Organization-Wide Impact:

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

- **Labour Market:** Canada's birth rate is below replacement levels. Our population is aging, and the age at which people are taking retirement has fallen. People are staying in school longer (or returning) and there is an increasing level of skills required for employment. The decline in the Canadian economy temporarily impacted the labour market challenges facing HRM. As a result there may have been an increase in available unskilled or semi-skilled labour but there remained a need to compete for skilled workers. Employment results for early 2011 indicate that unemployment levels are only slightly higher than the levels in 2010 and remain some of the lowest in Canada. In addition, the nature of the defined benefit pension programs at HRM has protected employees from the impact of falling equity markets. Employees will continue to retire secure in the knowledge that their benefits are not reduced by the falling stock market. Finally, the need for fiscal restraint will require HRM to do more with less and that will necessitate HRM aggressively attracting and retaining high performing talent.
- **Employee Engagement:** To achieve organizational goals both now and into the future, leaders need to maximize employee engagement. The 2008 HRM Employee Engagement Survey identified a significant opportunity to increase employee engagement. Some of the reasons for the lack of engagement include:
 - Lack of recognition and total rewards package for employee contribution (Total Compensation)
 - Lack of opportunity for growth and advancement
 - Level of effectiveness of managers and supervisors
 - Capacity of employees to effectively perform the work required
 - Other factors included trust in senior leadership, senior leader's consideration for employee needs and incongruence between values/goals of the employees and the organization.
- **Healthy Workplace:** Halifax Regional Municipality is committed to providing a healthy workplace for its employees. The organization recognizes that a healthy workplace positively influences an individual sense of worth, motivation and productivity, as well as provides additional means to achieve personal and professional satisfaction from work. A healthy work environment has a positive impact on the morale of employees and studies have shown that it can contribute to greater employee engagement and improved performance. In the long run, a health-oriented organizational culture develops healthy employees; healthy and engaged individuals work better, remain professionally active longer and are happier about it. Also, openly supporting work-life balance, helping employees to mitigate the negative effects of stress, expanding fitness and healthy lifestyle options and promoting recognition for individual life circumstances often provides an employer with an advantage in attracting and retaining talent.
- **Workforce Planning:** Workforce planning continues to be a major risk for the organization. HRM needs to ensure suitable access to talent for future business success. This means attracting and developing the critical talent that if not obtained can adversely impact business success. Succession planning and talent management are elements of workforce planning that is already taking place. Given the significance of impending retirements, labour shortages and HRM's aging workforce, workforce planning is critical in assisting business units with

knowledge transfer and identifying what HR programs/practices are appropriate to close the gaps to deliver service in the future.

- **Collective Bargaining:** Collective bargaining with several HRM unions will be undertaken this year. The municipality faces significant challenges in light of its budget constraints. HRM is committed to continue to deliver excellent services to its citizens and also is committed to work with its unions to achieve collective agreement settlements within the mandates provided so as to align with corporate objectives and fiscal realities of HRM.

Opportunities with Organization-Wide Impact:

- **Diversity:** Valuing diversity continues to be an opportunity for increasing organization capability and effectiveness. Human Resources will continue to build a workforce that is representative of our community and reflects a variety of talents, skills and perspectives.

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

HRM has an opportunity to invest in the development of our current & future leaders impacting our workplace culture and organizational effectiveness.

- **Attendance Support Program** - In 2008/2009 the direct cost of absenteeism, not including replacement costs was in excess of \$6 million dollars. For 2009/2010 these costs were reduced to \$5.9 million. Ownership of the program and its responsibilities to manage employees' attendance in the workplace must continue to be reinforced with our Supervisors and Managers to continue this decline. A better understanding of the support that can be provided by Workplace Health Services and the Attendance Support Coordinator can assist Managers and Supervisors in achieving these declines.
- **WCB Program** - Over the past three years, Human Resources has applied a consistent effort to more effectively manage HRMs use of Workers Compensation Benefits (WCB). This has been expressed in continued standardizing the WCB incident reporting protocol, analyzing the environmental circumstances to minimize recurrence and actively pursuing early intervention for all WCB claims, supporting timely recovery and return to employment. Workplace Health Services team has also been working with individual business units and with the WCB adjudication team to ensure that the circumstances of all incidents are properly clarified and confirmed and that proper appeal or objection documentation was submitted to the WCB when applicable. At the same time, efforts continue to be directed to developing closer relationships with WCB service team to ensure proper understanding of HRMs diverse needs as a client.

Challenges with Service Delivery / Business Unit Impact

- **Capacity Planning:** Human Resources are currently challenged with increasing service requirements from business units particularly in the area of labour relations. New collective agreements concurrently negotiated, require training and administration advice from the Labour Relations Division to support consistent and effective administration of revised provisions. Also, business units are seeking training to develop managers' confidence and competence in managing within a unionised environment. Human Resources is also facing capacity challenges within our Organizational Development division as a result of HRM's commitment to transform our culture and create a respectful work environment that values individual contributions and demonstrates commitment to employees.
- **Total Compensation:** Labour market shortages particularly in the professional/technical areas have also created compensation issues at HRM. HR has undertaken a review of HRM's Total Compensation program based on market forecasting for public sector positions; however an ongoing financial commitment by HRM is required to support implementation. If the required improvements to the program are not able to be supported, HRM will continue to risk losing talent and/or not being able to recruit quality candidates.
- **Implementation of Human Resource Strategy:** HRM must create an "employer of choice" workplace to recruit and retain a skilled, effective, multi-generational workforce. HR is leading this initiative but requires corporate and council engagement. Without this environment, HRM risks losing current staff and/or not being able to recruit quality candidates.

Business Unit Goals

The goals for Human Resources are:

- Goal 1: Improve Organizational Capacity
- Goal 2: Build a High Performance Organization
- Goal 3: Support a Healthy Work Environment
- Goal 4: Implementation of Human Resources Strategy
- Goal 5: Value Diversity and Inclusion
- Goal 6: Manage Organizational Change
- Goal 7: Meet Internal Service and Partnership Expectations

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity

Description:

This goal is in support of the Administrative Outcome of Improved Organizational Capacity – Right people, in the right jobs, doing the right things at the right cost.

Goal 1: Improve Organizational Capacity	
Objectives for 2011/2012:	
HR 1.1	Review HR's structure and resources to ensure alignment to meet organizational needs (effective service)
HR 1.2	Implement any required change to HR service delivery as a result of the Client Satisfaction Survey – March 2011
HR 1.3	Improve BU capability and quality of service through the provision of training opportunities and stretch assignments for HR staff
HR 1.4	Create and strengthen partnerships in the delivery of Human Resource Services both internally and externally
HR 1.5	Develop the framework to conduct an HR audit to review HRM's HR policies, practices and procedures in relation to legislative compliance, business strategy and best practices with the goal of identifying areas for improvement
Objectives for the next 3-5 years:	
HR 1.6	Continue to update and implement HR Succession Plan
HR 1.7	Continue documentation of HR business processes to improve service delivery, support business transition and enable knowledge retention
HR 1.8	Update action plan and continue with implementation of the corporate Employee Engagement Survey as it relates to HR staff and 2011 survey results

Goal 2: Build a High Performance Organization

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery

Description:

Human Resources is committed to supporting the development of a respectful, constructive organizational culture that achieves high performance, fosters collaboration and demonstrates HRM's commitment to service excellence.

Goal 2: Build a High Performance Organization	
Objectives for 2011/2012:	
HR 2.1	Review and revise leadership training opportunities, programs, or activities, to further align with HRM competencies, culture and required business outcomes.
HR 2.2	Complete the development of new PDP forms for all leadership levels
HR 2.3	Research and develop a leadership effectiveness matrix to support accountability and drive employee performance
HR 2.4	Support and promote cultural transformation to improve organizational performance and employee engagement
HR 2.5	Redesign the employee orientation program in partnership with Business Units

HR 2.6	Roll out a Conflict Resolution Toolkit for leaders and employees to support the development and maintenance of positive work relationships
HR 2.7	Roll out the Total Compensation Statement to employees to support effective communications of the total compensation value for employees including pay, compensation and all benefits
Objectives for the next 3-5 years:	
HR 2.8	Review and revise HR policies and practices to support the recruitment and retention of employees to achieve organizational priorities and provide excellence in service delivery.

Goal 3: Support a Healthy Work Environment

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity
Excellence in Service Delivery

Description:

Human Resources is committed to supporting a healthy, safe and harassment-free workplace to empower employees to live and work to their full potential. Highly effective organizations learn to shift their paradigm from health management to one of health promotion. Since there is a strong connection between the health and well being of people and their work environments, employees health is viewed as a foundation for sustained high performance and viability. When individuals feel valued, respected and satisfied in their jobs and work in safe and healthy environments, they are more likely to be productive and committed to their work. Ultimately, both the organization and the employees are positively impacted by focusing on healthy living and healthy working practices.

Goal 3: Support a Healthy Work Environment	
Objectives for 2011/2012:	
HR 3.1	Develop a healthy workplace strategy to improve organizational capability
HR 3.2	Promote functional abilities as the baseline for managing health-related absences
HR 3.3	Promote prevention and education as optimal corporate health and safety strategies
HR 3.4	Complete duty to accommodate policy & protocol roll out (best practice)
HR 3.5	Research options to reduce utilization of “sick-leave” credits for non-health-related absences based on best practices
Objectives for the next 3-5 years:	
HR 3.6	Promote “sick-leave” credits (health recovery benefit) as an employee benefit, not an entitlement

HR 3.7	Enhance and promote opportunities for flexibility of work environment (e.g. schedule and/or workload) as a way to support individual responsibility for maintaining good health and work-life balance
HR 3.8	Support culture change to align with work life balance and healthy at work-workplace practices

Goal 4: Implementation of Human Resources Strategy

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity
Excellence in Service Delivery

Description:

Planning for HRM's workforce and our ability to meet the needs of our citizens go hand in hand. Human Resources is committed to developing a Human Resources Strategy to guide the organization with identifying human resource requirements to meet business needs build workforce excellence. Key elements of the strategy include forecasting and planning human resource requirements, employee engagement/development/performance management, attraction and retention of staff, use of technology, and workplace health and safety.

Goal 4: Implementation of Human Resources Strategy	
<i>Objectives for 2011/2012:</i>	
HR 4.1	Begin implementation across the organization of a Workforce Plan to support the forecasting and planning of human resource requirements to meet service needs.
HR 4.2	Begin the implementation of year one activities of the HRM People Plan. (Exemplary people practices to support HRM with improving organizational capability)
HR 4.3	Review and make recommendations (3 year forecast) for improvement to the total compensation program (including base salary, pension, benefits, etc.) to enhance our ability to attract and retain a skilled, motivated workforce
HR 4.4	Explore opportunities for improving the delivery of HR services through the use of technology – “My HR” online self-service, online exit interviews, employee orientation
HR 4.6	Lead collective bargaining activities scheduled for 2011/12 (NSUPE/ATU)
HR 4.7	In partnership with BPIM, finalize the project plan for the implementation of the SAP HR Training & Events module to house corporate training data. (Legislative compliance)
HR 4.8	Establish quarterly reporting of HR performance measures (HR Dashboard) for EMT and Directors in partnership with Finance and Corporate Planning.

HR 4.9	Support the Executive Management Team with the implementation of the 2011 Employee Engagement Survey
Objectives for the next 3-5 years:	
HR 4.10	Explore further opportunities for improving the delivery of HR services through the use of technology
HR 4.11	Research tools and partnership opportunities available to support career planning
HR 4.12	Implement the Workforce Planning framework in partnership with business units to align with short and long term business needs
HR 4.13	Implement the HRM People plan based on priorities and best practices to support HRM with improving organizational capability.
HR 4.14	Provide support to the CAO with measuring employee engagement to improve organizational effectiveness

Goal 5: Value Diversity and Inclusion

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity

Description:

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

Goal 5: Value Diversity and Inclusion	
Objectives for 2011/2012:	
HR 5.1	Develop community partnerships to further HRM's diversity goals
HR 5.2	Review training programs(quality/quanity) in the area of diversity including human rights, cultural competence, disability awareness and respect in the workplace
HR 5.3	Complete the development of an M.O.U with Human Rights Commission
HR 5.4	Conduct an employee self- identification survey
Objective for the next 3-5 years:	
HR 5.5	Review and update corporate diversity strategy/plan in partnership with Business Units as required to meet business and community needs

Goal 6: Manage Organizational Change

Corporate Strategy Linkage:

EMT Priority: Organizational Capacity
 Excellence in Service Delivery

Description:

Today’s business environment produces change in the workplace more suddenly and frequently than ever before. New technology, restructuring and downsizing are all factors that contribute to a growing climate of uncertainty. People have deep attachments to their organization, work group, and way of working. The ability to adapt to changing work conditions is critical for individual and organizational survival. Change will be ever present and learning to manage and lead change includes not only understanding human factors but also the skills required to manage and lead change effectively.

Goal 6: Manage Organizational Change	
Objectives for 2011/2012:	
HR 6.1	Develop and pilot a model/framework to support organization/Business Units with change/transition planning and implementation
HR 6.2	Develop and deliver change management training to HRM leaders
HR 6.3	Develop and deliver Employee Transition Toolkit for Managers to support changes to the workforce
Objectives for the next 3-5 years:	
HR 6.4	Support business units with the implementation of change and transition planning activities which have an employee impact

Goal 7: Meet Internal Service and Partnership Expectations

Corporate Strategy Linkage:

Administrative Priority: Employer of Choice
 Excellence in Service Delivery
 Fiscal Responsibility

Description:

Often, HRM business units depend on the expertise of staff in other business units to support their operations and/or contribute to specific initiatives, committees and projects. This depends on business units and stakeholders working together to have an impact throughout the organization. As a corporate service provider the primary areas of expertise sought from Human Resources include leadership, strategic direction and technical expertise in the management of human resources. These internal partnership / service requests and requirements for the upcoming year that have not been captured under the previous goals listed in the plan include the following.

Goal 7: Meet Internal Service and Partnership Expectations	
<i>Internal Service Expectations for 2011/2012:</i>	
HR 7.1	Provide significant HR leadership, input, advice and support to Business Unit's faced with various staffing challenges
HR 7.2	Participate on corporate committees as required
HR 7.3	Support the implementation and compliance of corporate policies
<i>Partnership Expectations for 2011/2012:</i>	
HR 7.4	HR to be collaborative partner with Business Unit's requiring business process and/or policy change
HR 7.5	Develop and implement a Workforce Plan to address Business Unit's concerns with recruitment, retirements, internal movement, and career planning
HR 7.6	Develop and implement a People Plan to promote exemplary people practices in supporting HRM in becoming an employer of choice and improve organizational capability

Service Level Changes

Increases In Services / new initiatives:

- The implementation of a **Workforce Planning** tool to support the forecasting and planning of human resource requirements to meet service needs.
- Increase in the support for **diversity/inclusion** programs and initiatives across the organization
- Expansion of Leadership Development program

Decreases In Services / Operational Pressures:

- Tight fiscal capacity increases pressure to manage position vacancies against service delivery requirements.
- Succession planning program activities will be reduced as a result of a reduction in funds available for training, development and stretch assignments.
- The requirement for workforce planning is critical to support business needs and resources to support this initiative are limited.
- Increased workload for HR staff may effect service time.

Expected Services Not Being Delivered:

- None at this time.

Human Resources

Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$4,981
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	137
2	Decrease in business unit and HRM wide employee training	(69)
3	Net decrease in other miscellaneous changes	(27)
2011/12 Budget		\$5,022

HR

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A205 Administration	407,100	409,315	427,782	401,941	(7,374)	(1.8)
A210 Org.Develop.& Health	1,742,890	1,870,480	1,769,149	1,819,116	(51,364)	(2.7)
A220 Client Services	1,434,390	1,390,940	1,433,734	1,429,492	38,552	2.8
A221 WCB	25,000	111,070	67,200	112,949	1,879	1.7
A230 Total Compensation	718,890	628,774	642,684	701,925	73,151	11.6
A240 Labour Relations	443,890	570,050	541,616	556,347	(13,703)	(2.4)
** Total	4,772,160	4,980,629	4,882,164	5,021,770	41,141	0.8

HR Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A205 Administration	407,100	409,315	427,782	401,941	(7,374)	(1.8)
A210 Org.Develop.& Health	1,742,890	1,870,480	1,769,721	1,819,116	(51,364)	(2.7)
A220 Client Services	1,434,390	1,390,940	1,433,734	1,429,492	38,552	2.8
A221 WCB	25,000	111,070	67,200	112,949	1,879	1.7
A230 Total Compensation	718,890	708,774	716,904	781,925	73,151	10.3
A240 Labour Relations	443,890	570,050	541,616	556,347	(13,703)	(2.4)
** Total	4,772,160	5,060,629	4,956,956	5,101,770	41,141	0.8

Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A210 Org.Develop.& Health			(572)			
A230 Total Compensation		(80,000)	(74,220)	(80,000)		
** Total		(80,000)	(74,792)	(80,000)		

HR Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	3,872,600	4,103,400	4,026,793	4,240,719	137,319	3.3
* Office	67,900	56,410	61,814	55,178		(2.2)
* External Services	246,600	234,204	272,861	306,160	71,956	30.7
* Supplies	7,000	7,000	6,616	7,000		
* Materials			180			
* Equipment & Communications	2,000	2,000	144	2,000		
* Other Goods & Services	681,060	657,615	588,549	490,713	(166,902)	(25.4)
* Other Fiscal	(105,000)					
** Total	4,772,160	5,060,629	4,956,956	5,101,770	41,141	0.8
Revenues						
* Other Revenue		(80,000)	(74,792)	(80,000)		
** Total		(80,000)	(74,792)	(80,000)		
Net Surplus/(Deficit)	4,772,160	4,980,629	4,882,164	5,021,770	41,141	0.8

HRM Police

Combined Business Plan of Halifax Regional Police & RCMP Halifax District



HALIFAX
REGIONAL MUNICIPALITY



PARTNERS IN POLICING

Business Plan - 2011/12

Business Unit Overview:

The Halifax Regional Police (HRP) and Halifax District of the Royal Canadian Mounted Police (RCMP), as policing partners, are responsible for providing policing across all of the Halifax Regional Municipality (HRM). These two agencies strive to provide safety, peace and order in the community.

Director:	HRP: Chief Frank Beazley RCMP: Supt. Darrell Beaton
Administration /Executive Office	Provides Financial, Human Resources, Fleet, Employee Family Assistance, accident reporting services, summary offence ticket processing, audit and policy creation and maintenance, exhibits-quartermasters-lost/found property services, booking and manages the contract with the Corp of Commissionaires,
Patrol / RCMP Offices	Provides 24/7 uniformed patrol and response by HRP and RCMP for all of HRM to emergency and non-emergency calls. Also includes the Quick Response Unit - Street Crime Enforcement Unit and the Integrated K-9 Unit (Police Service Dog) for all of HRM.
Criminal Investigation (Integrated Units)	This Division is integrated, with HRP and RCMP members working together as one team providing service across all of HRM. It provides specialized investigative services such as General Investigation Section, Major Crime, Financial Crime, Vice, HRP Forensic Identification, Drugs, and Cold Case.
Community Projects	Provides Bylaw investigations, Animal Services, Taxi& Limousine licensing, Youth Live, Parks Patrol and manages the School Crossing Guard Program.
Support Operations	Provides records services, court file services and Training.
Public Safety Office	Responsible for addressing the recommendations of the Mayor's Roundtable Report, this office is comprised of a Public Safety Officer; Community Relations/Crime Prevention office (including School Officers, Volunteer Services and Victim Services); Traffic Section; Mobile Mental Health Team; Community Response Team and CityWatch.
Integrated Emergency Services	Provides 911 emergency call taking for all calls within HRM, non-emergency call taking for Halifax Regional Police and Halifax Regional Fire and dispatch services for HRP, HRFES and RCMP Halifax District

Core Operations and Services provided:

- The Halifax Regional Police and the Halifax District RCMP provide HRM with crime prevention, law enforcement, assistance to victims of crime, emergency and enhanced services, and Public Order maintenance services
- Combined HRP/RCMP human resources of 978 full time equivalents (FTE) sworn and civilian positions
- HRP vehicle fleet of 283 marked and unmarked vehicles (275 owned + 8 rental)
- RCMP vehicle fleet of 89 marked and unmarked vehicles (82 owned + 7 leased)
- HRP and RCMP responded to a total of 154,685 dispatched calls for service in 2010
- Integrated Emergency Services (IES) answered 83,247 Emergency 911 calls and 280,025 non-emergency calls in 2010, an average of 228 emergency calls and 767 non-emergency calls per day
- HRM Police had an average response time of 7.04 minutes to Priority 1 *Calls for Service*

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on HRP and RCMP in the 2010-2015 timeframe.

Challenges with Community-wide Impact:

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

- **Public Safety Office and the Response to the Mayors Roundtable:** The work on the Mayors Roundtable Report and the creation of the Public Safety Office will continue through the next fiscal year. The following five themes will remain in place:
 - Sustainability Initiatives
 - Diversity
 - Police Community Response
 - Community Engagement
 - Partnerships
- **Community Response/ Crime Reduction:** HRM Police will continue to employ the HRP /RCMP Community Response and Crime Reduction Strategies to increase police visibility, reduce crime and the fear of crime, and increase public safety
- **Major Event / Emergency Operations:** HRM Police will continue to prepare for major events and build on the collective capacity to secure persons and property.
- **Continue to support economic development:** HRM Police will strive to continue to receive top marks in the Economic Strategy Scorecard Report of the Chamber of Commerce in the area of public safety by dropping our crime rate.

Challenges with Service Delivery / Business Unit Impact:

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

Leveraging Information Technology: HRM Police will continue to move forward with significant IT projects to ensure our present systems are kept up to date and we are using technology to maximize our efficiency and effectiveness. These initiatives will include upgrades to the computer aided dispatch and records management systems, the E-Sot Project, data storage/disclosure solutions, electronic briefing and crime analysis tools.

- **Contract Negotiations:** The NSUPE and HRP Collective Agreements are both set to be negotiated in 2011.
- **Effective Personnel, Policy and Succession Management:** HRM Police will continue the development of the large number of new officers hired over the previous years. We will be looking at broadened leadership training for the non-commissioned officers and continued professional development of the senior officers. A major emphasis will be made to incorporate the Cultural Change goals into the development of all leadership.

Business Unit Goals

The goals for both HRM police services are:

1. Practise Fiscal stewardship and responsibility.
2. Provide excellence in Service Delivery.
3. By April 1, 2012 reduce the Center for Canadian Justice Statistics Reported Crime from 2010/11 levels by the following:

Category	HRP	RCMP
Crimes against persons	- 2 %	- 2 %
Crimes against property	- 2 %	- 2 %
Drug Charges laid	+ 5 %	+ 5 %

The above will be accomplished through the achievement of the following goals for HRM Police services:

- Goal 1: Improve Organizational Capacity
- Goal 2: Mayor's Roundtable Report
- Goal 3: Community Response/Crime Reduction
- Goal 4: Major Event /Emergency Operations
- Goal 5: Leveraging Information Technology

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

- Community Outcome Area: Safe, Inclusive and Welcoming Communities
- Council Focus Area: Public Safety
- Administrative Outcome: Organizational Capacity
Excellence in Service Delivery

Description:

This goal is in support the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRM will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

HRM Police provides its services to the citizens and visitors of HRM through its staff. In order to provide the best possible service possible, HRM Police must be vigilant in monitoring the human capital at work. This is achieved in the recruitment, selection, training and promotion of staff and creating the policy framework in which they operate. Creating a culture of service and respect is key to creating quality experiences for the citizens and visitors of HRM.

On the staffing side, the retirement rates continue to slow, however HRP is still continuing to deal with the loss of experience and expertise at all levels of the organization, and is especially prevalent in the specialized investigative sections (e.g. CID) and the mid and senior management levels.

The internal focus of HRP has moved to training and staff development in the area of leadership and in support of the Cultural Change initiative presently underway within HRM. An action plan will be implemented to deal with this challenge.

The delivery of services must be sustainable. HRM Police are actively reviewing their policies and operational deployments to maximize effectiveness and efficiency. HRM Police will continue to review overtime expenditures and will act on the recommendations of the Auditor General's Report on Overtime.

The RCMP (nationally) continues to recruit and train cadets to pro-actively deal with expected attrition. The significant turnover of resources experienced by Halifax District RCMP over the last 2-3 years continues to slow. The Officer in Charge and the management team have, and will continue, to aggressively manage the training and succession planning of resources with RCMP Human Resources Branch to ensure the correct mix of service and experience is maintained within the District.

The overarching goal is for all HRP and the RCMP personnel to have the specialized skill sets required to support excellence in police service delivery.

Goal 1: Improve Organizational Capacity	
Objectives for 2011/2012:	
HRMP 1.1	Provide ongoing operational and investigative training to the large number of HRP and RCMP Patrol Officers hired over recent years
HRMP 1.2	Ensure middle managers are provided with appropriate professional development opportunities to prepare them for future leadership roles within the organization.
HRMP 1.3	Attract, develop and retain a diverse and quality workforce
HRMP 1.4	Create a structure to review , update and develop enforcement policies and regulations
HRMP 1.5	Consistently enforce policies and regulations
HRMP 1.6	Align resources to create and meet emergency service delivery standards
HRMP 1.7	Actively support the Cultural Change Initiatives of HRM
HRMP 1.8	Successfully negotiate an equitable collective agreement with NSUPE and HRP
HRMP 1.9	Respond to the Auditor General’s Recommendation in the Overtime Report and introduce new overtime reporting systems.
HRMP 1.10	Respond to and implement the Recommendations of the Hyde Inquiry
HRMP 1.11	As per the direction of the Board of Police Commissioners, initiate and support a committee to review the feasibility of creating a Municipal Court. The review is to include financial, operational and legal aspects.
Objectives for the next 3-5 years:	
HRMP 1.12	To develop and expand the Halifax District RCMP District-level training program; and to maximize its use of training opportunities offered by the RCMP at the Division, Region and National levels.
HRMP 1.13	To have HRM Police known as one of the best places to work in Canada

Goal 2: Mayors Roundtable Report

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities

Council Focus Area: Public Safety

Administrative Outcome: Excellence in Service Delivery

Description:

The work on the Mayors Roundtable Report and creation of the Public Safety Office will continue in the 2011-12 year. The five themes remain the focus of the work.

1. Sustainability Initiatives: HRM as an organization must undertake a variety of initiatives to improve public safety.
2. Diversity: Strengthen HRM's connection with our diverse communities while at the same time addressing quality-of-life issues within those communities.
3. Police Community Response: Halifax Regional Police and the RCMP Halifax District must continue to implement policing strategies which reduce crime and enhance public safety.
4. Community Engagement: Engage, inform and educate citizens and community groups in playing an active role in public safety in HRM.
5. Partnerships: Align with all levels of government, social agencies and community partners to realize efficiencies and improve public safety programs and services in HRM.

Goal 2: Mayors Roundtable Report	
<i>Objectives for 2011/2012:</i>	
HRMP 2.1	Implement the HRM Public Safety Strategic Plan
HRMP 2.2	Expand the Public Safety Communication Strategy to include the other Halifax Regional Municipality business units
HRMP 2.3	Enhance collective Public Safety volunteer initiatives
HRMP 2.4	Support the establishment of the African Nova Scotian Affairs Office and advisory committee
HRMP 2.5	Support efforts of Safer Communities Committee comprised of pastors and community members from the African Nova Scotian community and the HRP/RCMP staff
HRMP 2.6	Enhance public safety within universities and adjacent communities
HRMP 2.7	Support the creation of an integrated service model between HRP and HRM Community Development
HRMP 2.8	Support the creation of a Safe Bars Association

HRMP 2.9	Support the Community Justice Society initiatives to enhance police officer engagement in restorative justice sessions
HRMP 2.10	Implement the Community Engagement Strategy to foster citizen's pride in their community and participation in civic life
HRMP 2.11	Explore new ways to engage youth
Objectives for the next 3-5 years:	
HRMP 2.12	Create a multi-business unit public safety approach in which all resources are aligned and public safety becomes woven through all programs and projects.

Goal 3: Community Response/ Crime Reduction

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities
Well Planned and Engaged Communities
Diverse Lifestyle Opportunities
Economic Prosperity
Integrated and Affordable Transportation Networks

Council Focus Area: Public Safety

Administrative Outcome: Excellence in Service Delivery

Description:

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

The public continues to demand a high level of service and visibility from the police. With growth in HRM and changes in technology, forensic identification, and Internet crimes, there is a continued increase in demand for services, which is exacerbated by the growing complexity of investigations. Demands for disclosure and changes in government legislation and court decisions result in changes in processes which necessitate police officers spending more time on calls and preparing court files. The amount of time and resources required to process calls for service continues to increase; thereby decreasing the amount of pro-active time police officers can spend on local public disorder issues such as noise, graffiti and youth complaints. Police

continue to examine technology processes and resource needs to determine the most efficient and effective way to meet the demands for service and visibility and to determine if new resources are required in the future.

HRM Police recognize and understand the connection between safety and the economic stability of the region. Providing a safe place to live, work and play has a major impact on the decisions made by business to locate and do business within HRM. Our Community Response/ Crime Reduction Models are designed to create that safe community.

As noted, HRM Police are committed to reducing crime as outlined in the following table:

Category	HRP	RCMP
Crimes against persons	- 2 %	- 2 %
Crimes against property	- 2 %	- 2 %
Drug Charges laid	+ 5 %	+ 5 %

Goal 3: Community Response/ Crime Reduction	
Objectives for 2011/2012:	
HRMP 3.1	Achieve the Crime Reduction Goals above
HRMP 3.2	RCMP –Expand the use of Crime Analysis techniques, including the use of the CompStat model.
HRMP 3.3	Evaluate current RCMP Crime Prevention/Community Policing programs under the stewardship of new Community Policing Coordinator Sergeant position to ensure alignment with community priorities (underway)
HRMP 3.4	Enhance the capacity to provide crime analysis products to front line policing to deal with emerging trends and hotspots.
HRMP 3.5	Support and participate in the HRM Partners in Policing Cultural Diversity Consultative Committee
HRMP 3.6	Further refine the Briefing Tool Kit to provide officers with the appropriate crime analysis data
HRMP 3.7	Expand the Chronic Offender Program across all HRM
HRMP 3.8	Ensure that response and service standards are maintained and communicated to the public
Objectives for the next 3-5 years:	
HRMP 3.9	Enhance the economic viability of HRM through reduction in crime and increase the sense of safety felt by citizens of HRM

Goal 4: Major Event / Emergency Operations

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities
Diverse Lifestyle Opportunities
Economic Prosperity

Council Focus Area: Public Safety

Administrative Outcome: Excellence in Service Delivery

Description:

HRM has and will continue to host national and international events that draw large crowds to our area. The HRP and the RCMP are actively working to strengthen our incident command system and expand our ability to provide a safe and welcoming environment for the citizens and guests of HRM. Whether it is a planned event or a sudden onset emergency, HRM Police must be prepared to provide the basic and specialized services in a timely manner to reduce the impact on the community and enhance safety.

Goal 4: Major Event / Emergency Operations	
<i>Objectives for 2011/2012:</i>	
HRMP 4.1	Expand the capability to deploy closed circuit video for large scale events.
HRMP 4.2	Further develop the expertise of incident commanders to manage large scale events through training and mentorship.
HRMP 4.3	Provide a safe and positive experience for all attendees to major events in HRM.
HRMP 4.4	Implement a situational awareness solution
HRMP 4.5	Support the creative networks that enable exchange of information and ideas on special events to ensure citizens and visitors are safe at those venues
HRMP 4.6	Maintain a robust infrastructure capable of supporting emergency operations including interoperable voice and data capabilities
HRMP 4.7	Maintain specialized teams capable of responding to major events
HRMP 4.8	Develop, maintain and test business continuity plans to ensure the delivery of core services
HRMP 4.9	Develop crisis communications plans to ensure common messaging
<i>Objectives for the next 3-5 years:</i>	
HRMP 4.10	Develop the infrastructure and experience to support multiple large scale events in HRM.

Goal 5: Leveraging Information Technology

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities
 Council Focus Area: Public Safety
 Administrative Outcome: Excellence in Service Delivery
 Fiscal Responsibility

Description:

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

Goal 5: Leveraging Information Technology	
<i>Objectives for 2011/2012:</i>	
HRMP 5.1	Implement E-File management solution (HRM electronic document storage).
HRMP 5.2	Implementation of Electronic Summary Offence Ticket (E-SOT) solution in collaboration with the Province of Nova Scotia
HRMP 5.3	Explore the Versonnel application for potential deployment to track personnel, training and assets to ensure that public assets and infrastructure are safe
HRMP 5.4	Monitor the TMR Radio replacement project for opportunities.
HRMP 5.5	Enhance the electronic briefing process
HRMP 5.6	Expand the capacity to conduct technical investigations
HRMP 5.7	Introduce on-line citizen reporting
HRMP 5.8	Continued expansion and upgrading of the Digital Signage communication tool across the RCMP Districts
<i>Objectives for the next 3-5 years:</i>	
HRMP 5.9	Critical systems are well supported and “evergreening” processes are in place to ensure we remain current with technology.

Service Level Changes
<u>Increases In Services / New Initiatives:</u> There are no forecasted service level changes for HRM Police
<u>Decreases In Services / Operational Pressures (OP):</u> There are no forecasted service level changes for HRM Police
<u>Expected Services Not Being Delivered:</u> None

Halifax Regional Municipality Police Services Analysis of Operating Budget Changes (HRP):

Operating Budget Change Details	(\$000's)
2010/11 Budget	\$69,169
1 Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	2,315
2 Compensation and Benefits - Increase due to required overtime	898
3 Decrease in recoveries/revenues/fees relative to a reduction in third party secondments; HRP no longer accepting summary offence ticket cancellation fees as a result of the provincial electronic summary offence ticket system; increase in false alarm fees	1,503
4 Increase in costs mainly due to contracts for the animal services shelter, Corp. of Commissionaires, facility leases, janitorial services and warranty programs	843
5 Increase in radio and telephone equipment and charges	121
6 Increase in fleet charges	112
7 Net increase in other miscellaneous changes	54
2011/12 Budget	\$75,015

Analysis of Operating Budget Changes (RCMP):

Operating Budget Change Details	(\$000's)
2010/11 Budget	\$20,621
1 Increased cost of contract reflects an estimated increase in the per officer cost of 5.3%	1,093
2011/12 Budget	\$21,714

HRM Police

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
P125 Audit & Planning	340,300	349,900	567,672	625,100	275,200	78.7
P130 Facilities & Prop.	147,800	81,000	110,508	80,600	(400)	(0.5)
P255 Exhibits & Property	351,000	347,770	361,902	376,400	28,630	8.2
P270 Commissionaires	1,270,600	1,298,500	1,296,714	1,238,900	(59,600)	(4.6)
P310 R.A.P.I.D.	71,800	71,600	8,306	31,600	(40,000)	(55.9)
P311 Projects Unit	268,600	434,800	376,986	416,600	(18,200)	(4.2)
P315 Inves. Call BackUnit	230,700	255,000	143,153	107,300	(147,700)	(57.9)
P370 Booking	475,100	521,900	497,470	523,500	1,600	0.3
*** Executive Office	3,155,900	3,360,470	3,362,711	3,400,000	39,530	1.2
P105 Chief's Office	1,228,040	1,235,800	1,068,068	1,024,900	(210,900)	(17.1)
P110 Professional Stds	59,500	119,400	134,557	130,000	10,600	8.9
P120 Public Affairs	381,300	351,390	429,726	420,000	68,610	19.5
P135 Board Of Police Comm	7,000	7,000	5,133	7,000		
*** Chief's Division	1,675,840	1,713,590	1,637,484	1,581,900	(131,690)	(7.7)
**** Chief's Office	4,831,740	5,074,060	5,000,195	4,981,900	(92,160)	(1.8)
P115 Legal	135,000	135,000	183,776	176,400	41,400	30.7
P205 Superintendent's Off	316,200	322,800	306,100	201,400	(121,400)	(37.6)
P208 Back Check		(2,000)	(179,776)	254,400	256,400	(12,820.0)
*** Deputy Operational Support	451,200	455,800	310,100	632,200	176,400	38.7
P225 Training	909,300	743,288	1,023,088	1,004,100	260,812	35.1
P245 Court Officers	997,600	1,024,800	1,117,036	1,156,500	131,700	12.9
P265 Records	349,800	340,200	200,500	402,000	61,800	18.2
*** Support Division	2,256,700	2,108,288	2,340,624	2,562,600	454,312	21.5
S110 General Manager's Of	118,800	136,030	140,872	141,100	5,070	3.7
S120 Comm. Proj. Admin.	289,800	245,100	148,587	239,200	(5,900)	(2.4)
** General Administration	408,600	381,130	289,459	380,300	(830)	(0.2)
S231 947 Mitchell	31,600	38,000	36,895	38,500	500	1.3
S232 1300 St Margaret's B	17,600	18,900	13,794	19,500	600	3.2
* Facilities/Buildings	49,200	56,900	50,689	58,000	1,100	1.9
S241 Paper Recycling	1,100	(24,637)	43,178	35,600	60,237	(244.5)
S242 Enviro Depot	43,900	221,400	131,049	171,700	(49,700)	(22.4)
S243 By Law Remedies	333,200	92,900	65,461	93,800	900	1.0
S244 Organic Carts	(4,300)	81,900	83,751	85,400	3,500	4.3
* Initiatives	373,900	371,563	323,439	386,500	14,937	4.0
S210 Operation's Adm	268,700	271,810	259,621	276,800	4,990	1.8
S220 Trucking/Fleet serv	114,600	104,900	85,491	13,800	(91,100)	(86.8)
** Operations	806,400	805,173	719,240	735,100	(70,073)	(8.7)
S310 Contractual Serv Adm	287,800	296,900	297,711	333,000	36,100	12.2
S320 Animal control	808,900	840,300	717,755	863,700	23,400	2.8
S330 Taxi & Limousine	20,300	20,000	23,561	23,000	3,000	15.0
** Contractual Services	1,117,000	1,157,200	1,039,027	1,219,700	62,500	5.4
S410 By-Law Services Adm	410,500	449,700	382,902	456,400	6,700	1.5
S420 By-Law Serv.Enforce.	698,200	731,700	731,700	716,900	(14,800)	(2.0)
** Community Standards	1,108,700	1,181,400	1,070,091	1,173,300	(8,100)	(0.7)
P460 Sch. Crossing Guard	1,523,900	1,495,300	1,345,845	1,679,100	4,113,795	12.3
** Contracted Services	1,523,900	1,495,300	1,345,845	1,679,100	3,382,095	12.3
*** Community Projects & Bylaw	4,964,600	5,020,203	4,463,662	5,187,500	167,297	3.3
P210 EAP	95,100	114,700	119,837	117,800	3,100	2.7
P220 Human Resources	272,400	538,500	563,333	469,800	(68,700)	(12.8)
P230 Finance	478,700	492,800	532,791	512,300	19,500	4.0
P235 Extra Duty	35,600	38,300	(78,887)	39,400	1,100	2.9
P240 SOTS	415,800	323,600	423,798	512,200	188,600	58.3
P250 Fleet Maintenance	1,859,900	1,701,264	1,924,353	1,813,800	112,536	6.6
*** Administration	3,157,500	3,209,164	3,485,226	3,465,300	256,136	8.0
A450 Integrated Emerg Srv	6,420,540	6,617,200	6,073,794	6,831,500	214,300	3.2
A452 Eric Spicer-Operatio	193,400	193,400	179,500	193,400		
** Emergency 911 Communications	6,613,940	6,810,600	6,253,294	7,024,900	214,300	3.1
N711 Dispatch Centre	77,800	77,800	40,472	77,800		
* Dispatch	77,800	77,800	40,472	77,800		
N721 HRP	366,700	412,944	246,189	413,000	56	0.0
* Police	366,700	412,944	246,189	413,000	56	0.0
N731 Core Fire & EMO	157,600	157,600	39,055	157,600		
N732 Rural Fire	458,600	458,600	594,884	458,600		
* Fire	616,200	616,200	633,940	616,200		
** Integrated Dispatch Communic	1,060,700	1,106,944	920,601	1,107,000	56	0.0
*** Integrated Emergency Service	7,674,640	7,917,544	7,173,894	8,131,900	214,356	2.7
**** Operational Support	18,504,640	18,710,999	17,773,507	19,979,500	1,268,501	6.8
P405 Deputy Operations	988,100	1,053,500	946,990	925,500	(128,000)	(12.2)
*** Deputy Operations	988,100	1,053,500	946,990	925,500	(128,000)	(12.2)
P312 SES Technical Unit	214,500	224,600	257,139	382,100	157,500	70.1

Police Summary by Net Expenditures by Business Unit Division

Continued

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
P313 VICLAS	111,700	115,000	58,610	117,200	2,200	1.9
P314 Computer Forensics	181,000	191,100	198,532	214,100	23,000	12.0
P316 CID	(851,200)	(6,270)	449,721	1,009,900	1,016,170	(16,206.9)
P317 CATS Clearing Account	(268,700)	(5,100)	1,171,468		5,100	(100.0)
P320 Polygraph	169,200	188,000	106,577	105,900	(82,100)	(43.7)
P325 Identification	1,517,600	1,410,490	1,663,530	2,020,100	609,610	43.2
P330 Fraud Unit	1,041,000	1,070,800	914,551	921,000	(149,800)	(14.0)
P335 Special Enforcement	1,209,700	1,019,400	1,459,182	1,481,000	461,600	45.3
P340 Criminal Intel Unit	814,200	766,300	849,713	1,025,200	258,900	33.8
P345 Vice	432,200	406,500	915,543	942,800	536,300	131.9
P360 GIS	3,332,700	2,850,000	3,717,963	3,822,600	972,600	34.1
P375 Major Crime	2,567,100	2,620,910	2,254,596	2,464,700	(156,210)	(6.0)
P380 Crime Analysis	268,200	275,400	482,262	541,000	265,600	96.4
*** Criminal Investigations Divi	10,739,200	11,127,130	14,499,385	15,047,600	3,920,470	35.2
P410 Shared Resources	1,128,700	1,055,300	1,681,730	2,038,700	983,400	93.2
P415 Central	9,608,100	9,838,500	7,005,722	8,734,700	(1,103,800)	(11.2)
P435 Canine	20,600	20,600	29,584	30,700	10,100	49.0
P445 Marine	53,300	53,300	70,719	53,300		
P455 Bike Patrol	6,000	6,000	7,152	16,000	10,000	166.7
P465 Mounted	8,200	8,200	13,055	14,500	6,300	76.8
P470 Port's Policing	(1,629,400)	(119,500)	280,388	14,600	134,100	(112.2)
P475 QRU	2,021,100	1,825,800	2,365,956	2,346,400	520,600	28.5
*** Operations Central	11,216,600	12,688,200	11,454,307	13,248,900	560,700	4.4
P425 East	9,652,600	9,991,100	8,750,045	9,082,600	(908,500)	(9.1)
P450 Public Safety Unit	10,200	10,200	6,077	2,500	(7,700)	(75.5)
*** Operations East	9,662,800	10,001,300	8,756,122	9,085,100	(916,200)	(9.2)
P420 West	7,985,500	8,021,400	7,698,128	8,819,300	797,900	9.9
P440 ERT	16,100	16,100	8,993	25,700	9,600	59.6
*** Operations West	8,001,600	8,037,500	7,707,121	8,845,000	807,500	10.0
A551 City Watch	116,760	119,800	53,266	121,000	1,200	1.0
** City Watch	116,760	119,800	53,266	121,000	1,200	1.0
E123 Comm. Response	261,700	342,400	254,463	239,700	(102,700)	(30.0)
P365 Accidents	194,400	163,600	104,943	111,000	(52,600)	(32.2)
P430 Victim Service	188,300	161,400	161,656	157,000	(4,400)	(2.7)
P480 CR/CP	824,600	860,000	1,457,036	1,573,800	713,800	83.0
P485 Traffic	851,300	829,100	715,286	699,400	(129,700)	(15.6)
*** Public Safety	2,437,060	2,476,300	2,746,651	2,901,900	425,600	17.2
**** Operations Division	43,045,360	45,383,930	46,110,576	50,054,000	4,670,070	10.3
***** HRM Police	66,381,740	69,168,989	68,884,278	75,015,400	5,846,411	8.5
***** Total	66,381,740	69,168,989	68,884,278	75,015,400	5,846,411	8.5

Police Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
P125 Audit & Planning	340,300	349,900	567,672	625,100	275,200	78.7
P130 Facilities & Prop.	147,800	81,000	110,508	80,600	(400)	(0.5)
P255 Exhibits & Property	351,000	347,770	364,111	376,400	28,630	8.2
P270 Commissionaires	1,301,300	1,329,200	1,328,966	1,274,000	(55,200)	(4.2)
P310 R.A.P.I.D.	71,800	71,600	8,381	31,600	(40,000)	(55.9)
P311 Projects Unit	268,600	434,800	376,986	416,600	(18,200)	(4.2)
P315 Inves. Call BackUnit	230,700	255,000	143,153	107,300	(147,700)	(57.9)
P370 Booking	578,100	624,900	612,005	637,900	13,000	2.1
*** Executive Office	3,289,600	3,494,170	3,511,782	3,549,500	55,330	1.6
P105 Chief's Office	1,228,040	1,235,800	1,163,749	1,048,000	(187,800)	(15.2)
P110 Professional Stds	119,500	119,400	141,592	130,000	10,600	8.9
P120 Public Affairs	381,300	351,390	432,023	420,000	68,610	19.5
P135 Board Of Police Comm	7,000	7,000	5,133	7,000		
*** Chief's Division	1,735,840	1,713,590	1,742,497	1,605,000	(108,590)	(6.3)
**** Chief's Office	5,025,440	5,207,760	5,254,279	5,154,500	(53,260)	(1.0)
P115 Legal	135,000	135,000	183,776	176,400	41,400	30.7
P205 Superintendent's Off	483,400	490,000	443,878	418,600	(71,400)	(14.6)
P208 Back Check	308,400	306,400	149,532	254,400	(52,000)	(17.0)
*** Deputy Operational Support	926,800	931,400	777,185	849,400	(82,000)	(8.8)
P225 Training	909,300	743,288	1,105,176	1,111,400	368,112	49.5
P245 Court Officers	997,600	1,024,800	1,120,494	1,156,500	131,700	12.9
P265 Records	583,800	611,200	611,009	659,000	47,800	7.8
P505 Police Science Train			18,803			
*** Support Division	2,490,700	2,379,288	2,855,482	2,926,900	547,612	23.0
S110 General Manager's Of	118,800	136,030	148,564	141,100	5,070	3.7
S120 Comm. Proj. Admin.	289,800	245,100	148,587	239,200	(5,900)	(2.4)
** General Administration	408,600	381,130	297,151	380,300	(830)	(0.2)
S231 947 Mitchell	31,600	38,000	36,895	38,500	500	1.3
S232 1300 St Margaret's B	17,600	18,900	13,794	19,500	600	3.2
* Facilities/Buildings	49,200	56,900	50,689	58,000	1,100	1.9
S241 Paper Recycling	236,100	210,363	251,195	270,600	60,237	28.6
S242 Enviro Depot	613,900	796,400	702,278	746,700	(49,700)	(6.2)
S243 By Law Remedies	333,700	93,400	65,461	114,300	20,900	22.4
S244 Organic Carts	75,700	151,900	145,172	155,400	3,500	2.3
* Initiatives	1,259,400	1,252,063	1,164,106	1,287,000	34,937	2.8
S210 Operation's Adm	280,700	286,810	277,083	291,800	4,990	1.7
S220 Trucking/Fleet serv	114,600	104,900	85,491	13,800	(91,100)	(86.8)
** Operations	1,703,900	1,700,673	1,577,369	1,650,600	(50,073)	(2.9)
S310 Contractual Serv Adm	287,800	296,900	335,455	333,000	36,100	12.2
S320 Animal control	958,900	990,300	944,078	1,013,700	23,400	2.4
S330 Taxi & Limousine	185,300	185,000	180,980	188,000	3,000	1.6
** Contractual Services	1,432,000	1,472,200	1,460,514	1,534,700	62,500	4.2
S410 By-Law Services Adm	410,500	449,700	382,865	474,900	25,200	5.6
S420 By-Law Serv.Enforce.	698,200	731,700	687,189	716,900	(14,800)	(2.0)
** Community Standards	1,108,700	1,181,400	1,070,054	1,191,800	10,400	0.9
P460 Sch. Crossing Guard	1,551,600	1,509,000	1,360,755	1,693,700	184,700	12.2
** Contracted Services	1,551,600	1,509,000	1,360,755	1,693,700	184,700	12.2
*** Community Projects & Bylaw	6,204,800	6,244,403	5,765,843	6,451,100	206,697	3.3
P210 EAP	95,100	114,700	119,837	117,800	3,100	2.7
P220 Human Resources	272,400	538,500	568,101	469,800	(68,700)	(12.8)
P230 Finance	478,700	492,800	532,791	512,300	19,500	4.0
P235 Extra Duty	448,000	450,700	329,033	451,800	1,100	0.2
P240 SOTS	510,300	463,100	552,170	549,200	86,100	18.6
P250 Fleet Maintenance						
*** Administration	3,664,400	3,761,064	4,026,285	3,914,700	153,636	4.1
A450 Integrated Emerg Srv	6,420,540	6,617,200	6,145,886	6,831,500	214,300	3.2
A452 Eric Spicer-Operatio	193,400	193,400	179,500	193,400		
** Emergency 911 Communications	6,613,940	6,810,600	6,325,386	7,024,900	214,300	3.1
N711 Dispatch Centre	77,800	77,800	40,472	77,800		
* Dispatch	77,800	77,800	40,472	77,800		
N721 HRP	366,700	412,944	246,189	413,000	56	0.0
* Police	366,700	412,944	246,189	413,000	56	0.0
N731 Core Fire & EMO	157,600	157,600	39,055	157,600		
N732 Rural Fire	458,600	458,600	594,884	458,600		
* Fire	616,200	616,200	633,940	616,200		
** Integrated Dispatch Communic	1,060,700	1,106,944	920,601	1,107,000	56	0.0
*** Integrated Emergency Service	7,674,640	7,917,544	7,245,987	8,131,900	214,356	2.7
**** Operational Support	20,961,340	21,233,699	20,670,782	22,274,000	1,040,301	4.9
P405 Deputy Operations	988,100	1,053,500	954,314	925,500	(128,000)	(12.2)
*** Deputy Operations	988,100	1,053,500	954,314	925,500	(128,000)	(12.2)
P312 SES Technical Unit	214,500	224,600	257,139	382,100	157,500	70.1

Police Gross Expenditures

Continued

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
P313 VICLAS	111,700	115,000	114,957	117,200	2,200	1.9
P314 Computer Forensics	181,000	191,100	198,532	214,100	23,000	12.0
P316 CID	3,052,700	3,950,030	4,618,469	5,029,600	1,079,570	27.3
P317 CATS Clearing Account	(268,700)	(5,100)	1,171,468		5,100	(100.0)
P320 Polygraph	169,200	188,000	106,577	105,900	(82,100)	(43.7)
P325 Identification	1,517,600	1,500,490	1,898,845	2,020,100	519,610	34.6
P330 Fraud Unit	1,041,000	1,070,800	915,395	921,000	(149,800)	(14.0)
P335 Special Enforcement	1,209,700	1,182,200	1,635,807	1,592,500	410,300	34.7
P340 Criminal Intel Unit	814,200	857,300	993,552	1,025,200	167,900	19.6
P345 Vice	432,200	406,500	915,543	942,800	536,300	131.9
P360 GIS	3,332,700	3,237,600	3,930,823	4,051,200	813,600	25.1
P375 Major Crime	2,567,100	2,802,810	2,595,498	2,662,800	(140,010)	(5.0)
P380 Crime Analysis	268,200	275,400	482,262	541,000	265,600	96.4
*** Criminal Investigations Divi	14,643,100	15,996,730	19,834,865	19,605,500	3,608,770	22.6
P410 Shared Resources	1,174,600	1,206,500	1,685,385	2,038,700	832,200	69.0
P415 Central	9,608,100	10,190,700	7,660,266	8,853,600	(1,337,100)	(13.1)
P435 Canine	20,600	20,600	29,584	30,700	10,100	49.0
P445 Marine	53,300	53,300	70,719	53,300		
P455 Bike Patrol	6,000	6,000	7,152	16,000	10,000	166.7
P465 Mounted	8,200	8,200	13,055	14,500	6,300	76.8
P470 Port's Policing	332,800	333,400	250,912	213,600	(119,800)	(35.9)
P475 QRU	2,021,100	1,961,400	2,438,523	2,346,400	385,000	19.6
*** Operations Central	13,224,700	13,780,100	12,155,596	13,566,800	(213,300)	(1.5)
P425 East	9,652,600	10,052,400	8,750,045	9,082,600	(969,800)	(9.6)
P450 Public Safety Unit	10,200	10,200	6,077	2,500	(7,700)	(75.5)
*** Operations East	9,662,800	10,062,600	8,756,122	9,085,100	(977,500)	(9.7)
P420 West	7,985,500	8,297,100	7,768,839	8,914,300	617,200	7.4
P440 ERT	16,100	16,100	8,993	25,700	9,600	59.6
*** Operations West	8,001,600	8,313,200	7,777,832	8,940,000	626,800	7.5
A551 City Watch	121,760	124,800	63,266	131,000	6,200	5.0
** City Watch	121,760	124,800	63,266	131,000	6,200	5.0
E123 Comm. Response	261,700	342,400	254,838	239,700	(102,700)	(30.0)
E126 Grant Funded Projects			1,186			
P365 Accidents	194,400	163,600	104,943	111,000	(52,600)	(32.2)
P430 Victim Service	188,300	206,400	206,656	210,600	4,200	2.0
P480 CR/CP	824,600	860,000	1,467,067	1,573,800	713,800	83.0
P485 Traffic	851,300	829,100	715,286	699,400	(129,700)	(15.6)
*** Public Safety	2,442,060	2,526,300	2,813,243	2,965,500	439,200	17.4
**** Operations Division	48,962,360	51,732,430	52,291,973	55,088,400	3,355,970	6.5
***** HRM Police	74,949,140	78,173,889	78,217,034	82,516,900	4,343,011	5.6
***** Total	74,949,140	78,173,889	78,217,034	82,516,900	4,343,011	5.6

Police Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
P255 Exhibits & Property			(2,209)			
P270 Commissionaires	(30,700)	(30,700)	(32,252)	(35,100)	(4,400)	14.3
P310 R.A.P.I.D.			(75)			
P370 Booking	(103,000)	(103,000)	(114,536)	(114,400)	(11,400)	11.1
*** Executive Office	(133,700)	(133,700)	(149,072)	(149,500)	(15,800)	11.8
P105 Chief's Office			(95,681)	(23,100)	(23,100)	
P110 Professional Stds	(60,000)		(7,035)			
P120 Public Affairs			(2,297)			
*** Chief's Division	(60,000)		(105,013)	(23,100)	(23,100)	
**** Chief's Office	(193,700)	(133,700)	(254,084)	(172,600)	(38,900)	29.1
P205 Superintendent's Off	(167,200)	(167,200)	(137,778)	(217,200)	(50,000)	29.9
P208 Back Check	(308,400)	(308,400)	(329,308)		308,400	(100.0)
*** Deputy Operational Support	(475,600)	(475,600)	(467,085)	(217,200)	258,400	(54.3)
P225 Training			(82,088)	(107,300)	(107,300)	
P245 Court Officers			(3,458)			
P265 Records	(234,000)	(271,000)	(410,509)	(257,000)	14,000	(5.2)
P505 Police Science Train			(18,803)			
*** Support Division	(234,000)	(271,000)	(514,857)	(364,300)	(93,300)	34.4
S110 General Manager's Of			(7,692)			
** General Administration			(7,692)			
S241 Paper Recycling	(235,000)	(235,000)	(208,017)	(235,000)		
S242 Enviro Depot	(570,000)	(575,000)	(571,229)	(575,000)		
S243 By Law Remedies	(500)	(500)	(20,500)		(20,000)	4,000.0
S244 Organic Carts	(80,000)	(70,000)	(61,421)	(70,000)		
* Initiatives	(885,500)	(880,500)	(840,667)	(900,500)	(20,000)	2.3
S210 Operation's Adm	(12,000)	(15,000)	(17,462)	(15,000)		
** Operations	(897,500)	(895,500)	(858,129)	(915,500)	(20,000)	2.2
S310 Contractual Serv Adm			(37,744)			
S320 Animal control	(150,000)	(150,000)	(226,323)	(150,000)		
S330 Taxi & Limousine	(165,000)	(165,000)	(157,419)	(165,000)		
** Contractual Services	(315,000)	(315,000)	(421,487)	(315,000)		
S410 By-Law Services Adm			38	(18,500)	(18,500)	
** Community Standards			38	(18,500)	(18,500)	
P460 Sch. Crossing Guard	(27,700)	(13,700)	(14,910)	(14,600)	(900)	6.6
** Contracted Services	(27,700)	(13,700)	(14,910)	(14,600)	(900)	6.6
*** Community Projects & Bylaw	(1,240,200)	(1,224,200)	(1,302,181)	(1,263,600)	(39,400)	3.2
P220 Human Resources			(4,767)			
P235 Extra Duty	(412,400)	(412,400)	(407,920)	(412,400)		
P240 SOTS	(94,500)	(139,500)	(128,372)	(37,000)	102,500	(73.5)
*** Administration	(506,900)	(551,900)	(541,059)	(449,400)	102,500	(18.6)
A450 Integrated Emerg Srv			(72,093)			
** Emergency 911 Communications			(72,093)			
*** Integrated Emergency Service			(72,093)			
**** Operational Support	(2,456,700)	(2,522,700)	(2,897,275)	(2,294,500)	228,200	(9.0)
P405 Deputy Operations			(7,325)			
*** Deputy Operations			(7,325)			
P313 VICLAS			(56,347)			
P316 CID	(3,903,900)	(3,956,300)	(4,168,748)	(4,019,700)	(63,400)	1.6
P325 Identification		(90,000)	(235,315)		90,000	(100.0)
P330 Fraud Unit			(844)			
P335 Special Enforcement		(162,800)	(176,625)	(111,500)	51,300	(31.5)
P340 Criminal Intel Unit		(91,000)	(143,840)		91,000	(100.0)
P360 GIS		(387,600)	(212,860)	(228,600)	159,000	(41.0)
P375 Major Crime		(181,900)	(340,902)	(198,100)	(16,200)	8.9
*** Criminal Investigations Divi	(3,903,900)	(4,869,600)	(5,335,480)	(4,557,900)	311,700	(6.4)
P410 Shared Resources	(45,900)	(151,200)	(3,654)		151,200	(100.0)
P415 Central		(352,200)	(654,544)	(118,900)	233,300	(66.2)
P470 Port's Policing	(1,962,200)	(452,900)	29,476	(199,000)	253,900	(56.1)
P475 QRU		(135,600)	(72,566)		135,600	(100.0)
*** Operations Central	(2,008,100)	(1,091,900)	(701,288)	(317,900)	774,000	(70.9)
P425 East		(61,300)			61,300	(100.0)
*** Operations East		(61,300)			61,300	(100.0)
P420 West		(275,700)	(70,711)	(95,000)	180,700	(65.5)
*** Operations West		(275,700)	(70,711)	(95,000)	180,700	(65.5)
A551 City Watch	(5,000)	(5,000)	(10,000)	(10,000)	(5,000)	100.0
** City Watch	(5,000)	(5,000)	(10,000)	(10,000)	(5,000)	100.0
E123 Comm. Response			(375)			
E126 Grant Funded Projects			(1,186)			
P430 Victim Service		(45,000)	(45,000)	(53,600)	(8,600)	19.1
P480 CR/CP			(10,031)			
*** Public Safety	(5,000)	(50,000)	(66,592)	(63,600)	(13,600)	27.2
**** Operations Division	(5,917,000)	(6,348,500)	(6,181,397)	(5,034,400)	1,314,100	(20.7)
***** HRM Police	(8,567,400)	(9,004,900)	(9,332,756)	(7,501,500)	1,503,400	(16.7)
***** Total	(8,567,400)	(9,004,900)	(9,332,756)	(7,501,500)	1,503,400	(16.7)

Police Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	65,863,200	69,303,473	68,352,515	72,516,100	3,212,627	4.6
* Office	785,300	714,290	880,456	891,900	177,610	24.9
* External Services	2,412,400	2,082,200	2,969,783	2,925,700	843,500	40.5
* Supplies	519,400	506,370	465,752	533,600	27,230	5.4
* Materials	7,000	7,000	976	7,000		
* Building Costs	92,800	102,200	224,112	160,100	57,900	56.7
* Equipment & Communications	1,391,600	1,438,644	1,033,876	1,463,400	24,756	1.7
* Vehicle Expense	205,900	204,200	231,107	112,100	(92,100)	(45.1)
* Other Goods & Services	1,269,740	1,668,648	1,561,563	1,605,600	(63,048)	(3.8)
* Interdepartmental	1,979,000	1,724,064	2,108,871	1,873,100	149,036	8.6
* Other Fiscal	422,800	422,800	388,021	428,300	5,500	1.3
** Total	74,949,140	78,173,889	78,217,034	82,516,900	4,343,011	5.6
Revenues						
* Area Rate Revenue	(24,900)	(13,500)	(13,510)	(14,400)	(900)	6.7
* Transfers from other Gov'ts						
* Fee Revenues	(1,599,400)	(1,686,400)	(1,839,083)	(1,633,900)	52,500	(3.1)
* Other Revenue	(6,943,100)	(7,305,000)	(7,480,162)	(5,853,200)	1,451,800	(19.9)
** Total	(8,567,400)	(9,004,900)	(9,332,756)	(7,501,500)	1,503,400	(16.7)
Net Surplus/Deficit	66,381,740	69,168,989	68,884,278	75,015,400	5,846,411	8.5

RCMP

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
P710 RCMP	20,353,100	20,621,300	20,623,155	21,714,200	1,092,900	5.3
* RCMP	20,353,100	20,621,300	20,623,155	21,714,200	1,092,900	5.3
** Total	20,353,100	20,621,300	20,623,155	21,714,200	1,092,900	5.3

RCMP Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
P710 RCMP	20,353,100	20,621,300	20,624,300	21,714,200	1,092,900	5.3
* RCMP	20,353,100	20,621,300	20,624,300	21,714,200	1,092,900	5.3
** Total	20,353,100	20,621,300	20,624,300	21,714,200	1,092,900	5.3

RCMP Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
P710 RCMP			(1,145)			
* RCMP			(1,145)			
** Total			(1,145)			

RCMP Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits						
* Office			3,000			
* External Services	20,353,100	20,621,300	20,621,300	21,714,200	1,092,900	5.3
** Total	20,353,100	20,621,300	20,624,300	21,714,200	1,092,900	5.3
Revenues						
* Fee Revenues			(1,145)			
** Total			(1,145)			
Net Surplus/(Deficit)	20,353,100	20,621,300	20,623,155	21,714,200	1,092,900	5.3

Infrastructure and Asset Management

Business Plan - 2011/12

Mission: *To plan and build infrastructure for a sustainable future.*

Business Unit Overview:

Infrastructure and Asset Management (IAM) plays the lead role in coordinating HRM's infrastructure-related services by providing a corporate focus on Asset Management. By working closely with Council, all business units and various external stakeholders, IAM develops infrastructure policy, creates long range plans, and builds infrastructure that supports the delivery of all municipal services to the residents of HRM.

Director:	Phillip Townsend The Director's Office provides leadership, business oversight and management coordination to ensure IAM activities are focused on approved Community Outcomes, Administrative Outcomes and Council Focus Areas
Sustainable Environment Management Office (SEMO) Richard MacLellan – Manager	Provides strategic corporate leadership, coordination, innovation and policy development promoting environmental sustainability and HRM's stewardship of the natural environment (clean air, land, water and energy)
Real Property Planning Peter Bigelow – Manager	Delivers land use policy, conceptual parks design, open-space master planning and strategic support for land acquisition and disposal. The division also coordinates the planning and development of community and regional trails throughout HRM
Facility Development Terry Gallagher - Manager	Provides project management services related to development of HRM buildings, parks and parkland. In addition, this division provides building and park related design and construction services in support of HRM's corporate initiatives
Design and Construction David Hubley - Manager	Develops policy and delivers a range of road asset-related professional and technical services including surveying, engineering design, construction inspection, infrastructure management and records management
Infrastructure Planning Peter Duncan - Manager	Provides dedicated resources that use Asset Management principles to develop short and long term infrastructure recapitalization and capability plans. In addition, this division administers the Capital Cost Contribution Program
Summary of Business Unit Structure Changes:	There are no structural changes proposed for the Business Unit during the 2011/12 business cycle

Core Operations and Services provided:

Policy development, strategic planning and design and construction services with respect to HRM's Infrastructure and major corporate assets such as:

- 1,767 km of public road and rights of way totalling 4930 hectares of property
- 873 km of sidewalk
- 2102 km of curb
- 99 Bridges
- 845 Public Parks
- 2001 parcels of Public Open Space
- 373 playgrounds, 191 ball fields, 151 general sports fields, 320 sport courts (sport court, basketball & tennis), 13 skateboard parks, 12 bike parks, 3 outdoor pools and 4 spray pools
- Over 12,000 hectares of HRM owned property
- 297 HRM owned buildings
- 229 additional buildings containing a municipal interest

Surveying, civil/municipal engineering design, project management and inspection services in support of corporate infrastructure initiatives related to HRM owned and managed roads, parks, playgrounds, buildings and property

Promotion of sustainable infrastructure planning and stewardship of the natural environment through a range of initiatives and programs such as HRM's Pesticide By-Law, Lake Water Monitoring Program, measurement of environmental impacts on infrastructure and maintenance of greenhouse gas (GHG) inventories

Project planning for new infrastructure development in accordance with approved Community Outcome Areas, Administrative Outcomes, Council Focus Areas and various approved community planning documents such as the Regional Plan

Comprehensive Asset Management processes including oversight for the Corporate Asset Management Program and the Capital Cost Contribution (CCC) Program

Recapitalization strategies to maximize the benefit and minimize the risks associated with the on-going use of existing HRM infrastructure and major assets

Leveraging of funds available from sources outside HRM to ensure maximum levels of infrastructure related services with a minimum direct cost to residents

Strategic advice and support for land acquisition and disposal of HRM-owned property

Policy and planning relative to the development and maintenance of outdoor facilities and trail systems throughout HRM

Policy, planning, and project management relative to the development of new and/or expanded HRM-owned buildings and facilities

Funded Full Time Equivalent (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	109	109	104

Key Challenges and Opportunities

The following challenges and opportunities impact the Business Unit over the next 5 years.

Challenges with Community-Wide Impact:

- **Infrastructure Condition**

The condition of HRM's infrastructure is steadily deteriorating and the ability to fund the upkeep of these assets is decreasing. Cultivating an appropriate response to this issue is a multi-year challenge and a successful response must include a change in corporate and community culture regarding the management and funding of public infrastructure.

The condition of HRM's infrastructure is a key challenge and one of the community's greatest risks. However, many potential solutions are seen as opportunities for an improved, systematic approach to infrastructure-related decision making. The following are the key components of these challenges/opportunities:

a) Growing Infrastructure Inventory

In response to the recent unprecedented levels of cost shared funding, HRM has constructed a relatively large amount of new infrastructure over the past two years. While these assets are currently new, they will need constant maintenance and will eventually require recapitalization in order to continue to deliver the services expected by the community. Noting the overall condition of HRM's infrastructure was deteriorating prior to the addition of this new inventory, it is reasonable to expect the deterioration trend has been worsened as a result of the expansion.

b) Rationalizing Facilities

Achievement of Council's approved Community Outcomes is unlikely without a systematic rationalization of all existing property and facilities. With community expectations, maintenance costs and recapitalization expenses steadily increasing, it is essential that HRM critically evaluate these assets against service delivery objectives.

c) Balancing Limited Resources

Funds and expertise for construction and recapitalization of infrastructure are limited. While the majority of recent new infrastructure development benefited from cost sharing programs, HRM's contribution of funds and human resources to these projects was significant. To accommodate the deadlines and conditions attached to the cost sharing programs, funding and resources were diverted from work intended to provide solutions to infrastructure deterioration trends. This situation will continue into the 2011/12 business cycle. Balancing resources between constructing new infrastructure and looking after HRM's existing inventory is a major challenge.

d) Improving Asset Management Opportunities

While increasing asset inventories and decreasing resources represent challenges, there are also associated opportunities. The concept of Asset Management has emerged as the world-wide best-practice in response to infrastructure-related challenges. To date, awareness and advocacy of this concept has been limited to various professional disciplines directly involved in infrastructure operation and maintenance. IAM considers the current situation to be an opportunity to highlight the advantages of Asset Management to the broader community and to emphasise the connection between infrastructure condition and the overall quality of municipal services.

- **Promotion of the Concept of Sustainability of Infrastructure and Developing Corporate and Community Environmental Stewardship**

Understanding and support for these concepts is a fundamental component of overall community health. Without broad based endorsement of these concepts as primary decision making tools, the chances of reversing infrastructure deterioration trends are greatly reduced. Increased awareness will ultimately result in improved environmental conditions, a less expensive, more liveable community and a greater level of compliance with Council's approved Community Outcomes. This issue is not only an operational challenge for the business unit, it is also an opportunity to help develop a community that is active and well informed on this important topic.

- **Climate Change**

Impacts from extreme weather events driven by climate change are a risk to infrastructure. These impacts will become apparent during the life cycle of assets and infrastructure that will be planned, constructed and recapitalized during the time frame of this business plan. Incorporating emerging knowledge of climate change impacts in current infrastructure planning activities is an important challenge.

Challenges with Service Delivery/Business Unit Impact

- **Succession Planning**

A large number of essential employees are eligible for retirement within the timeframe of this plan. Attraction and retention of qualified individuals will have a direct impact on service capability. IAM competes in the marketplace for highly skilled resources in the fields of Engineering, Architecture, Landscape Architecture, Finance and Project Management. As

these skills are in high demand, attracting and retaining experienced individuals in these fields is a challenge.

- **Balancing Resources and Service Expectations**

There is disparity between public expectations and HRM's capability to provide service within existing resource levels. While this situation is not uncommon in public service, there are three main elements that are contributing to a growing gap between expectations and capability in IAM:

- a) During recent years, HRM has made great strides in developing strategic plans that have received widespread public support. Carrying out these initiatives is a challenge to HRM's Project Budget and to IAM's operational resources;
- b) Supporting new construction, infrastructure recapitalization and asset maintenance with adequate levels of motivated human resources is a challenge.

The past two business cycles included a "spike" in delivery of new infrastructure in response to a one-time injection of cost shared funding. To date, HRM has delivered these new projects without substantial increases in permanent staff. Extensions to deadlines associated with on-going cost shared projects will extend demands on project delivery resources well into the 2011/12 business cycle.

Current levels of cost sharing will not be widely available in future years. However, the same skills and experience required to deliver new projects are also required to support the critical program of recapitalization and maintenance. It also must be noted that delivery of recapitalization projects often does not have the same professional or personal satisfaction as does the delivery of new infrastructure.

Appropriate levels of resources must be provided to sustain both new and existing infrastructure. In addition, support and recognition of staff endeavors to deliver this recapitalization and maintenance program must be provided; and

- c) The business unit's capacity to meet service expectations based on current demand is already strained. This imbalance is increased when unplanned and unfunded project requests are received during the business cycle. Furthermore, this type of unplanned and unfunded work typically involves new infrastructure which could further increase the funding and resource imbalance between new infrastructure and recapitalization.

- **Outcome Based Service Delivery**

HRM has recently adopted a corporate planning approach based on aligning municipal operations and initiatives with a series of Council-approved Community Outcomes. This approach represents a change in how business units in HRM define their strategic direction. This is an opportunity to establish a direct relationship between the desired Community Outcomes and IAM delivered services such as long range planning, Asset Management and infrastructure sustainability.

Business Unit Goals

The goals for Infrastructure and Asset Management are:

- Goal 1: Improved Organizational Capacity
- Goal 2: Excellent Long Range Capital Planning
- Goal 3: Comprehensive Asset Management
- Goal 4: Infrastructure Related Planning and Policy Development
- Goal 5: Environmental Sustainability
- Goal 6: Efficient Project Delivery
- Goal 7: Effective External Communications
- Goal 8: Internal Partnership/Collaboration Requirements

Goal 1: Improved Organizational Capacity

Corporate Strategy Linkage:

- Community Outcomes: Well Planned and Engaged Communities
Integrated and Affordable Transportation Networks
Economic Prosperity
Clean and Healthy Environment
Diverse Lifestyle Opportunities
- Council Focus Area: Infrastructure
- Administrative Outcomes: Organizational Capacity and Excellence in Service Delivery

Description:

This goal is in support the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRM will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

Maintaining a well prepared, capable and professionally satisfied workforce is an essential element of successful service delivery which ultimately contributes to achieving the desired Community Outcomes. HRM has committed to the establishment of the organization as an Employer of Choice through the support of a positive corporate culture. IAM will be supporting this commitment by focussing on the continued development of the business unit as an attractive place for existing employees and a desirable destination for new HRM employees.

Goal 1: Improve Organizational Capacity	
Objectives for 2011/12:	
IAM 1.1	Develop and implement a collaborative approach to leadership in IAM
IAM 1.2	Deliver Leadership Style Inventory (LSI) assessments to senior positions in IAM
IAM 1.3	Establish a Corporate Culture Change Champions Committee (C5) in IAM
IAM 1.4	Work with HR to respond to the results of the Employee Engagement Survey
IAM 1.5	Make regular use of the full scope of the formal Corporate Employee Recognition Program
IAM 1.6	Maximize professional training and development opportunities for all IAM staff
IAM 1.7	Accommodate staff needs during workplace relocations in 2011
IAM 1.8	Complete comprehensive succession plans for all senior positions within IAM

Goal 2: Excellent Long Range Capital Planning

Corporate Strategy Linkage:

Community Outcomes: Well Planned and Engaged Communities
 Integrated and Affordable Transportation Networks
 Economic Prosperity
 Clean and Healthy Environment
 Diverse Recreation, Leisure and Cultural Choices

Council Focus Area: Infrastructure

Administrative Outcome: Fiscal Responsibility

Description:

The condition of HRM’s infrastructure and major assets is deteriorating while the ability to adequately fund maintenance and replacement is decreasing. This trend has worsened during the two-year period between 2009 and 2011 due to significant amounts of new work related to stimulus funding. This has diverted budget resources toward new projects at the expense of badly needed recapitalization of existing infrastructure. This trend must be reversed to achieve sustainability of HRM’s infrastructure inventory and contribute directly to all approved Community Outcomes.

Goal 2: Excellent Long Range Capital Planning	
Objectives for 2011/12:	
IAM 2.1	Re-align project spending to provide greater emphasis on recapitalization and a reduced focus on capability projects
IAM 2.2	Align capability investments to support growth sectors as identified in the Regional Plan

IAM 2.3	Align projects with senior government cost sharing opportunities
IAM 2.4	Explore all non-HRM sources for infrastructure funding
IAM 2.5	Develop a comprehensive long term project needs assessment based on infrastructure requirements in completed functional and/or operating plans
IAM 2.6	Develop and implement a revenue tracking system for area based CCC's
IAM 2.7	Investigate additional Capital Cost Contributions for Fire, Police, Recreation, and Library Services
IAM 2.8	Adopt additional Capital Cost Contributions to support transportation initiatives
IAM 2.9	Work with EMT to re-define the role of the Project Steering Committee to better align project delivery with the Project Budget
IAM 2.10	Implement a Life Cycle Costing review process for proposed capability projects
IAM 2.11	Continue to work with Atlantic Gateway partners when determining HRM's transportation planning and infrastructure priorities
Objectives for the next 3-5 years:	
IAM 2.12	Complete development of a 20-year Project plan prior to the end of the 2012 business cycle identifying all major new capability project requirements
IAM 2.13	Develop a 20-year Strategic Investment Plan and integrate it with the Nova Scotia Strategic Investment Framework

Goal 3: Comprehensive Asset Management

Corporate Strategy Linkage:

Community Outcomes: Well Planned and Engaged Communities
 Integrated and Affordable Transportation Networks
 Economic Prosperity
 Clean and Healthy Environment
 Diverse Lifestyle Opportunities

Council Focus Area: Infrastructure

Administrative Outcomes: Fiscal Responsibility and Excellence in Service Delivery

Description:

Developing a corporate Asset Management Program as opposed to simply accounting for consumption of goods and services, is crucial to the long term sustainability of HRM's infrastructure and major assets. Decisions on the maintenance, recapitalization and replacement of HRM's infrastructure have a major impact on the organization's capability to deliver services and achieve the desired Community Outcomes.

Goal 3: Comprehensive Asset Management	
Objectives for 2011/12:	
IAM 3.1	Expand the use of the common asset condition scoring system to include Fleet and Waste Management Resources
IAM 3.2	Improve street degradation management through cooperation with stakeholders whose activities impact street conditions
IAM 3.3	Finalize ownership of all bridges in HRM and confirm the responsibilities for cost-shared components with the Province
IAM 3.4	Begin a Climate Change Impact Vulnerability Assessment for HRM's critical infrastructure
IAM 3.5	Work with Halifax Water and internal business units to develop a policy on ownership and management of the storm water systems construction process
IAM 3.6	Get EMT approval for corporate "owners", "managers" and "stewards" for all HRM Infrastructure and major assets
IAM 3.7	Complete ICT Business Cases for Work Orders and select a vendor for a ROW Assets condition tracking system (replacement for Road Analytics)
IAM 3.8	Complete an ICT Opportunity Assessment for Asset Management Decision Support Software
Objectives for the next 3-5 years:	
IAM 3.9	Implement a condition analysis/life cycle assessment program for recapitalization of infrastructure and major assets
IAM 3.10	Continue Work on the corporate Asset Management Plan including draft end-to-end plan for roads, documentation of background information, community outcomes, long term capital needs and complete Asset Management maturity interviews

Goal 4: Infrastructure Related Planning and Policy Development

Corporate Strategy Linkage:

Community Outcomes:	Well Planned and Engaged Communities Integrated and Affordable Transportation Networks Economic Prosperity Clean and Healthy Environment Diverse Lifestyle Opportunities
Council Focus Area:	Infrastructure
Administrative Outcomes:	Fiscal Responsibility and Excellence in Service Delivery

Description:

In addition to the medium and long term initiatives outlined in the first two goals, IAM is also closely involved with infrastructure related policy and planning that supports on-going and short term initiatives. This includes a wide range of infrastructure related policy development, functional plans, and master planning exercises in support of approved Community Outcomes.

Goal 4: Infrastructure Related Planning and Policy Development	
Objectives for 2011/12:	
IAM 4.1	Complete the draft Regional Centre component of the Open Space Functional Plan and begin the process to obtain the necessary approvals
IAM 4.2	Develop a secondary open space plan for the areas between Main St., Dartmouth, Cherry Brook, Cole Harbour and Cow Bay (Cole Harbour Marsh)
IAM 4.3	Complete negotiations with the Province of Nova Scotia (PNS) for motorized and non-motorized trail use
IAM 4.4	In conjunction with Community Development (CD), complete an analysis in support of the identification and protection of key view planes on the NW Arm
IAM 4.5	Complete the Urban Forest Master plan
IAM 4.6	Participate in the five-year review of the Regional Plan
IAM 4.7	Develop a recapitalization plan for HRM's beaches
IAM 4.8	Complete a rationalized infrastructure plan for the Capital District
IAM 4.9	Develop a policy (in conjunction with TPW) around investment and service levels for non-accepted streets and private roads
IAM 4.10	Work with Halifax Water and Community Development in developing a Storm Water Management Functional Plan
IAM 4.11	Ensure ICSP / Gas Tax requirement for Climate Change Policy is captured within Regional Plan Review
IAM 4.12	Adopt strategies to accommodate District Energy uptake with redevelopment of the Cogswell Interchange
IAM 4.13	Develop a strategy to manage the inventory of municipal contaminated sites
IAM 4.14	Develop an electric vehicle policy and strategy
IAM 4.15	Adopt water conservation measures for construction and maintenance projects
Objectives for the next 3-5 years:	
IAM 4.16	Develop scope objectives for the Hazards to Development Functional Plan

Goal 5: Environmental Sustainability

Corporate Strategy Linkage:

Community Outcomes: Integrated and Affordable Transportation Networks
Economic Prosperity
Clean and Healthy Environment
Diverse Lifestyle Opportunities

Council Focus Area: Infrastructure

Administrative Outcomes: Fiscal Responsibility and Excellence in Service Delivery

Description:

While it is vital that the business unit develops practical long range Project plans and effective Asset Management strategies, it is equally important that environmental sustainability be a component of these initiatives. IAM will be focused on the promotion of a culture of environmental sustainability corporately and within the community.

Goal 5: Environmental Sustainability	
Objectives for 2011/12:	
IAM 5.1	Deliver the Corporate Sustainability Report based on criteria required for the submission to the Corporate Knights report on Sustainable Cities
IAM 5.2	Complete a Community Greenhouse Gas inventory
IAM 5.3	Start development of a Community Greenhouse Gas Reduction Plan
IAM 5.4	Improve energy efficiency and GHG emissions from facilities and fleet vehicles
IAM 5.5	Promote legislative changes to require improved energy efficiency and GHG emissions for all buildings and developments in HRM
IAM 5.6	Develop a recommendation for 2020 and 2050 GHG emission reduction targets to the Environment and Sustainability Committee and Regional Council
IAM 5.7	Continue with Energy Efficiency or Renewable Energy Projects on HRM buildings with the objective of completing all 278 buildings by 2016
IAM 5.8	Increase awareness and compliance with HRM's anti-idling initiatives
IAM 5.9	Establish the Community Solar Project as a self-sustaining program
IAM 5.10	Review and update Development Climate Change Action Guidelines
IAM 5.11	Organize the Corporate Climate Change Management Steering Committee
IAM 5.12	Update the Climate Smart Risk Management Strategy
IAM 5.13	Develop protocol for third party impacts on infrastructure and the environment
IAM 5.14	Network and source other environmental funding opportunities
IAM 5.15	Identify HRM strategic opportunities under ComFit
IAM 5.16	Develop a response to new Province of Nova Scotia pesticide regulations
IAM 5.17	Investigate opportunities for an Environmental By-law Enforcement Program
IAM 5.18	Develop a Lake Management Plan template / model in consultation with community stakeholders
IAM 5.19	Collaborate with NSE and UNSM to promote groundwater and septic stewardship
IAM 5.20	Achieve one Blue Flag status beach per year
IAM 5.21	Continue to review opportunities for alternative asphalt/concrete rehabilitation strategies with an emphasis on "green" recycling
IAM 5.22	Review opportunities to safely reduce impact of road salt on lake water quality

IAM 5.23	Continue to engage and inform Regional Council and organizational key influencers on issues related to sustainability
Objectives for the next 3-5 years:	
IAM 5.24	Build capacity for climate change adaptation work
IAM 5.25	Provide project management support required to meet the Environmental Goals and Sustainable Prosperity Act (EGSPA) and GHG reduction commitments
IAM 5.26	Revise HRM Water Policy and Strategy to complement the Provincial Water Strategy which is expected in late 2010/Early 2011
IAM 5.27	Develop an Invasive Species Management Strategy
IAM 5.28	Undertake a Forest Fire Risk Assessment

Goal 6: Efficient Project Delivery

Corporate Strategy Linkage:

Community Outcomes:	Safe, Inclusive, and Welcoming Community Well Planned and Engaged Communities Integrated and Affordable Transportation Networks Economic Prosperity Clean and Healthy Environment Diverse Lifestyle Opportunities
Council Focus Area:	Infrastructure
Administrative Outcomes:	Fiscal Responsibility and Excellence in Service Delivery

Description:

Planning and policy development related to HRM's infrastructure is of significant corporate importance. IAM's role in this effort is well documented in this business plan. However, in addition to that strategic initiative, IAM has an operational obligation to effectively deliver an extensive program of current project work as approved by Council in the annual project budget.

Goal 6: Efficient Project Delivery	
Objectives for 2011/12:	
IAM 6.1	Tender 90% of road-related projects no later than Fall 2011
IAM 6.2	Start or complete 80% of building and park-related projects prior to March 31/12

IAM 6.3	Begin or complete the following major facility projects: <ul style="list-style-type: none"> • Long Track Skating Oval • Beaverbank-Kinsac Community Centre • Addition to North Preston Community Centre • Phase 2 – City Hall restoration • Dartmouth Bridge Transit Terminal • Central Library • Corporate Accommodations Duke Tower to Alderney Gate relocations
IAM 6.4	Deliver and support all HRM and non-HRM Infrastructure Projects tied to cost sharing contracts with completion dates extended into the 2011/12 business cycle
IAM 6.5	Advance the Bloomfield project implementation to the RFP stage
IAM 6.6	Provide on-going support for development of Transit Park and Ride facilities
IAM 6.7	Continue to work with TPW to construct new bike lanes
IAM 6.8	Expand and enhance communications strategies regarding project delivery
IAM 6.9	Work with HRM business units and the community to facilitate the sale of HRM lands in the Spring Garden Road
IAM 6.10	Advance the purchase of lands for strategic municipal purposes
IAM 6.11	Continue to work with CD on park and open space acquisitions under the master planning, subdivision and development agreement process
IAM 6.12	Increase short term resource support for delivery of approved projects without creating redundant long term capacity that exceeds projected future demand
IAM 6.13	Review Capital Project delivery best practices and develop an action plan to implement improvement opportunities

Goal 7: Effective External Communications

Corporate Strategy Linkage:

Community Outcomes: Well Planned and Engaged Communities
Clean and Healthy Environment
Diverse Lifestyle Opportunities

Council Focus Area: Infrastructure

Administrative Outcomes: Fiscal Responsibility and Excellence in Service Delivery

Description:

IAM is a business unit that plans and produces infrastructure that supports direct services to residents delivered by other business units. Direct external relationships between IAM and the community are relatively limited. Despite this indirect connection to the public, IAM delivers a number of important services that benefit from a higher level of interaction and an increased level of effective communications with the public. IAM will be carrying out communications based initiatives designed to increase public awareness of infrastructure related issues.

Goal 7: Effective External Communications	
Objectives for 2011/12:	
IAM 7.1	Provide media relations training for all key communicators within IAM
IAM 7.2	Develop a partnership with Fusion Halifax for sustainability education efforts
IAM 7.3	Utilize the team of Environmental Performance Officers for community education on sustainability and environmental issues
IAM 7.4	Maintain the close working relationship with the Green Municipal Fund (GMF) and the Federation of Canadian Municipalities (FCM)
IAM 7.5	Maintain and expand working relationships with educational institutions that offer programs complementary to IAM's employment needs
IAM 7.6	Deliver communications commitments tied to cost shared projects
IAM 7.7	Increase IAM participation in the Community Visioning effort led by CD
IAM 7.8	Collaborate with Adventure Earth Centre, and other organizations to deliver climate change adaptation education
IAM 7.9	Continue development of Community Climate Change Action Plans through engagement of Eastern Passage communities during this business cycle

Goal 8: Meet Internal Service and Partnership Expectations

Corporate Strategy Linkage:

- Community Outcomes: Well Planned and Engaged Communities
 Integrated and Affordable Transportation Networks
 Economic Prosperity
 Clean and Healthy Environment
 Diverse Lifestyle Opportunities
- Council Focus Area: Infrastructure
- Administrative Outcomes: Organizational Capacity and Excellence in Service Delivery

Description:

IAM's mandate is long range planning, strategic initiatives, and capital project delivery. However, IAM also supports baseline municipal services delivered by from other business units.

Goal 8: Internal Partnership/Collaboration Requirements	
Objectives for 2010/2011:	
IAM 8.1	Support implementation of By-Law S-600 requiring compliance for four-stream recycling and waste management
IAM 8.2	Provide advice in locating four-stream waste receptacles in public areas

IAM 8.3	Support implementation of the HRM Vehicle Use policy
IAM 8.4	Support implementation of corporate security recommendation for new and facilities and renovations to existing facilities
IAM 8.5	Participate in the Depot Rationalization Study
IAM 8.6	Assist with water quality protection program analysis for various community design alternatives (5-Year Regional Plan Review)
IAM 8.7	Assist with open space analysis for various community design alternatives (5-Year Regional Plan Review)
IAM 8.8	Support corporate compliance with PCI (Payment Card Industry) guidelines on how the organization handles personal data associated with credit cards
IAM 8.9	Support corporate compliance with the approved Cash Management Policy
IAM 8.10	Input & participation throughout collective bargaining as required (NSUPE)
IAM 8.11	Implement the workforce planning model which will be provided by HR
IAM 8.12	Support the Corporate HR Training & Development Solution – ICT Project ICT0740
IAM 8.13	Support operations of the Opportunity Sites Task Force component of Capital Ideas program
IAM 8.14	Support the facilities and property rationalization initiative

Service Level Changes
<p><u>Increases In Services/New Initiatives:</u></p> <ul style="list-style-type: none"> • None
<p><u>Decreases In Services/Operational Pressures:</u></p> <ul style="list-style-type: none"> • Corporate Accommodation services will be primarily focussed on delivery of a number of corporate relocations during the 2011/12 business cycle. As a result, there is no capacity for delivery of unplanned or unexpected Corporate Accommodations related activity • As the overall condition of HRM’s infrastructure declines, service delivery that is highly dependent on infrastructure and asset conditions may experience additional challenges • Pesticide Support/Permitting will not be provided as understood under the new Provincial Pesticide Regulations • Invasive Species Response services were covered by Pesticide resource. Without having this resource, support on this item will be reduced.
<p><u>Expected Services Not Being Delivered:</u></p> <ul style="list-style-type: none"> • None

Infrastructure & Asset Management Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$8,283
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and obsolete positions	49
2	Decrease in transfers from Reserve associated with the administration of infrastructure funding programs	73
3	Increase in funding transferred from Project Budget to fund positions	(132)
4	Net decrease in other miscellaneous changes	(30)
5	Increase in engineering fees due to local improvement charges	20
2011/12 Budget		\$8,263

Infrastructure Asset Management

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
I101 IAM Admin	386,120	406,373	335,269	410,701	4,328	1.1
M661 IAM VIK - Special Events			347			
** IAM Admin	386,120	406,373	335,616	410,701	4,328	1.1
W953 Capital Admin	1,183,600	1,213,459	1,553,249	1,179,429	(34,030)	(2.8)
W955 Corporate Accommodations	99,000	97,510	116,834	97,510		
C727 New Facility Development	161,500	258,310	193,956	261,877	3,567	1.4
* Facility Development	1,444,100	1,569,279	1,864,040	1,538,816	(30,463)	(1.9)
** Facility Development	1,444,100	1,569,279	1,864,040	1,538,816	(30,463)	(1.9)
R110 Design Admin.	252,180	266,176	235,092	271,169	4,993	1.9
R111 Design	1,131,400	1,184,337	1,169,032	1,202,118	17,781	1.5
R120 Construction Ser	1,049,300	1,090,687	1,066,351	1,097,037	6,350	0.6
R130 Infrastr MgmtServ.	268,000	284,255	267,647	285,562	1,307	0.5
R140 Surveying	951,800	997,482	938,373	946,539	(50,943)	(5.1)
R150 Record Management	384,200	335,632	306,558	337,167	1,535	0.5
* Design & Construction	4,036,880	4,158,569	3,983,053	4,139,592	(18,977)	(0.5)
** Design & Construction	4,036,880	4,158,569	3,983,053	4,139,592	(18,977)	(0.5)
C460 Infra Plan Office	304,400	314,872	350,069	348,078	33,206	10.5
** CCC Implementation Project	304,400	314,872	350,069	348,078	33,206	10.5
W943 Parks Planning	1,219,100	1,219,775	1,019,753	1,197,427	(22,348)	(1.8)
** Parks Planning	1,219,100	1,219,775	1,019,753	1,197,427	(22,348)	(1.8)
D935 SEMO Administration	212,400	614,559	541,255	628,169	13,610	2.2
D940 SEMO Programs	169,100					
D945 SEMO Projects	92,100					
D947 SEMOEnvir.Water Qlty	252,100		10,715	156	156	
D948 SEMOSust. Comm Proj	(300)	(300)			300	(100.0)
** Sustainable Environment	725,400	614,259	551,970	628,325	14,066	2.3
*** Total	8,116,000	8,283,127	8,104,499	8,262,939	(20,188)	(0.2)

IAM Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
I101 IAM Admin	386,120	406,373	335,269	410,701	4,328	1.1
M661 IAM VIK - Special Events			347			
** IAM Admin	386,120	406,373	335,616	410,701	4,328	1.1
W953 Capital Admin	1,183,600	1,213,459	1,553,249	1,179,429	(34,030)	(2.8)
W955 Corporate Accommodations	99,000	97,510	126,292	97,510		
C727 New Facility Development	161,500	258,310	193,956	261,877	3,567	1.4
* Facility Development	1,444,100	1,569,279	1,873,498	1,538,816	(30,463)	(1.9)
** Facility Development	1,444,100	1,569,279	1,873,498	1,538,816	(30,463)	(1.9)
R110 Design Admin.	322,180	356,976	361,920	341,555	(15,421)	(4.3)
R111 Design	1,131,400	1,184,337	1,169,032	1,202,118	17,781	1.5
R120 Construction Ser	1,049,300	1,090,687	1,066,351	1,097,037	6,350	0.6
R130 Infrastr MgmtServ.	268,000	284,255	267,647	285,562	1,307	0.5
R140 Surveying	951,800	997,482	938,373	946,539	(50,943)	(5.1)
R150 Record Management	384,200	335,632	307,606	337,167	1,535	0.5
* Design & Construction	4,106,880	4,249,369	4,110,928	4,209,978	(39,391)	(0.9)
** Design & Construction	4,106,880	4,249,369	4,110,928	4,209,978	4,113,795	(0.9)
C460 Infra Plan Office	304,400	314,872	350,069	348,078	307,606	10.5
** CCC Implementation Project	304,400	314,872	350,069	348,078	3,806,189	10.5
C781 Streetscape Coordinator						
W943 Parks Planning	1,219,100	1,219,775	1,027,574	1,197,427	(22,348)	(1.8)
** Parks Planning	1,219,100	1,219,775	1,027,574	1,197,427	(22,348)	(1.8)
D935 SEMO Administration	212,400	614,559	553,292	628,169	13,610	2.2
D940 SEMO Programs	169,100					
D945 SEMO Projects	92,100					
D947 SEMOEnvir.Water Qlty	252,100		10,715	156	156	
D948 SEMOSust. Comm Proj	(300)	(300)	10,731		300	(100.0)
** Sustainable Environment	725,400	614,259	574,738	628,325	14,066	2.3
*** Total	8,186,000	8,373,927	8,272,423	8,333,325	(40,602)	(0.5)

IAM Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
W955 Corporate Accommodations			(9,458)			
* Facility Development			(9,458)			
** Facility Development			(9,458)			
R110 Design Admin.	(70,000)	(90,800)	(126,828)	(70,386)	20,414	(22.5)
R150 Record Management			(1,048)			
* Design & Construction	(70,000)	(90,800)	(127,875)	(70,386)	20,414	(22.5)
** Design & Construction	(70,000)	(90,800)	(127,875)	(70,386)	20,414	(22.5)
W943 Parks Planning			(7,822)			
** Parks Planning			(7,822)			
D935 SEMO Administration			(12,037)			
D948 SEMOSust. Comm Proj			(10,731)			
** Sustainable Environment			(22,768)			
*** Total	(70,000)	(90,800)	(167,923)	(70,386)	20,414	(22.5)

IAM Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	7,126,100	7,594,315	7,534,975	7,583,249	(11,066)	(0.1)
* Office	209,100	187,408	191,722	203,129	15,721	8.4
* External Services	714,100	583,528	324,398	600,609	17,081	2.9
* Supplies	11,200	10,910	10,784	11,610	700	6.4
* Materials	2,300	2,300	5,412	800	(1,500)	(65.2)
* Building Costs	13,100	13,200	765		(13,200)	(100.0)
* Equipment & Communications	45,600	42,298	30,883	192,986	150,688	356.3
* Vehicle Expense	4,800	4,800	10,649	4,800		
* Other Goods & Services	665,200	738,238	433,265	527,436	(210,802)	(28.6)
* Interdepartmental	28,000	22,587	38,299	33,322	10,735	47.5
* Other Fiscal	(633,500)	(825,657)	(308,729)	(824,616)	1,041	(0.1)
** Total	8,186,000	8,373,927	8,272,423	8,333,325	(40,602)	(0.5)
Revenues						
* Transfers from other Gov'ts						
* Fee Revenues	(70,000)	(90,800)	(126,828)	(70,386)	20,414	(22.5)
* Other Revenue			(41,096)			
** Total	(70,000)	(90,800)	(167,923)	(70,386)	20,414	(22.5)
Net Surplus/(Deficit)	8,116,000	8,283,127	8,104,499	8,262,939	(20,188)	(0.2)

Legal Services & Risk Management

Business Plan - 2011/12

Mission: *To provide legal and risk management services, support and counsel in a timely and effective manner to the community, Council and staff, to enable clients to comply with the law, make legally supportable decisions and to protect the assets of the municipality.*

Business Unit Overview:

This business unit has two main sections - Legal Services, and Risk and Insurance Services which provide support to HRM initiatives and operations.

Director:

Mary Ellen Donovan

Legal Services

M. E. Donovan, QC
B.Sc., Dip. Engr.,
LL.B.

Legal Services (LS) functions to support Regional Council, its Boards and Committees and the Business Units, to provide general legal services including all litigation, contract drafting and review, property transactions, prosecution municipal bylaws and provincial regulatory offences, and general advice.

Insurance & Risk Management

Peter Ross, B.
Comm., MBA, CRM

Apply sound risk management processes to the identification, analysis, and mitigation of loss exposures to the HRM, with the understanding that acceptance of risk is required to operate effectively and efficiently. The goal of this group is to avoid undue risk where possible, assigning risks to others where practical, diversify the risk where able, and for those risks retained by the HRM to work to reduce the frequency and the severity of any loss.

Summary of Business Unit Structure Changes:

No changes

Core Operations and Services provided:

Legal Services performs legal services including:

- Litigation including personal injury, property damage, construction claims, and general litigation;
- Regulatory matters including power, telecommunications and natural gas hearings;
- Planning appeals, agreements and advice;
- Labour and employment matters: arbitrations, labour relation board hearings, human rights appeals, Police Review Board hearings, policy advice, and general advice;
- Prosecutions of provincial offences and bylaw offences;
- Solicitor services including property transactions;
- Advice to Council, Boards, Commissions & staff;
- Drafting of by-laws.

Risk Management manages the risk portfolio including:

- The design and management of a program of self-insurance, reserve funds and insurance coverage to fit the needs of HRM operations;
- On-going review, procurement and maintenance of optimum insurance coverage suitable to the needs of HRM;
- Determination of appropriate coverage limits, and self-insurance levels;
- On-going review of contracts, leases, and special events, to address risk exposures, and administration of claims to achieve a reasonable resolution;
- Providing risk management advice, training and monitoring, particularly in the area of loss control, to all business units and claims management.

Funded Full Time Equivalentents (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes permanent and temporary)	25	25	26

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit between the 2011-2015 timeframe.

Challenges with Community-wide Impact:

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

- **Electronic Summary Offence Ticket (ESOT) Project:** HRM is currently participating in the provincial Department of Justice (DOJ) ESOT project, which will allow the issuance of electronic SOTs, thereby achieving a “write once” approach to SOTs with the attendant administrative savings. This system will significantly reduce the opportunity for human error in the issuance of SOTs, thereby reducing associated administrative and prosecution costs. It will also virtually eliminate the delay in transmission of data from policing services to the DOJ, facilitating prompt payment of tickets, thereby improving customer service. Implementation is scheduled to commence April 1, 2011.
- **Summary Proceedings Issues:** Implementation of a new arraignment (administrative-based) process for summary offenses is scheduled to commence April 1, 2011 which will require significant changes to current business processes.

Challenges with Service Delivery / Business Unit Impact

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

- **Challenge: Complex Commercial Matters:** The increase in the infrastructure budget has led to an increase in the need for commercial contracts. Legal Services is working to increase the internal expertise in this practice area to respond to this growth and is working toward the use of HRM standard construction contracts.
- **Challenge: Prosecution Services:** Police and Legal Services are working collaboratively with the Province on innovative ways to provide prosecution services in a more cost effective manner. Research is currently underway to identify alternate ways of service delivery.
- **Challenge: Increasing Insurance Cost:** Insurance is a commercial product and as such continues to have upward pressure on price. The defence is maintaining competition and marketing the HRM as a well-run organization which manages its risk. To improve our marketability we need to improve the reporting on our claims information for the insurer in an industry format and to obtain more information on the construction, contents, and occupancy of our buildings.

Business Unit Goals

The goals for Legal Services and Risk Management are:

- Goal 1: Improve Organizational Capacity
- Goal 2: Improve Contract Approval Process
- Goal 3: Summary proceedings issues – legislative changes to effect improved efficiency
- Goal 4: Electronic summary offence tickets – implementation
- Goal 5: By-law improvements
- Goal 6: Increased use of risk management tools within organization
- Goal 7: Risk/Insurance claims management system installation
- Goal 8: Increase Legal Services File Management Efficiency
- Goal 9: Meet Internal Service and Partnership Expectations

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

Administrative Priorities: Organizational Capacity

Description:

This goal is in support the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRM will

continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

The goal is to maintain the highly productive work environment and positive workplace presently in Legal and Risk Management and to create opportunities for development and growth through training opportunities and assignments.

Goal 1: Improve Organizational Capacity	
Objectives for 2011/2012:	
LEG 1.1	Add one administrative assistant to provide administrative support to Director to address administrative support overload.
LEG 1.2	Continue to review projects and growth opportunities for staff and assign staff based upon development opportunities.

Goal 2: Improve Contract Approval Process

Corporate Strategy Linkage:

Administrative Priorities: Fiscal Health, Excellence in Service Delivery

Description:

The goal is to review the process in which contracts are created and approved to ensure that the best terms for the Halifax Regional Municipality are obtained, that contract wording supports the agreed upon terms and are enforceable in law, and that the authorization meets all of the requirements of requisite legislation. To properly protect the interests of the Halifax Regional Municipality, Legal Services must participate in the drafting of the contract instead of approval to form after negotiations have completed.

Goal 2: Improve Contract Approval Process	
Objectives for 2011/2012:	
LEG 2.1	Document process by which contracts obtain legal approval.
LEG 2.2	Identify all standard contracts used within the HRM.
LEG 2.3	Create an administrative order identifying the process for legal review of all contracts over a minimum value and establish supporting resources.
Objectives for the next 3-5 years:	
LEG 2.4	Establish an effective review process.
LEG 2.5	Review process to insure compliance and effectiveness within the organization.

Goal 3: Summary Proceedings Issues

Corporate Strategy Linkage:

Council Focus Area: Public Safety

Administrative Priority: Excellence in Service Delivery

Description:

More effective policing and more effective by-law enforcement in recent years have resulted in the need for additional legal resources to support these enforcement efforts. New court capacity was developed in 2008 to respond to this demand and LS added one FTE to respond to the additional capacity requirements. This has not proved adequate and therefore is creating staffing pressures. LS will be working to address this issue through various means. As part of this initiative, staff is currently engaged in a number of initiatives with the Nova Scotia Department of Justice (DOJ), HRP, RCMP and BPIM to adopt improved administrative judicial practices.

Goal 3: Summary Proceedings Issues	
<i>Objectives for 2011/2012:</i>	
LEG 3.1.	Website improvements to affect efficiencies.
LEG 3.2	Work with DOJ to affect efficiencies in the court system.
LEG 3.3	Implement new application and arraignment process to reduce court time and provide a more convenient process to plead infractions.
<i>Objectives for the next 3-5 years:</i>	
LEG 3.4	Increase use of Certificate Evidence by officers instead of court appearances.
LEG 3.5	Improved disclosure system.

Goal 4: Improve Summary Offence Ticket Process

Corporate Strategy Linkage:

Administrative Priorities: Fiscal Responsibility, Excellence in Service Delivery

Description:

HRM is working with the Province to develop and implement an electronic summary offence ticket. This work will require changes to regulations. The Province has assigned project staff to work on this initiative and it is proceeding well. HRM will continue to provide input and resources as necessary. The benefits of this project are: Increased accuracy in SOTS resulting in fewer cases lost due to clerical errors; efficiency in effort reducing the duplication of effort with respect to entering SOT data; reduction in time to issue SOTS with attendant improvement in

utilization of police officers and support staff; and reduction in delay of transferring data to provincial court improving service delivery and facilitating payment.

Goal 4: Improve Summary Offence Ticket Process	
Objectives for 2011/2012:	
LEG 4.1	Complete software and hardware installation and testing.
LEG 4.2	Implementation of new process with officer and staff training.
LEG 4.3	Review of the new electronic process to ensure it meets the initial goals of the project.

Goal 5: By-laws Technical Review

Corporate Strategy Linkage:

Administrative Priorities: Excellence in Service Delivery

Description:

This work includes a technical review of the current bylaws of HRM with the priority given to those which have identified issues. A technical review includes reviewing the by-law text from a legal technical basis and would include editing to improve the wording of the by-law. Policy review is not part of the scope of work for this project. This project includes expert training component to improve by-law drafting skills.

Goal 5: By-law Technical Review	
Objectives for 2011/2012:	
LEG 5.1	Obtain training to refresh skills to include current trends.
LEG 5.2	High level review of by-laws to identify deficiencies and prioritize review based upon risk to organization.
LEG 5.3	Complete an edit of two by-laws (Sign By-law and Animal Control By-law) for approval by senior management and council approval.
Objectives for the next 3-5 years:	
LEG 5.4	Complete review of all major by-laws and provide revised version for Regional Council approval.

Goal 6: Increased use of risk management tools within organization

Corporate Strategy Linkage:

Administrative Priority: Fiscal Responsibility.

Description:

As part of their business operations, staff has recognized and treated risk without a framework or tool to assist. To evaluate HRM’s risk portfolio, HRM needs to measure these risks against each other using a common measure. As resources are limited, the use of risk management can allow management to make decisions and assign resources effectively. The framework to do this is enterprise risk management.

Goal 6: Increased use of risk management tools within organization	
<i>Objectives for 2011/2012:</i>	
LEG 6.1	Implement an enterprise risk management framework for HRM.
LEG 6.2	Identify major risks to HRM and a method to rank risks against HRM risk criteria.
<i>Objectives for the next 3-5 years:</i>	
LEG 6.3	Provide training to business units on risk management process and ERM framework.
LEG 6.4	Continue to review and improve risk management assessment tools and review risk management framework to improve functionality.

Goal 7: Risk/Insurance claims management system installation

Corporate Strategy Linkage:

Administrative Priority: Fiscal Responsibility, Excellence in Service Delivery

Description:

A new claims management system has been acquired and will be implemented during 2011/12, which will improve service delivery.

Goal 7: Risk/Insurance claims management system installation	
<i>Objectives for 2011/2012:</i>	
LEG 7.1	Implement a claims management system to manage insurance and risk management information.
LEG 7.2	Partner with other business units to improve information on risk especially related to assets.

Objectives for the next 3-5 years:	
LEG 7.3	Improve reporting to departments with new claims management tool.

Goal 8: Increase Legal Services File Management Efficiency

Corporate Strategy Linkage:

EMT Priority: Providing Excellence in Service Delivery

Description:

Electronic file management systems facilitate more efficient delivery of legal services, improve efficiency of collaboration on litigation files, and improve the efficiency in the drafting of larger contracts in particular by capitalizing on previous work. The implementation of Enterprise Connect has begun with project completion expected in December 2011.

Goal 8: Increase Legal Services File Management Efficiency	
Objectives for 2011/2012:	
LEG 8.1	Continue work with BPIM on installation of Enterprise Connect.
LEG 8.2	Installation of a Legal Services file management system and training.
Objectives for the next 3-5 years:	
LEG 8.3	Review installation for effectiveness and adequacy.

Goal 9: Meet Internal Service and Partnership Expectations

Corporate Strategy Linkage:

Administrative Priority: Fiscal Responsibility

Description:

Meet the expectation of internal business unit's client who look to Legal Services for support and advice on various projects and from business operations.

Goal 9: Meet Internal Service and Partnership Expectations	
Internal Service Expectations:	
BPIM 9.1	Finance requests expertise and development of a draft HRM charter amendment with regards to the liability of false alarm charges.
Partnership Expectations	

Service Level Changes
<p data-bbox="232 289 760 321"><u>Increases In Services / New Initiatives:</u></p> <ul data-bbox="240 363 1417 653" style="list-style-type: none"><li data-bbox="240 363 1328 468">• NSP has embarked on major changes to its generation profile with attendant cost implications to HRM. This will require an enhanced level of participation in NSPI regulatory proceedings in the 2011/12 fiscal period.<li data-bbox="240 474 1382 615">• The Department of Energy has introduced opportunities for municipal participation in power generation that requires HRM engagement with the need for Legal Services participation in various aspects of development of these opportunities including policy development, regulatory proceedings and contract negotiations.<li data-bbox="240 621 1417 653">• The 2011 Heritage Gas General Rate hearing will require participation of Legal Services.
<p data-bbox="232 693 938 724"><u>Decreases In Services / Operational Pressures (OP):</u></p> <p data-bbox="232 766 305 798">None</p>
<p data-bbox="232 840 776 871"><u>Expected Services Not Being Delivered:</u></p> <p data-bbox="232 913 305 945">None</p>

Legal Services & Risk Management Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$2,228
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	175
2	Decrease in recoveries due to completed projects	34
3	Increase in reserve transfers to cover costs in Insurance and Risk	(18)
4	Net increase in other miscellaneous changes	7
2011/12 Budget		\$2,426

Legal

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A110 Legal Services	2,194,490	2,228,105	2,218,894	2,425,595	197,490	8.9
A303 Insurance & Risk Mgm	(100)		19,910			
* Legal Services	2,194,390	2,228,105	2,238,804	2,425,595	197,490	8.9
** Total	2,194,390	2,228,105	2,238,804	2,425,595	197,490	8.9

Legal Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A101 Administration						
A110 Legal Services	2,338,490	2,456,105	2,467,518	2,619,695	163,590	6.7
A303 Insurance & Risk Mgm	(100)		19,910			
* Legal Services	2,338,390	2,456,105	2,487,427	2,619,695	163,590	6.7
** Total	2,338,390	2,456,105	2,487,427	2,619,695	163,590	6.7

Legal Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
A110 Legal Services	(144,000)	(228,000)	(248,624)	(194,100)	33,900	(14.9)
* Legal Services	(144,000)	(228,000)	(248,624)	(194,100)	33,900	(14.9)
** Total	(144,000)	(228,000)	(248,624)	(194,100)	33,900	(14.9)

Legal Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	2,139,780	2,275,450	2,261,213	2,450,165	174,715	7.7
* Office	73,800	71,880	69,131	76,719	4,839	6.7
* External Services	329,970	331,700	385,374	341,813	35,000	3.0
* Supplies						
* Building Costs	10,000	10,000	10,860	10,000		
* Equipment & Communications			372			
* Other Goods & Services	120,340	120,275	113,678	112,334	(7,941)	(6.6)
* Other Fiscal	(335,500)	(353,200)	(353,200)	(371,336)	(18,136)	5.1
** Total	2,338,390	2,456,105	2,487,427	2,619,695	163,590	6.7
Revenues						
* Fee Revenues	(144,000)	(144,000)	(190,544)	(144,100)	(100)	0.1
* Other Revenue		(84,000)	(58,080)	(50,000)	34,000	(40.5)
** Total	(144,000)	(228,000)	(248,624)	(194,100)	33,900	(14.9)
Net Surplus/(Deficit)	2,194,390	2,228,105	2,238,804	2,425,595	197,490	8.9

Transportation and Public Works

Business Plan – 2011/12

Mission: *To plan, deliver and operate sustainable transportation and public works services and systems that meet the unique needs and expectations of our communities and customers. Our success will be measured through Excellence in Service Delivery, Fiscal Responsibility and being an Employer of Choice.*

Business Unit Overview:

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

The Director, TPW acts as Municipal/City Engineer on the behalf of Halifax Regional Municipality (HRM) as per the Municipal Government Act. The Director represents HRM interests with the provincial and federal governments as well as with other outside organizations and agencies.

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

Director:	Ken Reashor, P. Eng. (Traffic Authority)
Corporate Fleet and Equipment Paul Beauchamp - Manager	Central service delivery organization responsible for the maintenance and repair for Municipal Fleet, Police and Fire, as well as for the replacement of HRM's vehicle and equipment assets in support of Municipal Fleet, Police, Fire.
Metro Transit Eddie Robar - General Manager	Provides public transit services throughout HRM through conventional urban and rural transit, premium branded MetroLink and MetroX service, passenger ferry service and specialized Access-A-Bus services.
Municipal Operations Peter Verge - Manager	Proactively maintains and improves a safe, efficient, aesthetic and clean street, sidewalk, walkway, trail, park, playground, athletic field, cemetery and open space system for use by HRM residents and visitors.
Real Estate and Facility Services Peter Stickings - Manager	Responsible for the operation and property maintenance of HRM owned and leased corporate properties and buildings, delivery of acquisition and disposal services on behalf of the organization for municipal purposes, real estate advisory services, and the development and sale of HRM's Business Parks lots.

Service Delivery and Quality Improvement Wayne Legere - Manager	Central service section that coordinates training and quality improvement initiatives for the business unit including organizational performance tools, citizen feedback systems, performance management and liaising with external agencies.
Traffic and Right of Way Services Taso Koutroulakis – Acting Manager	Provides for the safe and efficient management of HRM’s transportation system network including traffic flow, traffic signal/street light maintenance, signage, and traffic markings. Coordinates and manages HRM rights of way balancing competing demands for space.
Solid Waste Resources Gord Helm- Manager	Manages the execution of the municipal solid waste source separated collection and diversion program for HRM residential properties and the facilities for processing, recycling, composting, marketing and disposal of solid waste resource materials for both residential and non-residential customers; delivers the communication, education and compliance programs, and administers the Construction & Demolition Waste Management Strategy.
Strategic Transportation Planning David McCusker - Manager	Delivers long-term strategic planning with respect to new demands on HRM’s transportation infrastructure. This program includes the measurement and monitoring of demands and modeling of future growth impacts, as well as the development of policy and plans aimed at making regional travel more sustainable.
Summary of Business Unit Structure Changes:	11 new FTEs in Municipal Operations 50 new FTEs in Metro Transit

Core Operations and Services provided:

- 1,600 km of roads, 1,925 km of curbs, 765 km of sidewalks, 60 km of gravel roads and 75 bridges maintained
- 270 traffic signals of which 255 are retrofitted with energy efficient LED lights
- In excess of 1,735 km of white and yellow centrelines painted
- More than 16,000 signs manufactured and 2,000 sign posts installed or repaired
- 39,400 street lights maintained by HRM, of which approximately 13,100 are owned by HRM
- 2,400 of the street lights are LED
- 62,200 metres crosswalks, 13,800 metres stopbars, 4,200 arrows painted
- 10 street sweepers; 5 sidewalk sweepers; 2 graffiti trucks; 73 snow and ice vehicles
- 6 major parks and the Public Gardens
- 23.7 million customers carried annually on all of Metro Transit’s 59 fixed transit routes and 2 ferry routes

- carries approximately 90,000 passengers on the average weekday
- offers 34 Fully Accessible Low Floor (ALF) and Bike Accessible routes
- buses travel over 16 million kilometres per year
- operates over 700,000 service hours a year
- 13 park and ride locations with over 1,340 parking spaces
- A modern, diverse fleet of 298 vehicles and 3 ferries
- 30 Access-A-Buses, a shared ride public transit service for persons who are unable to use the conventional (Non Low Floor) transit system due to a physical or cognitive disability serving 17,000 Access-a-Bus passengers per month
- Processes over 20,000 work orders annually to maintain over 2.5 million square feet of building space
- Own and maintain 260 buildings, 825 park properties, 325 playgrounds, 174 ball diamonds, 130 sport fields, and 180 Sport courts
- Development and sales operations for 5 municipal business/industrial parks
- Operate and maintain 7 municipally owned cemeteries
- Service and maintain 536 Municipal vehicles, 400 pieces of small equipment, 275 police vehicles, and 300 fire vehicles
- Consume 11,000,000 litres of vehicle fuel
- Collection of recyclables, organics and refuse at 138,000 eligible properties
- Contract management for the operation and maintenance of solid waste processing facilities
- 1 mixed waste processing & disposal facility at Otter Lake
- 1 Materials Recovery Facility
- 2 Compost Plants (New Era Technologies, Miller Composting)
- 1 Household Hazardous Waste Depot
- 4 Mobile Household Hazardous Waste Depots
- 2 Waste Transfer Depots
- 60% diversion achieved
- Production and sale of electricity recovered from landfill gas
- Average annual solid waste tonnage collected and processed (approximately) 22,700 recyclables, 52,000 organics, 150,000 refuse, 93,000 construction and demolition material
- Progressive Education, Compliance and Enforcement program for Solid Waste Resources
- Strategic transportation planning to effectively manage the demands on HRM's network of roadways, and active transportation networks in accordance with the various approved community planning documents such as the Regional Plan and Active Transportation Plan
- Strategic property acquisition and disposal to support municipal infrastructure and programs

Funded Full Time Equivalents (FTEs):

Transportation & Public Works Operations	2009/10 (Approved) As of Mar 31/10	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	537	551	556

Note: Positions of Operations & Snow & Ice Coordinator and Waste Resource Education Officer were missed in the 2009/10 count but have been included in the 2010/11 (+2) count.

Transportation & Public Works Metro Transit	2009/10 (Approved) As of Mar 31/10	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	747	797	828

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit over the next 5 years.

Challenges with Community-wide Impact:

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

Challenges:

- Growing demand for provision of services:** There is a significant gap between citizen expectations and the services that can and should be reasonably provided. TPW must continue to focus on improving communication with the public about its services and the standard to which they are provided. Responding to the citizen in a timely manner remains a challenge due to the high volume of requests that are received, particularly during times when staff are focussed on providing the service (i.e. during a snow storm response). Being able to better manage expectations and respond to the citizen based requests in a timely and reliable manner is crucial to successful service delivery.

- **Attraction and retention of required workforce:** HRM, as well as other public and private organizations, is facing significant challenges in attracting and retaining the qualified workforce needed for service delivery. This is an issue that will only further degenerate as more and more employees retire and organizations compete for the same limited pool of human resources. Currently there are key professional and trade designations that are already significantly depleted. In the absence of effective workforce attraction and retention strategies the ability to deliver timely, quality services will be diminished over time.
- **Global economic uncertainty:** HRM has a number of key commodities that can be affected by the current economic uncertainty, such as fuel, business lot sales, and sale of recyclable materials.

Opportunities:

- **Strategic Transportation Funding and The New Deal for Cities:** The additional funding provided by these two federal programs to Metro Transit and for transportation improvements will help to integrate HRM's transit and transportation systems making them safer and more efficient while focussing on being more environmentally responsible.
- **Strategic External Partnerships:** TPW will continue to develop and foster partnerships with external groups such as: Nova Scotia Community College (NSCC), Dartmouth Crossing, Community Fields, community trails groups, business park associations, Business Improvement Districts (BID's), universities, Heritage Gas, and Conserve Nova Scotia to name a few. Through these partnerships TPW can leverage their services to enhance delivery to the general public.
- **Business Park Operations:** TPW will continue to work collaboratively with Community Development to implement the Business Park Functional Plan recommendations approved in principle by Regional Council. The various elements of plan implementation will create a more predictable and comprehensively planned business park program necessary to support the Municipality's regional plan and economic strategies. New funding (repayable financing) opportunities should be explored to ensure competitive inventory of commercial lots and long term expansion infrastructure is planned and initiated to protect supply.

Challenges with Service Delivery / Business Unit Impact

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

Challenges:

- **Succession Planning:** Over 47% of TPW's workforce is able to retire in the next 5 to 6 years. Combined, these employees have substantial operational and corporate knowledge which could be lost if steps are not taken to develop and train new and existing staff to replace the retiring staff. The potential drain of information must be recognized as a

potential critical loss to the organization; however, it is one which can be managed with appropriate planning and employee development in advance of retirements.

- **Balancing Resources and Service Expectations:** There is a growing imbalance between the public service expectations and the capacity to provide the expected service with existing resources and funds. Successful management of this situation remains a significant challenge to TPW's ability to provide excellent customer service.
- **Expectations of modern workplace:** With succession planning, greater performance measurement expectations, and the requirements of the attendance support program, there are greater expectations now placed on our front line leaders. Training, process development, and the establishment of a series of standard operating practices will be required to help manage through this time. Alternative workforce opportunities need to be evaluated to meet the needs of today's increasingly diverse workforce.
- **Improvement in security of Non-Inventoried Assets:** TPW is responsible for the safe and secure operation of HRM owned buildings and facilities. TPW, as the largest operational unit, requires the utilization of a significant amount of non-inventoried assets. Despite some improvements in building control initiatives and safeguarding assets, HRM continues to be at risk in these areas. TPW must manage its resources with due diligence and take appropriate measures to safeguard the assets according to baseline security requirements and continuous security risk management.
- **Sustainable Environment Initiatives and Policy:** TPW operations encompass a significant number of activities that are included in the Provincial Environmental Goals and Sustainable Prosperity Act which will require development and implementation of policy and programs to meet legislative requirements. TPW must engage industry and stakeholders to establish a strategic framework for meeting those targets.

Opportunities:

- **Improved Utilization of Municipal Operations Staff:** There is a current initiative underway whereby Municipal Operations staff will better utilize their developed skills through the completion of specific capital project work. Municipal Operations staff will be engaged to construct several sidewalk renewal projects and playground installation work. This initiative is a continuation from 2007/08, which was very successful and is proving to be a rewarding experience for staff while improving the utilization of available in-house resources.
- **Automated Vehicle Locator (AVL) system in Municipal Operations:** This tool, if managed properly, promises to enable improvements in areas such as snow and ice removal, equipment usage, anti-idling, and work performance.
- **Customer Relationship Management:** There is an improved focus in the area of customer relationship management throughout the organization. As a result of process and system

improvements, TPW has the capability to report more objectively on its provision of services to the citizens while monitoring overall performance. Internally, TPW has set a goal of achieving its service standard 90% of the time when responding to service calls. There should be noticeable improvements throughout TPW's management units resulting from this initiative. Metro Transit's trip planner service will be introduced utilizing the Google Trip Planner application.

- **Work Management Project:** This initiative will increase efficiency and effectiveness of demand and planned work in Municipal Operations, Traffic and Right of Way and Metro Transit. The initiative will include the approval of new service standards based on street classification and the implementation of a Road Patrol program similar to the Ontario Minimum Maintenance Standards developed by the Ontario Good Roads Association. Proactive identification of hazards in the right of way will allow better operational planning and improved service delivery.
- **Asset Repair and Replacement:** As part of the municipality compliance requirements under the public sector accounting practices, a portion of building repair and replacement work normally carried out under the capital budget program, will be delivered by operations staff. It is expected that this collaborative approach to routine repair, replacement, and commissioning of certain work within Real Estate and Facility Services will increase efficiency and effectiveness of demand and planned work in buildings managed and operated by Facility Services.
- **Corporate Office/Facility Planning:** As part of the municipality's corporate accommodation plan the delivery of renewed and reconditioned space at Duke Tower and the shift to a larger occupancy of own space at Alderney Gate and the Dartmouth Waterfront will deliver real estate cost savings and introduce new staff efficiencies between Business Units, improved space supporting the Municipality as "an employee of choice".

Business Unit Goals

The goals for Transportation and Public Works are:

- Goal 1: Improve Organizational Capacity
- Goal 2: HRM ensures the cost of services is competitive, efficient and effective
- Goal 3: Well managed, modern, multi-modal transit system meeting citizen needs
- Goal 4: Achieve fiscal, social, environmental and cultural sustainability targets
- Goal 5: HRM Infrastructure Assets are well managed
- Goal 6: Deliver an efficient sustainable resource oriented solid waste program
- Goal 7: Prepared Emergency Management
- Goal 8: Provide operational support to Special Events
- Goal 9: Meet Internal Service and Partnership Expectations

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

Administrative Outcome: Organizational Capacity

Description:

This goal is in support the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRM will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

Goal 1: Improve Organizational Capacity	
Objectives for 2011/2012:	
<i>Outcome: A workplace of choice where staff are empowered and accountable</i>	
All of TPW	
TPW 1.1	Implementation of EMT's Employer of Choice Initiatives including: <ul style="list-style-type: none"> • Corporate Culture <ul style="list-style-type: none"> ○ Improvement of internal communications ○ Enhanced Leadership development ○ Employee Survey ○ Human Resources People Plan • Workforce Planning
TPW 1.2	Use Attendance Support Program to reduce Workers Compensation Board, Sick leave and Long Term Disability usage within each management unit

TPW 1.3	Continue to recognize staff through the Employee Recognition Committee <ul style="list-style-type: none"> • Hold an Employee Appreciation Day • Each management unit to conduct „Leadership Forum“ at not lower than Superintendent level • Better formalize Business Unit rewards and recognition • Focus on competencies for front line supervisors
TPW 1.4	Promote TPW as a workplace of choice through various job fair opportunities
TPW 1.5	Identify up to five key positions targeted for leadership opportunities for improved succession planning and employee development *(may require EMT approval & funding)
TPW 1.6	Pursue opportunities with community groups who promote non-traditional workforce
TPW 1.7	Create opportunities to promote across the board representation at entry level management positions. Targeted recruitment strategies to pre-train staff for leadership opportunities.
<i>Outcome: Ensure adequate and appropriate staff resources are in place</i>	
All of TPW	
TPW 1.8	Support and implement Workforce Planning model as per the Human Resources People Plan
TPW 1.9	Support and provide subject matter expertise for the implementation of Information, Communication & Technology Projects including: <ul style="list-style-type: none"> • ICT0740 Corporate HR training and Development Solution • Asset Management Decision Support Tool
Corporate Fleet Services	
TPW 1.10	Work with the Department of Education and Advance Training to continue to offer skills training opportunities through annual work experience placements.
TPW 1.11	To offer Apprentice opportunities in the shop to enhance our shop and to build the next generation of HRM employees to replace the staff nearing retirement
TPW 1.12	To work with NSCC on technical upgrade training for our existing trades staff
Municipal Operations	
TPW 1.13	Develop skill sets of seasonals/students to prepare them for future employment with HRM Work with other level of government to leverage provincially funded and structured training opportunities
Metro Transit	
TPW 1.14	Develop & Implement a continuous training program for Service Supervisors to develop new skills in an ever changing environment

TPW 1.15	Implement 2 year objectives of Continuous Operator Training and Development Program (3 Year Rolling Cycle) and investigate including a Threat Analysis component. Outcome – Culture Shift by Employee Engagement Survey.
TPW 1.16	Implement a Structured Program to evaluate and provide feedback of new Operators. Focus on Feedback
TPW 1.17	Work with HR to develop a comprehensive wellness approach to attendance/case management
TPW 1.18	Introduce a Customer Threat Awareness Program
Real Estate and Facility Services	
TPW 1.19	Provide additional contract supervision and management services within Real Estate and Facility Services for building related maintenance
TPW 1.20	Grow the Building Services Technician complement to improve the annual inspection plan for facilities, including an expansion of services to those operated under management agreements
TPW 1.21	Develop an operational procedure manual or on line tool kit for all supervisors in Real Estate and Facility Services
Objectives for the next 3-5 years:	
TPW 1.22	Planned training and development opportunities that meet the existing and future needs of employees including: <ul style="list-style-type: none"> • Two professional development and/or training seminars in each management unit within the fiscal year • Individualized training and development plans to improve skills, abilities and knowledge
TPW 1.23	Develop an integrated succession plan for TPW employees addressing future skills and leadership gaps
TPW 1.24	Develop recruitment and retention strategy for professional and technical staff
TPW 1.25	Corporate leadership training standard (10/11 - Introduce and encourage development of appropriate leadership competencies for front line supervisors as designed by Human Resources)

Goal 2: HRM ensures the costs of services are competitive, efficient and effective

Corporate Strategy Linkage:

Community Outcome Area: Integrated and Affordable Transportation Networks

Administrative Outcome: Excellence in Service Delivery, Fiscal Health

Description:

Focussing on the continual improvement of TPW will enable the conditions for success, now and into the future. Aligning costs with services, reducing duplication, and improving cost recovery will enable the necessary environment to provide Council with the tools to make informed

decisions with respect to the level and types of services provided by TPW. Taking the time to investigate best practices and to implement new options for service delivery, when feasible, will result in innovative approaches to continuously increase efficiency and effectiveness of service delivery and operations.

Goal 2: HRM ensures the costs of services are competitive, efficient and effective	
Objectives for 2011/2012:	
<i>Outcome: Conduct ongoing service reviews to identify resource capacity and opportunity for operational efficiencies</i>	
All of TPW	
TPW 2.1	Complete Opportunity Assessment and Business Case for AVL implementation in the remainder of TPW's fleet. Improve AVL utilization at the front line supervisor level for performance measurement and administration of TPW vehicle anti-idling policy
TPW 2.2	Evaluation of the Work Management Project <ul style="list-style-type: none"> • Council approval of road based service response standards • Create appropriate performance reporting for Hansen (decouple Service Request from the Work Order module)
TPW 2.3	Expand operational services to non-traditional hours
TPW 2.4	Review future service delivery areas and operational configuration of some TPW Management Units (Depot Rationalization Study)
Real Estate and Facility Services	
TPW 2.5	Expand the use of performance based service level agreements to facility client groups
Traffic and Right of Way Services	
TPW 2.6	Upgrade controllers and traffic signal equipment and system software to improve efficiency and traffic coordination
TPW 2.7	Move Sign Shop, Traffic Signal & Street Lighting Section to Turner Drive
TPW 2.8	Develop an electronic process for the creation of Traffic Regulations
<i>Outcome: Continue to Implement Recommendations of Internal Operations Review</i>	
All of TPW	
TPW 2.9	Conduct a full inventory of keys, tools and equipment currently in use and establish a process for the sign out and confirmation, in writing, of the assignment of responsibility and accountability for the care and keeping of the items
TPW 2.10	Implement the HRM Vehicle Use Policy
Corporate Fleet Services	

TPW 2.11	Stream line work processes to align with new operating software. The focus is to create efficiencies and reduce costs
TPW 2.12	Move of Fleet welding shop from Turner Drive to Thornhill Drive, to enhance service and cure operational shortcomings
TPW 2.13	Develop effective vehicle usage recording system for operations activity charge backs, reporting on vehicle usage and unit costs of maintenance.(3 - 5 years if ICT project is required)
TPW 2.14	Track and report on KPI indicators of vehicles down for service or repair. Target for 2011 2012 is 10%
TPW 2.15	Identify customer service expectations and develop service delivery plan
TPW 2.16	Develop new communications plan to keep clients informed about vehicle status
TPW 2.17	Implement a vehicle and equipment accident /incident review committee and policy for TPW (except Metro Transit)
<i>Outcome: Increase community satisfaction with the quality of service</i>	
All of TPW	
TPW 2.18	Develop and update interactive web based information on TPW services and initiatives
TPW 2.19	Improve Public awareness of service standards and accomplishments through improved marketing and public relations
TPW 2.20	Respond to citizen based requests within established corporate standards 90% of the time
Metro Transit	
TPW 2.21	Introduce a Customer Etiquette Program
TPW 2.22	Design a Customer Satisfaction process
TPW 2.23	Improve/Refine Process in response to customer inquiries and complaints
<i>Objectives for the next 3-5 years:</i>	
TPW 2.24	Integrate existing vehicle weigh scales software at depots for Salt Management (3-5 years)
TPW 2.25	Cost/benefit analysis of contracted intrusion alarm monitoring costs, false alarm costs, and intrusion system upgrades required to coordinate and monitor all intrusion alarms internally
TPW 2.26	Develop operational plan to implement the Depot Rationalization plan as space becomes available

Goal 3: A cost effective, integrated multi-modal transportation system

Corporate Strategy Linkage:

Community Outcome Area: Integrated and Affordable Transportation Networks

Administrative Outcome: Excellence in Service Delivery, Fiscal Health, Organizational Capacity

Description:

Transit systems and services are a current growth area for larger municipalities. With funding improvements both federally and provincially there is significant focus on this necessary public service. Metro Transit has responded well to its continued, unprecedented growth and has made significant improvements to the level of service provided to the citizens. The commitment over the next three to five years is to continue to match service improvements and expansions that best meet the highest priority needs of the citizens of HRM. In addition, Metro Transit will continue to improve the passenger experience through passenger facility upgrades and access to real time route servicing information.

Goal 3: A cost effective, integrated multi-modal transportation system	
Objectives for 2011/2012:	
<i>Outcome: Implement Transit Strategic Operating Plans</i>	
Metro Transit	
TPW 3.1	Implement, test, measure key performance indicators (KPI's) in 1011/12 with set targets established in 2012/13
TPW 3.2	Improve Conventional Transit service through planned expansion of 5 articulated Novas
TPW 3.3	Expand Access-A-Bus (AAB) Strategic Objectives – 1 Year. Develop new vehicle specifications and criteria for Access-a-Bus
TPW 3.4	Develop a Risk Mitigation Plan for Ferry
TPW 3.5	Design for 4 th Ferry completed and submitted to Transport Canada by end of fiscal year
TPW 3.6	Employee Performance Management Module of Hastus Enterprise System. RGI, OA and ICT approval by end of Fiscal Year
TPW 3.7	Fully implement Daily Vehicle/Daily Crew modules of Hastus Enterprise System for March 2011
TPW 3.8	Automatic Passenger Counter project – passenger controls for Conventional & Ferry.
TPW 3.9	Ensure the 5 year transit plan supports Regional Centre and the proposed Regional Transportation Authority
TPW 3.10	Continued focus on Accessibility – Undertake System Accessibility
TPW 3.11	Implement Transit By-Law

TPW 3.12	Commence Construction on Bridge Terminal
TPW 3.13	Lacewood Terminal siting and design complete and construction tendered by late 2011
TPW 3.14	Reduce Access-A- Bus Booking Window to 48 Hours
<i>Outcome: The community chooses an appropriate balance of transportation options.</i>	
Strategic Transportation Planning	
TPW 3.15	Develop Smart Trip, a program of commuter trip reduction, through implementation of transportation demand management principles
TPW 3.16	Provide ongoing support for development of Transit Park and Ride facilities
<i>Objectives for the next 3-5 years: Construct & Build</i>	
TPW 3.17	Lacewood Terminal construction.
TPW 3.18	Conduct Comprehensive Fire & Evacuation Plan for Burnside Transit Centre (BTC) and Ragged Lake Transit Centre (RLTC)
TPW 3.19	Review Regional Transit Plan
TPW 3.20	Reduce Access-A- Bus Booking Window to 24 Hours

Goal 4: Achieve fiscal, social, environmental and cultural sustainability targets

Corporate Strategy Linkage:

Community Outcome Area: Clean Healthy Environment, Economic Prosperity

Administrative Outcome: Excellence in Service Delivery, Fiscal Health

Description:

In support of the overall corporate movement toward a more “green” corporate culture, TPW is committed to incorporating sustainable service practices wherever possible. As the HRM business unit with the largest workforce and greatest use of service and transit vehicles, the commitment to being more environmentally, fiscally, socially and culturally conscious will have substantial impacts both on the organization and as a demonstration of leadership to our citizens. TPW is also responsible for providing alternative transportation options combined with an efficient transportation system and active transportation options improving the opportunities for alternative transportation.

Goal 4: Achieve fiscal, social, environmental and cultural sustainability targets	
Objectives for 2011/2012:	
<i>Outcome: Corporate and community energy costs and dependencies are minimized</i>	
Traffic and Right of Way Services	
TPW 4.1	Explore funding opportunities for the installation of LED street lights
TPW 4.2	Upgrade controllers and traffic signal equipment and system software to improve efficiency and traffic coordination
Metro Transit	
TPW 4.3	Reduce idling of transit buses with Webasta heaters
<i>Outcome: Air Pollutants are reduces</i>	
All of TPW	
TPW 4.4	Implement and monitor operating procedures for permissible idling
Fleet Services	
TPW 4.5	To Track and report on the fuel savings of the Engineered Machined Products (EMP) project. Recommend next steps and support expansion of the Mini Hybrid program if approval is given. Fleet will produce a report on savings and benefits with the possible expansion to 50% of the transit bus fleet.
TPW 4.6	Review new products and technologies for opportunities to reduce emission or save fuel.
TPW 4.7	Presently fleet has identified re-usable materials such as oil, oil filters, and tires. Fleet will review the other materials it uses to see if there are opportunities to advance this process and recycle all re-usable equipment
<i>Outcome: organization and community-wide waste management program</i>	
TPW 4.8	Implement practices and policies for compliance in source separation of waste collection programs at all HRM facilities/infrastructure/public spaces.
TPW 4.9	Develop the business case project proposal for public areas multi-stream receptacle's replacement plan.
Objectives for the next 3-5 years:	
TPW 4.10	Near term plan to role out multi-stream waste collection infrastructure across all HRM facilities, public spaces and recreational facilities

Goal 5: HRM Infrastructure assets are well managed

Corporate Strategy Linkage:

Community Outcome Area: Economic Prosperity, Integrated and Affordable Transportation Networks

Administrative Outcome: Fiscal Health

Description:

With the increased level of awareness of the Asset Management project and Community Outcome Area, HRM is making considerable progress in the area of infrastructure planning. A more formal separation of recapitalization and capability projects will help guide improvements in capital planning. Eventually the asset management project will establish guidelines for the recapitalization of its assets and asset classes. The development of a five year capital plan for capability and recapitalization projects that focuses on outcomes will assist in the decision making process, aligning resources with the identified requirements.

Goal 5: HRM Infrastructure assets are well managed	
<i>Objectives for 2011/2012:</i>	
<i>Outcome: A transportation system plan that supports sustainable growth patterns throughout the Municipality</i>	
All of TPW	
TPW 5.1	Review/revise asphalt specifications to develop a construction manual for best practices and methodologies including the use of environmentally friendly products
TPW 5.2	Provide support and assistance to IAM in the furtherance of the Asset Management project, including development and implementation of roles and responsibilities (definitions for owner, steward, manager) revised business processes and asset commissioning
TPW 5.3	Improvements to Street Maintenance Directory for detailed private /unaccepted road maintenance, snow & ice priority levels, sanding /salting delineation and street lengths (review- ongoing, implement 3-5 yrs.)
Municipal Operations	
TPW 5.4	Snow route redesign
TPW 5.5	Complete the Roadway Network and Transportation Demand Management Functional Plans
TPW 5.6	Develop a Council and public education program around how the various transportation elements of the Regional Plan work together (e.g. Active Transportation, Transit Functional Plan/5-Year Approach to Transit, Roadway Network Optimization Plan, etc.)

<i>Outcome: HRM makes coordinated infrastructure investments that promote a green, prosperous & highly competitive region</i>	
All TPW	
TPW 5.7	Provide expertise to Infrastructure and Asset Management for assets condition assessment, rating and reporting (General and Facilities)
TPW 5.8	Participate and support Facility Rationalization initiative by providing information on facilities where services are delivered.
Real Estate and Facility Services	
TPW 5.9	Implement strategies and recommendations of the Business Park Functional Plan to ensure timely and effective management practices for park development
TPW 5.10	Provide support and assistance with the Central Library funding strategy, specifically the marketing and disposal of the residual lands at Spring Garden, Clyde and Queen, including development and implementation of a disposal process and asset transactions and conveyances
TPW 5.11	Support disposal and development of municipal owned properties within the regional center in support of the “capital ideas” initiative.
TPW 5.12	Form Steering Committee and implement Property Rationalization Filter process to introduce better asset management practices to under utilized and under capitalized buildings to support disposal where possible.
TPW 5.13	In partnership with Transportation and Infrastructure Renewal, the development of the “Joint Opportunity Site Task Force” to seek interim improvement to publically owned lands and inventory current and planned uses and objectives.
TPW 5.14	To provide support and assistance to IAM/CD in the furtherance of the arena capacity study project.
Traffic & Right of Way Services	
TPW 5.15	Continue to carry out intersection improvement projects to optimize road network capacity <ul style="list-style-type: none"> • Hammonds Plains (Kingswood to KL Rd) • Glendale/Old Beaver Bank • Glendale/Smokey • Hammonds Plains/Yankeetown Rd • Sackville/Bell/Summer • Main/Lake Major
Solid Waste Resources	
TPW 5.16	Implement remaining item in the recapitalization plan for the Materials Recovery Facility (MRF) – roof repairs.
TPW 5.17	Implement recapitalization plan for two Source Separated Composting Facilities (SSCF) in support of increasing both capacity and process maturity end-state.

TPW 5.18	Implement recapitalization plan for Otter Lake facility, to include ongoing cell construction, cell capping and landfill gas management systems and equipment replacement, and road for development of a long-term borrow pit site for cell projects.
<i>Outcome: Halifax Stakeholders are innovative and work together to advance economic growth</i>	
Strategic Transportation Planning	
TPW 5.19	Secure and agree to scope of a Regional Transportation Authority
Real Estate and Facility Services	
TPW 5.20	Support the Atlantic Gateway – Burnside “Halifax Logistics Park” branding and development and to support land demand (ready supply of med/large format lots for industry) from growth in logistics sector.
TPW 5.21	Implement Business Park Function Plan (BFPF) for Burnside and Bayer’s Lake to support continued growth, development, and delivery of industrial lands with HRM
TPW 5.22	Improve HRM web page as a sales tool
TPW 5.23	Hold regular sessions with area Councillors and Standing Committees of Council as required with respect to business park development activity and trends
TPW 5.24	Complete key projects for the Business Parks Washmill Lake/102 underpass to Bayer’s Lake and the expansion of Bayer Lake and Burnside Industrial Park
Objectives for the next 3-5 years:	
TPW 5.25	Develop and maintain geospatial asset inventories for all infrastructure groups maintained by TPW
TPW 5.26	Implement asset management work order system for tracking all capital and operating costs against specific assets

Goal 6 Deliver an efficient sustainable resource oriented solid waste program

Corporate Strategy Linkage:

Community Outcome Area: Clean and Healthy Environment

Administrative Outcome: Excellence in Service Delivery, Fiscal Health

Description:

HRM has a world recognized solid waste program. Provincial Environmental Goals and Sustainable Prosperity Act (EGSPA) requirements require a further significant increase in diversion of materials from the landfill. HRM’s program of source separated recycling and composting is somewhat mature. Optimizing and expanding upon opportunities to further enhance diversion will require further measures to meet the 2015 target of 300 kg/capita disposal

of waste/year. HRM needs to review and assess new technology and programs to increase the diversion of re-usable material from landfill. This technology review should include some form of energy recovery, bio-chemical or biofuels model, as well as exploring new markets for recyclable materials. HRM must increase its composting capacity and continue to advance and enhance participation in the source-separated recycling program across the residential and Industrial, Commercial and Institutional (ICI) sectors. To achieve the EGSPA goal, HRM must work internally with other BU's in setting the example within HRM and externally with both public and private sector stakeholders and partners, including the potential identification of new partners. This effort will require development and implementation of new programs, technology and policy to support those initiatives.

Goal 6: Deliver an efficient sustainable resource oriented solid waste program	
Objectives for 2011/2012:	
Solid Waste Resources	
TPW 6.1	Complete comprehensive analysis of current composting maturity states to evaluate ability to meet new Canadian Council of Ministers of the Environment (CCME) and NS composting guidelines
TPW 6.2	Complete analysis of results from the analysis of existing residual waste streams destined for landfill with a plan to develop technology options for council assessment through a Request for Expression of Interest (RFEIO) process.
TPW 6.3	Expand existing education and compliance operations across both residential and ICI sectors. This includes implementation of multi-year Business Park inspection program. As directed by Council, implement a public engagement plan to education and communicate with the public on evolving the waste management program and develop revisions to By-Law S-600 in support of increasing diversion from landfill. for both the residential and commercial sector.
TPW 6.4	Develop framework with stakeholders for a strategic plan to achieve Environmental Goals and Sustainable Prosperity Act (EGSPA) targets for 2015
TPW 6.5	Complete Negotiation of a renewal agreement for Otter Lake Waste Processing and Disposal Facilities for the period 2010-2015.
TPW 6.6	Work with stakeholder partner in the production and sale of electricity at Highway 101 landfill
TPW 6.7	Develop and manage an efficient program to deal with leachate from HRM Solid Waste Resource operational facilities, to include the exploration of utilizing Highway 101 Landfill site as a leachate treatment facility to meet HRM needs
TPW 6.8	Monitor the HRM diversion rate with a focus on identifying new initiatives and opportunities to increase the rate
TPW 6.9	Work with all Business Units to implement corporate compliance with By-Law S-600 at all HRM operations, sites, properties and facilities

TPW 6.10	Implement the NS Environment approved monitoring, reporting and capital maintenance program at the Highway 101 Landfill site in conjunction with Halifax Water as Leachate Treatment Plant operator and the landfill gas system operator (Highland Energy)
Objectives for the next 3-5 years:	
TPW 6.11	Identify and implement new technology/process/facility to meet HRM compost capacity and Provincial maturity state guidelines and negotiate contract changes with stakeholders
TPW 6.12	Identify and implement new technology and/or programs to increase landfill diversion rates to meet EGSPA target, to include assessment and confirmation of long-term plan for Otter Lake landfill (beyond 2024) and/or its successor site

Goal 7: Prepared Emergency Management

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive, and Welcoming Communities

Description:

TPW provides substantial assistance in the municipal response to emergencies primarily through the provision of its own assets or by leveraging assets of others to accommodate/assist victims of emergencies, as well as providing the direct services to the public in order to restore the Municipality to its pre-emergency state as soon as possible. As emergencies increase in complexity and affect more people, the expectation to respond in an efficient and immediate manner increases. The complexities of asset provision and delivery of services also therefore escalate. A well developed, planned response for addressing emergency situations will ensure that the citizens receive the necessary support and level of service needed to overcome the emergency.

Goal 7: Prepared Emergency Management	
Objectives for 2011/2012:	
<i>Outcome: Emergency Plan developed and implemented for TPW</i>	
All of TPW	
TPW 7.1	Develop training plan for key EMO staff and take part in EMO sponsored exercises
TPW 7.2	Participate and support EMO's change to Incident Management System.
TPW 7.3	Re-write internal emergency response plan and Business Continuity Plans
TPW 7.4	Participate in EMO joint planning initiatives and operations
TPW 7.5	Develop pre and post weather event operational response protocol

Goal 8: Provide operational support to Special Events

Corporate Strategy Linkage:

Community Outcome Areas: Safe, Inclusive, and Welcoming Communities, Diverse Lifestyle Opportunities

Description:

Each year HRM plays host to a number of events. TPW will be required to support the planning and service delivery efforts for these events by providing the functional expertise of TPW staff in the area of traffic planning, solid waste resources, transit planning, municipal operations, and facility services.

Goal 8: Provide operational support to Special Events	
<i>Objectives for 2011/2012:</i>	
<i>Outcome: Support the needs of Special Events</i>	
TPW 8.1	Work with HRM Special Event Staff to develop and implement a solid waste source separated plan for all facilities and external sites incorporating new infrastructure acquired as a legacy measure from the Games.
TWP 8.2	Develop servicing plan for legacy infrastructure from the Canada Games
TPW 8.3	Support the bid development to the stadium
TPW 8.4	Support FCM Conference

Goal 9: Meet Internal Service and Partnership Expectations

Corporate Strategy Linkage:

Administrative Outcome Area – Excellence in Service Delivery

Description:

Support and participate in initiatives identified by other Business Units as agreed upon in the Business Planning cycle.

Goal 9: Meet Internal Service Expectations	
Objectives for 2011/2012:	
TPW 9.1	<p>Participate and support various committees including:</p> <ul style="list-style-type: none"> • Community Visioning • Regional Plan Advisory Committee • HRMbyDesign Steering Committee • Cogswell Master Plan Steering Committee • Long term arena strategy • Cole Harbour, Musquodoboit Harbour, Eastern Passage facility needs analysis • Dartmouth Sportsplex Steering Committee • New committees as identified to support ongoing facilities, facility projects and related matters • Communications Strategy • Multi year Financial Strategy • Employee Recognition Committee • Labour Management Committee
TPW 9.2	<p>Support Business Units in office moves and relocations by providing leadership role for space design, planning and execution. (Community Development, Finance)</p>
TPW 9.3	<p>Support Business Units in the roll out of new policies and compliance/audits of existing policies, including:</p> <ul style="list-style-type: none"> • New finance policies • Hurricane Juan Audit • Property Tax and Rents per Management agreements • Duty to Accommodate • Substance Abuse Policy • Values and Ethics Policy • Multi Year Financial Strategy • Communication Strategy

Service Level Changes
<u>Increases In Services / New Initiatives:</u> None
<u>Decreases In Services / Operational Pressures:</u> None
<u>Expected Services Not Being Delivered:</u> None

Transportation & Public Works Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$96,393
1	Compensation & Benefits - Net changes resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	8,263
2	Increase in vehicle costs due to escalating market price for fuel and parts	1,272
3	Increase in Area Rate Revenue (Metro Transit)	(2,754)
4	Increase in general costs for contract obligations	1,773
5	Decrease in Metro Transit Revenue based on reduced ridership	2,000
6	Increase in prior year operating cost of capital for ongoing projects	1,764
7	Increase in operating costs to maintain vacant surplus schools received from Halifax Regional School Board	300
8	Increase in operating costs to maintain Halifax Commons Oval	260
9	Net decrease in other miscellaneous changes	(298)
2011/12 Budget		\$108,973

Summary of Transportation and Public Work and Metro Transit

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Transportation and Public Works	89,519,990	93,131,446	101,356,080	98,352,151	5,220,705	5.6
Metro Transit	9,508,780	3,261,977	8,917,590	10,621,462	7,359,485	225.6
Total Summary of TPW & MT	99,028,770	96,393,423	110,273,670	108,973,613	12,580,190	

Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Transportation and Public Works	114,929,590	118,865,391	128,667,550	124,899,739	6,034,348	5.1
Metro Transit	70,091,029	71,047,677	74,760,174	78,737,862	7,690,185	10.8
Total Expenditures for TPW & MT	185,020,619	189,913,068	203,427,724	203,637,601	13,724,533	

Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Transportation and Public Works	(25,409,600)	(25,733,945)	(27,311,470)	(26,547,588)	(813,643)	3.2
Metro Transit	(60,582,249)	(67,785,700)	(65,842,584)	(68,116,400)	(330,700)	0.5
Total Revenue for TPW & MT	(85,991,849)	(93,519,645)	(93,154,054)	(94,663,988)	(1,144,343)	

Summary by Expenditure and Revenue Types

Expenditures	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Compensation and Benefits	80,020,500	83,085,512	86,653,783	91,745,972	8,660,460	10.4
* Office	1,207,500	1,206,831	1,108,799	1,363,531	156,545	13.0
* External Services	48,249,700	52,154,509	56,171,672	54,845,650	2,691,141	5.2
* Supplies	1,572,400	1,606,082	1,466,295	1,717,845	111,723	7.0
* Materials	3,466,300	3,351,785	4,671,408	3,371,057	19,272	0.6
* Building Costs	15,554,800	14,655,195	16,431,747	15,784,201	1,129,006	7.7
* Equipment & Communications	4,016,700	4,093,619	6,064,434	4,347,626	254,007	6.2
* Vehicle Expense	20,638,100	18,450,392	22,329,215	20,148,355	1,697,963	9.2
* Other Goods & Services	6,517,270	6,619,787	5,498,389	5,812,465	(807,127)	(12.2)
* Interdepartmental	(7,902,000)	(7,565,334)	(10,001,126)	(7,924,425)	(359,091)	4.7
* Debt Service	8,695,700	9,830,150	9,856,117	9,621,450	(208,700)	(2.1)
* Other Fiscal	2,983,649	2,424,540	3,176,990	2,803,874	379,334	15.6
** Total	185,020,619	189,913,068	203,427,724	203,637,601	13,724,533	7.2
Revenues	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Area Rate Revenue	(30,666,649)	(36,366,800)	(36,502,599)	(38,701,188)	(2,334,388)	6.4
* Transfers from other Gov'ts	(3,479,300)	(3,019,636)	(3,228,868)	(2,999,700)	19,936	(0.7)
* Fee Revenues	(48,761,700)	(51,799,609)	(48,910,590)	(50,518,700)	1,280,909	(2.5)
* Other Revenue	(3,000,100)	(2,249,500)	(4,511,996)	(2,444,400)	(194,900)	8.7
* Interdepartmental Revenue	(84,100)	(84,100)			84,100	(100.0)
** Total	(85,991,849)	(93,519,645)	(93,154,054)	(94,663,988)	(1,144,343)	1.2
Net Surplus/Deficit	99,028,770	96,393,423	110,273,670	108,973,613	12,580,190	13.1

Transportation Public Works

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R100 Directors Admin.	412,460	652,418	589,281	699,257	46,839	7.2
*** TPW Administration	412,460	652,418	589,281	699,257	46,839	7.2
**** Administration	412,460	652,418	589,281	699,257	46,839	7.2
R102 Integrated Sec Manag	124,100	353,524	341,793	488,637	135,113	38.2
*** New Integrated Security Manag	124,100	353,524	341,793	488,637	135,113	38.2
R101 Serv. Deliv.& Qualit	557,080	566,701	573,855	736,875	170,174	30.0
**** Service Delivery & Quality Im	681,180	920,225	915,648	1,225,512	305,287	33.2
W400 Acquisitions & Disp	158,500	172,468	307,187	(73,980)	(246,448)	(142.9)
W500 Business Parks	(338,700)	(327,316)	(303,211)	(673,495)	(346,179)	105.8
W600 Locked Real Estate	585,800					
*** Real Estate	405,600	(154,848)	3,976	(747,475)	(592,627)	382.7
W134 Capital Salary Costs		46	34	47	1	2.2
W135 Construction Services	408,200	399,951	387,568	408,848	8,897	2.2
*** Contract Support	408,200	399,997	387,602	408,895	8,898	2.2
W200 Facility Operations	3,550,300	3,138,626	3,303,664	3,835,450	696,824	22.2
W211 Clean & Tenant Serv.	2,741,800	2,972,102	2,916,850	3,147,275	175,173	5.9
W212 Structural and Arenas	2,113,000	2,177,516	2,110,461	2,287,154	109,638	5.0
W213 Mechanical & PM Serv	2,663,000	2,879,174	2,878,428	3,373,346	494,172	17.2
** Operations	11,068,100	11,167,418	11,209,403	12,643,225	1,475,807	13.2
W160 Facilities Admin	460,000	1,053,751	1,104,271	1,064,531	10,780	1.0
W169 Surplus Schools				300,000	300,000	
W202 TPW Commercial Leases	1,472,200	1,382,764	1,358,362	1,032,327	(350,437)	(25.3)
W203 Alderney Gate FacMgt	804,200	858,108	1,528,539	1,554,407	696,299	81.1
*** Facilities	13,804,500	14,462,041	15,200,575	16,594,490	2,132,449	14.7
W100 Admin/ServDelivery	243,800	246,835	222,263	242,780	(4,055)	(1.6)
*** RPAM Admin	243,800	246,835	222,263	242,780	(4,055)	(1.6)
**** Real Estate and Facility Serv	14,862,100	14,954,025	15,814,416	16,498,690	1,544,665	10.3
M674 VIK Spec Eve Traff &			144,303			
R170 Transportation Serv.	1,424,540	1,417,616	1,240,313	1,244,119	(113,497)	(8.0)
*** Transportation Services	1,424,540	1,417,616	1,384,616	1,304,119	(113,497)	(8.0)
R112 Rights of Way Approval	142,750	(48,420)	(63,067)	(43,527)	4,893	(10.1)
*** Right of Way Services	142,750	(48,420)	(63,067)	(43,527)	4,893	(10.1)
R746 LockStreet Name Sign						
R747 Traffic Signs	1,470,740	1,431,142	1,155,603	1,426,237	(4,905)	(0.3)
*** Sign Shop	1,470,740	1,431,142	1,155,603	1,426,237	(4,905)	(0.3)
R825 Streetlighting	6,650,900	6,486,435	6,422,088	6,424,166	(62,269)	(1.0)
R827 Traffic Lights	1,556,790	1,542,292	1,467,470	1,504,819	(37,473)	(2.4)
*** Traffic Signals & Streetlight	8,207,690	8,028,727	7,889,558	7,928,985	(99,742)	(1.2)
**** Traffic & Transportation	11,245,720	10,829,065	10,366,710	10,555,814	(213,251)	(2.0)
R912 Fleet: Administration	521,420	422,985	419,392	579,418	156,433	37.0
*** Fleet: Administration	521,420	422,985	419,392	579,418	156,433	37.0
R970 Fleet R&M:Municipal	(900)					
*** Fleet: Turner Site	(900)		836			
R981 Fleet R&M:Fire	(300)		0	(11)	4,113,795	
R985 Fleet R&M:Police	(100)			(61)		
*** Fleet: Emergency	(400)		0	(72)	4,113,795	
R991 Fleet: R&M HRWC	(0)		17,834			
*** Fleet: Halifax Regional Water	(0)		17,834			
**** Fleet Services	520,120	422,985	438,062	579,346	156,361	37.0
M672 VIK Spec Event Oper			32,020			
W120 Operations Admin	298,540	299,734	258,877	297,684	(2,050)	(0.7)
W199 Fleet Maintenance						
W944 SH Streetscape Prog			(18,335)			
*** Municipal Operations Admin	298,540	299,734	272,562	297,684	(2,050)	(0.7)
R710 Municipal Op Support	3,978,860	4,629,399	4,781,500	4,426,534	(262,865)	(5.7)
*** Municipal Operations Support	3,978,860	4,629,399	4,781,500	4,426,534	(262,865)	(5.7)
R715 Administration - St.	2,003,380	2,107,157	2,315,074	961,323	(1,145,834)	(54.4)
R720 Street Clean/Graffiti	2,086,250	1,062,826	1,352,294	1,077,842	15,016	1.4
R721 Street Mtce-West Rgn	493,400	477,889	466,532	649,491	171,602	35.9
R723 Service Trucks/Litter		1,104,182	1,421,465	1,337,303	233,121	21.1
R732 Street Mtce-Cent Rgn	776,690	794,721	675,330	789,571	(5,150)	(0.6)
R735 Street Mtce-East Rgn	529,700	432,228	377,478	573,412	141,184	32.7
R899 Streets J/C Clearing			(17,458)			
** Streets & Roads	5,889,420	5,979,003	6,590,714	5,388,942	(590,061)	(9.9)
R761 Locked Ice Control						
R771 East - Ice Control	1,215,480	1,243,111	2,410,826	1,350,392	107,281	8.6

TPW Summary by Net Expenditures by Business Unit Division

Continued

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R772 West - Ice Control	1,482,980	1,682,621	3,250,784	1,657,882	(24,739)	(1.5)
R773 Central - Ice Control	1,138,790	1,252,466	1,935,529	1,169,740	(82,726)	(6.6)
* Ice Control (East, West and	3,837,250	4,178,198	7,597,140	4,178,014	(184)	(0.0)
R762 Locked Plowing						
R774 East - Plowing	1,775,480	1,695,997	1,473,093	1,628,421	(67,576)	(4.0)
R775 West - Plowing	2,228,380	2,144,719	1,584,450	2,359,402	214,683	10.0
R776 Central Plowing	1,442,790	1,381,815	1,639,885	1,375,172	(6,643)	(0.5)
* Plowing (East, West and Cent	5,446,650	5,222,531	4,697,428	5,362,995	140,464	2.7
R763 Locked Snow Removal						
R777 East - Snow Removal	56,600	36,600	178,976	34,600	(2,000)	(5.5)
R778 West - Snow Removal	96,000	74,126	358,387	54,126	(20,000)	(27.0)
R779 Central - Snow Removal	18,400	16,400	72,253	20,400	4,000	24.4
* Snow Removal (East, West and	171,000	127,126	609,615	109,126	(18,000)	(14.2)
R764 Locked Swlk Plow/Ice						
R780 East-Sidewalk Pl/Ice	1,041,080	996,195	(1,161,662)	969,933	(26,262)	(2.6)
R781 West-Sidewalk Pl/Ice	1,627,230	1,496,927	2,602,749	1,564,734	67,807	4.5
R782 Central-Swalk Pl/Ice	58,540	(24,112)	1,175,620	(35,536)	(11,424)	47.4
* Sidewalk Plowing/Ice Control	2,726,850	2,469,010	2,616,707	2,499,131	30,121	1.2
R765 LockRelated ProgCost						
R783 East-Related Pr Cost	93,780	93,033	409,349	10,110	(82,923)	(89.1)
R784 West-Related Pr Cost	105,480	123,133	552,314	12,125	(111,008)	(90.2)
R785 Cent-Related Pr Cost	64,380	34,156	258,714	7,473	(26,683)	(78.1)
* Related Program Costs(East, W	263,640	250,322	1,220,377	29,708	(220,614)	(88.1)
R768 Priority 2&3 Snow &Ice			2,222,113	240,000	240,000	
* Snow & Ice Control Priority 2			2,222,113	240,000	240,000	
** Operation Coordinator/Snow &	12,445,390	12,247,187	18,963,381	12,418,974	171,787	1.4
R739 Fall River Sidewalks			(0)	(31,900)	(31,900)	
R740 Concrete SW-Wst/Bedf	767,400	724,462	669,001	754,370	29,908	4.1
R741 Asphalt Crb/Wlk-E/C	448,200	417,240	467,743	552,068	134,828	32.3
R742 Concrete SW-East/Cen	584,500	631,022	562,843	781,012	149,990	23.8
R743 Asphalt Patching	828,900	789,343	746,168	744,707	(44,636)	(5.7)
R744 Sidewalks - East				70,000	70,000	
R745 Sidewalks - West				110,000	110,000	
** Sidewalks	2,629,000	2,562,067	2,445,754	2,980,257	418,190	16.3
*** Public Works Operations	20,963,810	20,788,257	27,999,849	20,788,173	(84)	(0.0)
R831 Parks/Open - Admin	243,600	262,769	220,971	239,094	(23,675)	(9.0)
R845 Parks Urban Forestry	933,800	1,091,500	2,017,919	1,341,933	250,433	22.9
R850 Public Garden Green	557,900	672,462	746,934	749,425	106,963	15.9
R851 Parks/Horticulture	927,300	972,083	813,667	1,053,212	81,129	8.3
R852 Cap Dis Main Weekend	547,500	508,863	687,824	774,709	265,846	52.2
R855 Parks Cemeteries	58,300	(309,219)	63,090	(7,841)	301,378	(97.5)
R860 Parks/Open-West	666,000	748,853	713,872	795,616	46,763	6.2
*** Parks and Open Spaces	3,934,400	3,947,311	5,264,277	4,976,148	1,028,837	26.1
W187 Hfx Artificial Spfld	94,800	79,044	88,507	108,766	29,722	37.6
W190 Dart Artificl Spfld	27,400	1,300	2,333	(72)	(1,372)	(105.5)
** All Weather Program	122,200	80,344	90,839	108,694	28,350	35.3
W180 Playgrounds East	1,147,900	617,394	548,260	597,823	(19,571)	(3.2)
W181 Sports/Play - Admin	423,300	435,715	341,039	375,766	(59,949)	(13.8)
W182 Sportsfields East	1,151,500	708,191	716,505	748,967	40,776	5.8
W183 Playgrounds Central		622,198	532,466	566,789	(55,409)	(8.9)
W184 Playgrounds West	856,700	837,099	762,853	779,893	(57,206)	(6.8)
W185 Sportsfields - Central		592,056	635,629	654,774	62,718	10.6
W186 Sportsfields West	1,036,900	948,240	920,516	899,149	(49,091)	(5.2)
W189 Sports/PlayR&M-frCpt			10,794			
*** Sportsfields & Playgrounds	4,738,500	4,841,237	4,558,901	4,731,855	(109,382)	(2.3)
**** Municipal Operations	33,914,110	34,505,938	42,877,089	35,220,394	654,456	1.9
R311 MA Solid Waste Debt	307,700	295,200	295,212	282,300	(12,900)	(4.4)
R314 Sckv. Landfill Site		100	19,174	(16,700)	(16,800)	(16,800.0)
R315 Leach. Trt./FlareStc			57,072			
*** Former Solid Waste System	307,700	295,300	371,458	265,600	(29,700)	(10.1)
R321 Administration - WR	(9,241,200)	(9,605,707)	(8,944,261)	(8,628,746)	976,961	(10.2)
** Admin WR	(9,241,200)	(9,605,707)	(8,944,261)	(8,628,746)	976,961	(10.2)
R322 Collection & RRFB	8,591,400	9,703,400	9,791,008	10,756,337	1,052,937	10.9
R323 Waste Res Sy Debt Ch	136,800	196,400	196,475	189,600	(6,800)	(3.5)
R324 Compost Fac.Burnside	2,545,000	2,804,000	2,932,665	2,972,500	168,500	6.0
R325 Compost Fac.Ragged Lake	2,435,000	3,551,000	3,683,343	3,796,700	245,700	6.9
R328 Rural Depots	155,000	154,400	151,630	161,476	7,076	4.6
R330 Material Recov. Fac.	1,424,100	1,276,931	367,897	1,040,300	(236,631)	(18.5)
R331 RRFB Contract	(100)	(2,335)	(178,458)	(357,100)	(354,765)	15,193.4
R332 Operating Reserve	300,000	300,000	308,519	300,000		

TPW Summary by Net Expenditures by Business Unit Division

Continued

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R333 C & E Progrms HRM	327,900	295,110	233,539	302,262	7,152	2.4
R334 Household Haz. Waste	393,300	408,200	181,871	405,000	(3,200)	(0.8)
** SW Other	16,308,400	18,687,106	17,668,489	19,567,075	879,969	4.7
R326 Otter Lake WSF	2,947,700	2,832,200	2,887,102	2,773,400	(58,800)	(2.1)
R327 Otter Lake RDF	6,927,300	7,136,900	7,145,583	7,111,600	(25,300)	(0.4)
R329 Otter Lake FEP	10,090,400	11,031,600	10,791,852	11,968,500	936,900	8.5
** Otter Lake	19,965,400	21,000,700	20,824,538	21,853,500	852,800	4.1
*** Waste Resources	27,032,600	30,082,099	29,548,765	32,791,829	2,709,730	9.0
**** Solid Waste Services	27,340,300	30,377,399	29,920,224	33,057,429	2,680,030	8.8
R951 Regional Trans.Plann	544,000	469,391	434,650	515,709	46,318	9.9
**** Regional Transportation Plann	544,000	469,391	434,650	515,709	46,318	9.9
**** Locked Cost Centres						
***** Total	89,519,990	93,131,446	101,356,080	98,352,151	5,220,705	5.6

TPW Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R100 Directors Admin.	412,460	652,418	589,281	699,257	46,839	7.2
*** TPW Administration	412,460	652,418	589,281	699,257	46,839	7.2
**** Administration	412,460	652,418	589,281	699,257	46,839	7.2
R102 Integrated Sec Manag	124,100	353,524	341,793	488,637	135,113	38.2
*** New Integrated Security Manag	124,100	353,524	341,793	488,637	135,113	38.2
R101 Serv. Deliv.& Qualit	734,180	743,801	663,855	736,875	(6,926)	(0.9)
**** Service Delivery & Quality Im	858,280	1,097,325	1,005,648	1,225,512	128,187	11.7
W220 Clearing-Facilities			50,710			
*** Ops Admin			50,710			
W400 Acquisitions & Disp	461,900	475,868	450,399	479,420	3,552	0.7
W500 Business Parks	395,100	406,484	402,524	410,305	3,821	0.9
W600 Locked Real Estate	585,800					
*** Real Estate	1,442,800	882,352	852,923	889,725	7,373	0.8
W134 Capital Salary Costs		46	34	47	1	2.2
W135 Construction Services	408,200	399,951	387,568	408,848	8,897	2.2
*** Contract Support	408,200	399,997	387,602	408,895	8,898	2.2
W200 Facility Operations	3,550,300	3,138,626	3,300,633	3,835,450	696,824	22.2
W211 Clean & Tenant Serv.	2,741,800	2,972,102	2,918,508	3,147,275	175,173	5.9
W212 Structural and Arenas	2,113,000	2,177,516	2,110,461	2,287,154	109,638	5.0
W213 Mechanical & PM Serv	2,663,000	2,879,174	2,878,614	3,373,346	494,172	17.2
** Operations	11,068,100	11,167,418	11,208,216	12,643,225	1,475,807	13.2
W160 Facilities Admin	460,000	1,053,751	1,104,271	1,064,531	10,780	1.0
W169 Surplus Schools				300,000	300,000	
W202 TPW Commercial Leases	3,634,300	3,941,864	3,717,648	3,591,427	(350,437)	(8.9)
W203 Alderney Gate FacMgt	2,109,300	2,163,208	2,705,434	2,859,507	696,299	32.2
*** Facilities	17,271,700	18,326,241	18,735,569	20,458,690	2,132,449	11.6
W100 Admin/ServDelivery	243,800	246,835	222,263	242,780	(4,055)	(1.6)
*** RPAM Admin	243,800	246,835	222,263	242,780	(4,055)	(1.6)
**** Real Estate and Facility Serv	19,366,500	19,855,425	20,249,067	22,000,090	2,144,665	10.8
M674 VIK Spec Eve Traff &			144,303			
R170 Transportation Serv.	1,424,540	1,417,616	1,240,638	1,244,119	(113,497)	(8.0)
*** Transportation Services	1,424,540	1,417,616	1,384,941	1,244,119	(113,497)	(8.0)
R112 Rights of Way Approval	560,850	461,180	446,622	466,073	4,893	1.1
*** Right of Way Services	560,850	461,180	446,622	466,073	4,893	1.1
R747 Traffic Signs	1,470,740	1,431,142	1,389,840	1,426,237	(4,905)	(0.3)
*** Sign Shop	1,470,740	1,431,142	1,389,840	1,426,237	(4,905)	(0.3)
R825 Streetlighting	6,650,900	6,486,435	6,573,688	6,424,166	(62,269)	(1.0)
R827 Traffic Lights	1,556,790	1,542,292	1,498,825	1,504,819	(37,473)	(2.4)
*** Traffic Signals & Streetlight	8,207,690	8,028,727	8,072,514	7,928,985	(99,742)	(1.2)
**** Traffic & Transportation	11,663,820	11,338,665	11,293,916	11,065,414	(213,251)	(1.9)
R912 Fleet: Administration	521,420	422,985	419,392	579,418	156,433	37.0
*** Fleet: Administration	521,420	422,985	419,392	579,418	156,433	37.0
R970 Fleet R&M:Municipal	(900)		48,763			
*** Fleet: Turner Site	(900)		48,763			
R981 Fleet R&M:Fire	(300)		12,660	(11)	(11)	
R985 Fleet R&M:Police	(100)		3,982	(61)	(61)	
*** Fleet: Emergency	(400)		16,642	(72)	(72)	
R991 Fleet: R&M HRWC	710,000		620,056			
*** Fleet: Halifax Regional Water	710,000		620,056			
**** Fleet Services	1,230,120	422,985	1,104,853	579,346	156,361	37.0
M672 VIK Spec Event Oper			32,020			
W120 Operations Admin	298,540	299,734	258,877	297,684	(2,050)	(0.7)
W944 SH Streetscape Prog		38,800	20,856	39,400	600	1.5
*** Municipal Operations Admin	298,540	338,534	311,753	337,084	(1,450)	(0.4)
R710 Municipal Op Support	3,978,860	4,629,399	4,950,737	4,477,534	(211,865)	(4.6)
*** Municipal Operations Support	3,978,860	4,629,399	4,950,737	4,477,534	(211,865)	(4.6)
R715 Administration - St.	2,003,380	2,107,157	2,317,743	961,323	(1,145,834)	(54.4)
R720 Street Clean/Graffiti	2,086,250	1,062,826	1,352,294	1,077,842	15,016	1.4
R721 Street Mtce-West Rgn	493,400	477,889	466,532	649,491	171,602	35.9
R723 Service Trucks/Litter		1,104,182	1,421,465	1,337,303	233,121	21.1
R732 Street Mtce-Cent Rgn	776,690	794,721	675,330	789,571	(5,150)	(0.6)
R735 Street Mtce-East Rgn	529,700	432,228	377,478	573,412	141,184	32.7
R899 Streets J/C Clearing			(17,458)			
** Streets & Roads	5,889,420	5,979,003	6,593,384	5,388,942	(590,061)	(9.9)
R771 East - Ice Control	1,215,480	1,243,111	2,410,826	1,350,392	107,281	8.6
R772 West - Ice Control	1,482,980	1,682,621	3,250,784	1,657,882	(24,739)	(1.5)
R773 Central - Ice Control	1,138,790	1,252,466	1,935,529	1,169,740	(82,726)	(6.6)
* Ice Control (East, West and	3,837,250	4,178,198	7,597,140	4,178,014	(184)	(0.0)
R774 East - Plowing	1,775,480	1,695,997	1,473,093	1,628,421	(67,576)	(4.0)

TPW Gross Expenditures

Continued

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R775 West - Plowing	2,228,380	2,144,719	1,584,946	2,359,402	214,683	10.0
R776 Central Plowing	1,442,790	1,381,815	1,639,885	1,375,172	(6,643)	(0.5)
* Plowing (East, West and Cent	5,446,650	5,222,531	4,697,924	5,362,995	140,464	2.7
R777 East - Snow Removal	56,600	36,600	178,976	34,600	(2,000)	(5.5)
R778 West - Snow Removal	96,000	74,126	358,387	54,126	(20,000)	(27.0)
R779 Central - Snow Removal	18,400	16,400	72,253	20,400	4,000	24.4
* Snow Removal (East, West and	171,000	127,126	609,615	109,126	(18,000)	(14.2)
R780 East-Sidewalk Pl/Ice	2,100,680	2,046,235	1,518,009	2,092,648	46,413	2.3
R781 West-Sidewalk Pl/Ice	2,554,380	2,415,712	2,602,749	2,547,110	131,398	5.4
R782 Central-Swalk Pl/Ice	748,190	659,563	1,175,620	666,161	6,598	1.0
* Sidewalk Plowing/Ice Control	5,403,250	5,121,510	5,296,378	5,305,919	184,409	3.6
R783 East-Related Pr Cost	93,780	93,033	409,349	10,110	(82,923)	(89.1)
R784 West-Related Pr Cost	105,480	123,133	552,314	12,125	(111,008)	(90.2)
R785 Cent-Related Pr Cost	64,380	34,156	258,714	7,473	(26,683)	(78.1)
* Related Program Costs(East, W	263,640	250,322	1,220,377	29,708	(220,614)	(88.1)
R768 Priority 2&3 Snow &Ice			2,222,113	240,000	240,000	
* Snow & Ice Control Priority 2			2,222,113	240,000	240,000	
** Operation Coordinator/Snow &	15,121,790	14,899,687	21,643,547	15,225,762	326,075	2.2
R738 Waverley Sidewalks	6,700	6,700	6,763		(6,700)	(100.0)
R739 Fall River Sidewalks			(0)	(31,900)	(31,900)	
R740 Concrete SW-Wst/Bedf	767,400	724,462	669,001	754,370	29,908	4.1
R741 Asphalt Crb/Wlk-E/C	448,200	417,240	467,743	552,068	134,828	32.3
R742 Concrete SW-East/Cen	584,500	631,022	562,843	781,012	149,990	23.8
R743 Asphalt Patching	828,900	789,343	746,168	744,707	(44,636)	(5.7)
R744 Sidewalks - East				70,000	70,000	
R745 Sidewalks - West				110,000	110,000	
** Sidewalks	2,635,700	2,568,767	2,452,517	2,980,257	411,490	16.0
*** Public Works Operations	23,646,910	23,447,457	30,689,448	23,594,961	147,504	0.6
R831 Parks/Open - Admin	243,600	262,769	226,329	239,094	(23,675)	(9.0)
R845 Parks Urban Forestry	933,800	1,091,500	2,017,919	1,341,933	250,433	22.9
R850 Public Garden Green	557,900	672,462	746,934	779,425	106,963	15.9
R851 Parks/Horticulture	927,300	972,083	872,212	1,053,212	81,129	8.3
R852 Cap Dis Main Weekend	547,500	508,863	687,824	774,709	265,846	52.2
R855 Parks Cemeteries	452,400	365,006	298,168	242,159	(122,847)	(33.7)
R860 Parks/Open-West	666,000	748,853	722,593	795,616	46,763	6.2
*** Parks and Open Spaces	4,328,500	4,621,536	5,571,979	5,226,148	604,612	13.1
W187 Hfx Artificial Spfld	229,800	214,044	247,109	243,766	29,722	13.9
W190 Dart Artificl Spfld	165,200	139,100	138,422	137,728	(1,372)	(1.0)
** All Weather Program	395,000	353,144	385,532	381,494	28,350	8.0
W180 Playgrounds East	1,147,900	617,394	549,457	597,823	(19,571)	(3.2)
W181 Sports/Play - Admin	474,300	486,715	391,039	375,766	(110,949)	(22.8)
W182 Sportsfields East	1,232,200	788,891	818,458	849,667	60,776	7.7
W183 Playgrounds Central		622,198	532,466	566,789	(55,409)	(8.9)
W184 Playgrounds West	856,700	837,099	762,853	779,893	(57,206)	(6.8)
W185 Sportsfields - Central		592,056	635,530	674,774	82,718	14.0
W186 Sportsfields West	1,117,600	1,028,940	1,008,757	999,849	(29,091)	(2.8)
W189 Sports/PlayR&M-frCpt			10,794			
*** Sportsfields & Playgrounds	5,223,700	5,326,437	5,094,884	5,226,055	(100,382)	(1.9)
**** Municipal Operations	37,476,510	38,363,363	46,618,800	38,861,782	438,419	1.1
R311 MA Solid Waste Debt	307,700	295,200	295,212	282,300	(12,900)	(4.4)
R314 Sckv. Landfill Site		100	19,174	(16,700)	(16,800)	(16,800.0)
R315 Leach. Trt./FlareStc			57,072			
*** Former Solid Waste System	307,700	295,300	371,458	265,600	(29,700)	(10.1)
R321 Administration - WR	1,099,500	1,134,308	1,086,056	1,327,654	193,346	17.0
** Admin WR	1,099,500	1,134,308	1,086,056	1,327,654	193,346	17.0
R322 Collection & RRFB	11,815,400	12,427,400	12,547,790	13,443,337	1,015,937	8.2
R323 Waste Res Sy Debt Ch	136,800	196,400	196,475	189,600	(6,800)	(3.5)
R324 Compost Fac.Burnside	3,225,000	3,583,000	3,603,270	3,739,000	156,000	4.4
R325 Compost Fac.Ragged Lake	2,835,000	3,975,000	4,228,566	4,336,600	361,600	9.1
R328 Rural Depots	155,000	154,400	151,630	161,476	7,076	4.6
R330 Material Recov. Fac.	2,453,700	2,522,700	2,607,545	3,051,000	528,300	20.9
R331 RRFB Contract	247,200	285,301	346,214	432,600	147,299	51.6
R332 Operating Reserve	300,000	300,000	308,519	300,000		
R333 C & E Progrms HRM	327,900	295,110	293,481	344,262	49,152	16.7
R334 Household Haz. Waste	401,300	416,200	332,599	428,000	11,800	2.8
** SW Other	21,897,300	24,155,511	24,616,089	26,425,875	2,270,364	9.4
R326 Otter Lake WSF	2,947,700	2,832,200	2,887,102	2,773,400	(58,800)	(2.1)
R327 Otter Lake RDF	6,927,300	7,136,900	7,145,583	7,111,600	(25,300)	(0.4)
R329 Otter Lake FEP	10,198,400	11,111,600	11,261,545	12,048,500	936,900	8.4
** Otter Lake	20,073,400	21,080,700	21,294,231	21,933,500	852,800	4.0
*** Waste Resources	43,070,200	46,370,519	46,996,376	49,687,029	3,316,510	7.2
**** Solid Waste Services	43,377,900	46,665,819	47,367,834	49,952,629	3,286,810	7.0
***** Total	114,929,590	118,865,391	128,667,550	124,899,739	6,034,348	5.1

TPW Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R101 Serv. Deliv.& Qualit	(177,100)	(177,100)	(90,000)		177,100	(100.0)
**** Service Delivery & Quality Im	(177,100)	(177,100)	(90,000)		177,100	(100.0)
W220 Clearing-Facilities			(50,710)			
*** Ops Admin			(50,710)			
W400 Acquisitions & Disp	(303,400)	(303,400)	(143,212)	(553,400)	(250,000)	82.4
W500 Business Parks	(733,800)	(733,800)	(705,735)	(1,083,800)	(350,000)	47.7
*** Real Estate	(1,037,200)	(1,037,200)	(848,947)	(1,637,200)	(600,000)	57.8
W200 Facility Operations			3,031			
W211 Clean & Tenant Serv.			(1,658)			
W213 Mechanical & PM Serv			(186)			
** Operations			1,187			
W202 TPW Commercial Leases	(2,162,100)	(2,559,100)	(2,359,286)	(2,559,100)		
W203 Alderney Gate FacMgt	(1,305,100)	(1,305,100)	(1,176,895)	(1,305,100)		
**** Facilities	(3,467,200)	(3,864,200)	(3,534,994)	(3,864,200)		
**** Real Estate and Facility Serv	(4,504,400)	(4,901,400)	(4,434,651)	(5,501,400)	(600,000)	12.2
R170 Transportation Serv.			(325)			
*** Transportation Services			(325)			
R112 Rights of Way Approval	(418,100)	(509,600)	(509,689)	(509,600)		
*** Right of Way Services	(418,100)	(509,600)	(509,689)	(509,600)		
R747 Traffic Signs			(234,237)			
*** Sign Shop			(234,237)			
R825 Streetlighting			(151,600)			
R827 Traffic Lights			(31,355)			
*** Traffic Signals & Streetlight			(182,955)			
**** Traffic & Transportation	(418,100)	(509,600)	(927,206)	(509,600)		
R970 Fleet R&M:Municipal			(47,927)			
*** Fleet: Turner Site			(47,927)			
R981 Fleet R&M:Fire			(12,660)			
R985 Fleet R&M:Police			(3,982)			
*** Fleet: Emergency			(16,641)			
R991 Fleet: R&M HRWC	(710,000)		(602,222)			
*** Fleet: Halifax Regional Water	(710,000)		(602,222)			
**** Fleet Services	(710,000)		(666,790)			
W944 SH Streetscape Prog		(38,800)	(39,191)	(39,400)	(600)	1.5
*** Municipal Operations Admin		(38,800)	(39,191)	(39,400)	(600)	1.5
R710 Municipal Op Support			(169,236)	(51,000)	(51,000)	
*** Municipal Operations Support			(169,236)	(51,000)	(51,000)	
R715 Administration - St.			(2,670)			
** Streets & Roads			(2,670)			
R775 West - Plowing			(496)			
* Plowing (East, West and Cent			(496)			
R780 East-Sidewalk Pl/Ice	(1,059,600)	(1,050,040)	(2,679,671)	(1,122,715)	(72,675)	6.9
R781 West-Sidewalk Pl/Ice	(927,150)	(918,785)		(982,376)	(63,591)	6.9
R782 Central-Swalk Pl/Ice	(689,650)	(683,675)		(701,697)	(18,022)	2.6
* Sidewalk Plowing/Ice Control	(2,676,400)	(2,652,500)	(2,679,671)	(2,806,788)	(154,288)	5.8
** Operation Coordinator/Snow &	(2,676,400)	(2,652,500)	(2,680,167)	(2,806,788)	(154,288)	5.8
R738 Waverley Sidewalks	(6,700)	(6,700)	(6,763)		6,700	(100.0)
** Sidewalks	(6,700)	(6,700)	(6,763)		6,700	(100.0)
*** Public Works Operations	(2,683,100)	(2,659,200)	(2,689,599)	(2,806,788)	(147,588)	5.6
R831 Parks/Open - Admin			(5,358)			
R851 Parks/Horticulture			(58,545)			
R855 Parks Cemeteries	(394,100)	(674,225)	(235,077)	(250,000)	424,225	(62.9)
R860 Parks/Open-West			(8,722)			
*** Parks and Open Spaces	(394,100)	(674,225)	(307,702)	(250,000)	424,225	(62.9)
W187 Hfx Artificial Spfld	(135,000)	(135,000)	(158,603)	(135,000)		
W190 Dart Artifical Spfld	(137,800)	(137,800)	(136,090)	(137,800)		
** All Weather Program	(272,800)	(272,800)	(294,692)	(272,800)		
W180 Playgrounds East			(1,197)			
W181 Sports/Play - Admin	(51,000)	(51,000)	(50,000)		51,000	(100.0)
W182 Sportsfields East	(80,700)	(80,700)	(101,953)	(100,700)	(20,000)	24.8
W185 Sportsfields - Central			100	(20,000)	(20,000)	
W186 Sportsfields West	(80,700)	(80,700)	(88,240)	(100,700)	(20,000)	24.8
*** Sportsfields & Playgrounds	(485,200)	(485,200)	(535,983)	(494,200)	(9,000)	1.9
**** Municipal Operations	(3,562,400)	(3,857,425)	(3,741,711)	(3,641,388)	216,037	(5.6)
R321 Administration - WR	(10,340,700)	(10,740,015)	(10,030,317)	(9,956,400)	783,615	(7.3)
** Admin WR	(10,340,700)	(10,740,015)	(10,030,317)	(9,956,400)	783,615	(7.3)
R322 Collection & RRFB	(3,224,000)	(2,724,000)	(2,756,782)	(2,687,000)	37,000	(1.4)
R324 Compost Fac.Burnside	(680,000)	(779,000)	(670,605)	(766,500)	12,500	(1.6)

TPW Gross Revenue

Continued

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R325 Compost Fac.Ragged Lake	(400,000)	(424,000)	(545,223)	(539,900)	(115,900)	27.3
R330 Material Recov. Fac.	(1,029,600)	(1,245,769)	(2,239,648)	(2,010,700)	(764,931)	61.4
R331 RRFB Contract	(247,300)	(287,636)	(524,672)	(789,700)	(502,064)	174.5
R333 C & E Progrms HRM			(59,942)	(42,000)	(42,000)	
R334 Household Haz. Waste	(8,000)	(8,000)	(150,729)	(23,000)	(15,000)	187.5
** SW Other	(5,588,900)	(5,468,405)	(6,947,600)	(6,858,800)	(1,390,395)	25.4
R329 Otter Lake FEP	(108,000)	(80,000)	(469,693)	(80,000)		
** Otter Lake	(108,000)	(80,000)	(469,693)	(80,000)		
*** Waste Resources	(16,037,600)	(16,288,420)	(17,447,610)	(16,895,200)	(606,780)	3.7
**** Solid Waste Services	(16,037,600)	(16,288,420)	(17,447,610)	(16,895,200)	(606,780)	3.7
R951 Regional Trans.Plann			(3,500)			
**** Regional Transportation Plann			(3,500)			
***** Total	(25,409,600)	(25,733,945)	(27,311,470)	(26,547,588)	(813,643)	3.2

TPW Summary by Expense & Revenue Types

Expenditures	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Compensation and Benefits	34,048,320	35,996,807	36,436,517	37,864,438	1,867,631	5.2
* Office	583,400	536,141	543,441	648,631	112,335	21.0
* External Services	47,192,200	51,045,009	55,547,671	54,317,109	3,272,100	6.4
* Supplies	741,400	753,452	709,445	782,245	28,753	3.8
* Materials	3,405,100	3,290,585	4,601,075	3,367,557	76,972	2.3
* Building Costs	15,502,600	14,592,995	16,368,125	15,706,301	1,113,306	7.6
* Equipment & Communications	3,501,700	3,558,931	5,448,889	3,759,426	200,495	5.6
* Vehicle Expense	5,790,200	4,237,344	6,921,604	4,631,672	394,328	9.3
* Other Goods & Services	5,719,470	5,849,621	4,722,095	5,006,311	(843,115)	(14.4)
* Interdepartmental	(7,908,400)	(7,565,334)	(9,447,026)	(7,924,425)	(359,091)	4.7
* Debt Service	2,859,100	3,480,300	3,527,439	3,271,600	(208,700)	(6.0)
* Other Fiscal	3,494,500	3,089,540	3,288,275	3,468,874	379,334	12.3
** Total	114,929,590	118,865,391	128,667,550	124,899,739	6,034,348	5.1
Revenues	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Area Rate Revenue	(2,681,800)	(2,696,800)	(2,724,424)	(2,846,188)	(149,388)	5.5
* Transfers from other Gov'ts	(3,479,300)	(3,019,636)	(3,228,868)	(2,999,700)	19,936	(0.7)
* Fee Revenues	(16,920,600)	(18,444,209)	(17,846,094)	(19,017,600)	(573,391)	3.1
* Other Revenue	(2,243,800)	(1,489,200)	(3,512,083)	(1,684,100)	(194,900)	13.1
* Interdepartmental Revenue	(84,100)	(84,100)			84,100	(100.0)
** Total	(25,409,600)	(25,733,945)	(27,311,470)	(26,547,588)	(813,643)	3.2
Net Surplus/Deficit	89,519,990	93,131,446	101,356,080	98,352,151	5,220,705	5.6

Metro Transit

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R622 Marketing & Communication	(404,100)	(298,686)	(332,370)	(193,863)	104,823	(35.1)
R624 Administration		98,469	77,944	77,666	(20,803)	(21.1)
R631 General Manager	(35,542,700)	280,017	(18,900,276)	332,141	52,124	18.6
R637 Service Development	789,000	910,716	846,433	903,019	(7,697)	(0.8)
* Metro Transit Administration	(35,157,800)	990,516	(18,308,270)	1,118,963	128,447	13.0
R634 Burn Trans Cent Oper			86,408	510,478	510,478	
R635 Burnside Transit Cen	29,610,403	(33,555,245)	2,800,516	(29,826,807)	3,728,438	(11.1)
R636 Service Supervisors	2,162,500	1,783,428	2,012,825	2,545,154	761,726	42.7
R638 Service Delivery	1,602,700	321,276	(6,938)	181,013	(140,263)	(43.7)
R640 Communications and Systems		504,165	255,604	778,112	273,947	54.3
R641 Community Transit	377,498	254,840	299,020	409,995	155,155	60.9
R652 Access-A -Bus Operations	669,700	2,774,190	2,831,469	3,652,037	877,847	31.6
R656 Safety and Training		307,927	547,752	617,056	309,129	100.4
R657 Security		339,174	217,818	375,097	35,923	10.6
R659 Rag Lake Tr Operator			56,085	210,564	210,564	
R670 Ragged Lake Transit			1,896,900	5,580,370	5,580,370	
* Metro Transit - Service Delivery	34,422,801	(27,270,245)	10,997,458	(14,966,931)	12,303,314	(45.1)
M673 VIK Spec Event Trans			33,585			
* Transit Total			33,585			
R654 AAB Operations	2,737,999		764,320			
* Access-A-Bus Total	2,737,999		764,320			
R661 Ferry Services	(1,259,000)	283,342	(1,306,981)	615,492	332,150	117.2
R667 Ferry Maintenance		579,910	1,083,687	1,522,883	942,973	162.6
R668 Ferry Operations	2,184,000	40,052	1,762,330		(40,052)	(100.0)
R671 Metro Transit Debt Charges	5,558,700	6,082,650	6,061,481	6,082,650		
* Ferries	6,483,700	6,985,954	7,600,517	8,221,025	1,235,071	17.7
R932 Transit Shop Maintenance	593,000	614,145	1,043,141	628,424	14,279	2.3
R933 Fleet R&M:Transit-Ilisley	(2,900)	17,345,995	181		(17,345,995)	(100.0)
R934 Fleet Ops:Transit-Ilisley	(700)	958,889	0		(958,889)	(100.0)
R935 Bus Rebuild Program	(200)	(200)	0	16,890	17,090	(8,545.0)
R938 BTC Fit Maintenance			3,810,787	11,437,843	11,437,843	
* Fleet: Ilisley Site	589,200	18,918,829	4,854,109	12,083,157	(6,835,672)	(36.1)
R936 Fleet R&M:Trans-Thor	73,580	2,298,380	(0)		(2,298,380)	(100.0)
R955 Fleet R&M:Transit Ferry		577,750	(0)		(577,750)	(100.0)
R960 Fleet R&M:Transit-AAB	(100)	613,376	(0)		(613,376)	(100.0)
R961 Fleet R&M:Trans Comm		147,417	(0)		(147,417)	(100.0)
R963 RLTC Fac Fleet Maint			2,877,954	4,165,248	4,165,248	
* Fleet: Ragged Lake Transit Site	73,480	3,636,923	2,877,953	4,165,248	528,325	14.5
A640 Veh. Track. & Comm.	359,400		97,919			
** Total	9,508,780	3,261,977	8,917,590	10,621,462	7,359,485	225.6

Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R622 Marketing & Communication	251,600	382,014	304,391	486,837	104,823	27.4
R624 Administration		178,069	182,618	157,266	(20,803)	(11.7)
R631 General Manager	22,078,849	280,017	15,231,956	332,141	52,124	18.6
R637 Service Development	789,000	910,716	846,433	903,019	(7,697)	(0.8)
* Metro Transit Administration	23,119,449	1,750,816	16,565,397	1,879,263	128,447	7.3
R634 Burn Trans Cent Oper			86,408	510,478	510,478	
R635 Burnside Transit Cen	29,610,403	31,221,055	31,212,683	26,528,193	(4,692,862)	(15.0)
R636 Service Supervisors	2,162,500	1,783,428	2,012,825	2,545,154	761,726	42.7
R638 Service Delivery	1,602,700	321,276	(6,938)	181,013	(140,263)	(43.7)
R640 Communications and Systems		504,165	261,950	778,112	273,947	54.3
R641 Community Transit	493,398	347,840	433,100	502,995	155,155	44.6
R652 Access-A -Bus Operations	849,200	2,954,190	3,005,889	3,846,337	892,147	30.2
R656 Safety and Training		307,927	547,752	617,056	309,129	100.4
R657 Security		339,174	217,818	375,097	35,923	10.6
R659 Rag Lake Tr Operator			56,085	210,564	210,564	
R670 Ragged Lake Transit			1,896,900	14,318,070	14,318,070	
* Metro Transit - Service Delivery	34,718,201	37,779,055	39,724,470	50,413,069	12,634,014	33.4
M673 VIK Spec Event Trans			33,585			
* Transit Total			33,585			
R654 AAB Operations	2,737,999		764,320			
* Access-A-Bus Total	2,737,999		764,320			
R661 Ferry Services	722,600	283,342	799,523	2,591,592	2,308,250	814.7
R667 Ferry Maintenance		579,910	1,084,021	1,522,883	942,973	162.6
R668 Ferry Operations	2,184,000	2,016,152	1,762,896		(2,016,152)	(100.0)
R671 Metro Transit Debt Charges	5,558,700	6,082,650	6,061,481	6,082,650		
* Ferries	8,465,300	8,962,054	9,707,921	10,197,125	1,235,071	13.8
R932 Transit Shop Maintenance	593,000	614,145	1,043,141	628,424	14,279	2.3
R933 Fleet R&M:Transit-Ilsley	(2,900)	17,345,995	102,495		(17,345,995)	(100.0)
R934 Fleet Ops:Transit-Ilsley	(700)	958,889	0		(958,889)	(100.0)
R935 Bus Rebuild Program	(200)	(200)	24	16,890	17,090	(8,545.0)
R938 BTC Flt Maintenance			3,825,280	11,437,843	11,437,843	
* Fleet: Ilsley Site	589,200	18,918,829	4,970,940	12,083,157	(6,835,672)	(36.1)
R936 Fleet R&M:Trans-Thor	73,580	2,298,380	(0)		(2,298,380)	(100.0)
R955 Fleet R&M:Transit Ferry		577,750	(0)		(577,750)	(100.0)
R960 Fleet R&M:Transit-AAB	(100)	613,376	(0)		(613,376)	(100.0)
R961 Fleet R&M:Trans Comm		147,417	17,653		(147,417)	(100.0)
R963 RLTC Fac Fleet Maint			2,877,970	4,165,248	4,165,248	
* Fleet: Ragged Lake Transit Site	73,480	3,636,923	2,895,622	4,165,248	528,325	14.5
A640 Veh. Track. & Comm.	387,400		97,919			
** Total	70,091,029	71,047,677	74,760,174	78,737,862	7,690,185	10.8

Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
R622 Marketing & Communication	(655,700)	(680,700)	(636,761)	(680,700)	0	
R624 Administration		(79,600)	(104,674)	(79,600)		
R631 General Manager	(57,621,549)		(34,132,233)			
* Metro Transit Administration	(58,277,249)	(760,300)	(34,873,668)	(760,300)	0	
R635 Burnside Transit Cen		(64,776,300)	(28,412,167)	(56,355,000)	8,421,300	(13.0)
R640 Communications and Systems			(6,346)			
R641 Community Transit	(115,900)	(93,000)	(134,080)	(93,000)		
R652 Access-A -Bus Operations	(179,500)	(180,000)	(174,420)	(194,300)	(14,300)	7.9
R655 Access-A -Bus Operators						
R670 Ragged Lake Transit				(8,737,700)	(8,737,700)	
* Metro Transit - Service Delivery	(295,400)	(65,049,300)	(28,727,012)	(65,380,000)	(330,700)	0.5
R661 Ferry Services	(1,981,600)		(2,106,504)	(1,976,100)	(1,976,100)	
R667 Ferry Maintenance			(334)			
R668 Ferry Operations		(1,976,100)	(566)		1,976,100	(100.0)
* Ferries	(1,981,600)	(1,976,100)	(2,107,404)	(1,976,100)		
R933 Fleet R&M:Transit-Ilseley			(102,314)			
R935 Bus Rebuild Program			(24)			
R938 BTC Flt Maintenance			(14,493)			
* Fleet: Ilseley Site			(116,831)			
R961 Fleet R&M:Trans Comm			(17,653)			
R963 RLTC Fac Fleet Maint			(16)			
* Fleet: Ragged Lake Transit Site			(17,669)			
A640 Veh. Track. & Comm.	(28,000)					
** Total	(60,582,249)	(67,785,700)	(65,842,584)	(68,116,400)	(330,700)	0.5

TPW Summary by Expense & Revenue Types

Expenditures	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Compensation and Benefits	45,972,180	47,088,705	50,217,266	53,881,534	6,792,829	14.4
* Office	624,100	670,690	565,358	714,900	44,210	6.6
* External Services	1,057,500	1,109,500	624,002	528,541	(580,959)	(52.4)
* Supplies	831,000	852,630	756,850	935,600	82,970	9.7
* Materials	61,200	61,200	70,334	3,500	(57,700)	(94.3)
* Building Costs	52,200	62,200	63,622	77,900	15,700	25.2
* Equipment & Communications	515,000	534,688	615,545	588,200	53,512	10.0
* Vehicle Expense	14,847,900	14,213,048	15,407,611	15,516,683	1,303,635	9.2
* Other Goods & Services	797,800	770,166	776,295	806,154	35,988	4.7
* Interdepartmental	6,400		(554,100)			
* Debt Service	5,836,600	6,349,850	6,328,678	6,349,850		
* Other Fiscal	(510,851)	(665,000)	(111,285)	(665,000)		
** Total	70,091,029	71,047,677	74,760,174	78,737,862	7,690,185	10.8
Revenues	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
* Area Rate Revenue	(27,984,849)	(33,670,000)	(33,778,175)	(35,855,000)	(2,185,000)	6.5
* Fee Revenues	(31,841,100)	(33,355,400)	(31,064,496)	(31,501,100)	1,854,300	(5.6)
* Other Revenue	(756,300)	(760,300)	(999,914)	(760,300)	0	
** Total	(60,582,249)	(67,785,700)	(65,842,584)	(68,116,400)	(330,700)	0.5
Net Surplus/(Deficit)	9,508,780	3,261,977	8,917,590	10,621,462	7,359,485	225.6

Reserves

Purpose of Reserves

Reserves are utilized to improve the process of visionary planning for HRM's future needs. In general, Reserve Funds are intended to serve three purposes:

They allow for a smoothing of expenditures that might otherwise require an extreme single year outlay (i.e. equipment expenditures and snow-removal expenditures);

They allow for long term planning of major capital expenditures such as the opening and closing of land-fill cells, and the Harbour Solutions Project; and

They assist with cash flow management and can reduce the issuance of debt, acting as "savings" for future needs.

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement. This differs from the Operating Budget (General Fund) which, in accordance with the Halifax Charter, must budget for a year-end net balance of zero.

Strategies for Reserves

The Reserves Policy approved by Regional Council on December 1, 1998 implemented the following strategies:

- Reserve funding is incorporated into a financial plan as an integral part of the Operating and Project Budgets.
- Each reserve has its purpose clearly defined in a Business Case plan. The Business Case must also include the source and application of funds, the expected time line and any appropriate maximum amount, and projected annual contributions, withdrawals, and balances.
- Reserves are centrally administered so as to ensure consideration for the whole organization.

Other aspects of the Policy include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

Equipment and Operating Reserves

These reserves are established following the very general guidelines outlined in the Financial Reporting and Accounting Manual, Section 3.15 as issued by the Province of Nova Scotia. Their general intent is to save for large expenditures on equipment by appropriating funds from operating.

Equipment Reserves:

Q204 General Fleet (1997): To provide for replacement of fleet vehicles and equipment with a useful life of less than 10 years for Transportation and Public Works, including Parks and Metro Transit. Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

Q205 Police Vehicles & Equipment (1998): To provide for replacement of Police Service vehicles with a useful life of less than 10 years. Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

Q206 Fire Vehicles & Equipment (2000): To provide for replacement of Fire & Emergency Service utility vehicles (cars, vans, and light trucks), and firefighting equipment as they reach the end of their useful life. Also, to provide partial financing for the replacement of firefighting apparatus (heavy firefighting trucks). Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

Q213 Fuel Systems: To provide for upgrade and replacement of HRM regional fuel depots. The source of funding which stopped flowing to the reserve prior to 1999 was \$0.01 of the \$0.02 per litre surcharge applied to HRM Business Units and outside agencies based on the litres of fuel issued through HRM Fuel Depots. Post-1999, the only funding source to the reserve are interest payment.

Operating Reserves:

Q306 Self Insurance (2006): To provide funds for settlement of insured risks to HRM and to reduce the expenses associated with insurance costs by increasing the minimum deductible provided in HRM's policy. The costs related to insurance and risk can fluctuate greatly each year. The HRM, at any time, has an amount of claims outstanding. This reserve will provide an amount to stabilize the fluctuation of these costs and reserve monies for outstanding claims. Funding to come from the operating budget of Fiscal Services (M320) and from interest paid to the reserve.

Q308 Operations Stabilization (1999): Many regular operating expenditures fluctuate from year to year based on demand for the service. Occasionally, an unusual fluctuation occurs which is significantly greater than the normal expenditure pattern and which cannot reasonably be covered within available funding. This reserve can be used to smooth significant fluctuations in operating expenditures which cannot be anticipated and are beyond the control of the organization. Funding to come from the operating budget of Fiscal Services (M411) and from interest paid to the reserve.

Q309 Snow & Ice Control Variable Operating (1999): This reserve provides funding for costs associated with snow and ice control which are beyond that provided for in the annual operating budget. Given the unpredictability of winter weather, it is prudent to plan for the contingency that any one winter may place an onerous burden on the resources of the Municipality. Funding to come from operating budget of Fiscal Services (M471) and from interest paid to the reserves.

Q310 Service Improvement (2003): This reserve will be used to provide loans for business redesign projects that improve the Municipality's business processes and for which seed capital is required. Eligible projects must demonstrate anticipated down stream benefits that will result from reworking processes and activities. Funding to come in the form of loan repayments (principal & interest) from projects. Also, any operating surplus at the end of the year from Fiscal Services (M421) may be directed into this reserve to replenish withdrawals that are not repayable.

Q311 Cemetery Maintenance (2000): This reserve provides funds for perpetual care maintenance for cemeteries not already provided for in existing Cemetery Trust Accounts. Funding to come from the sale of cemetery lots and from interest paid on the reserve.

Q312 Culture Development (2003): This reserve is used to provide funding to prepare heritage and cultural sites for increased access by citizens and tourists in a way that presents, promotes and preserves them for future generations. Funding to come from 10% of HRM's sale of land, corporate donations and, public (Provincial & Federal) contributions.

Q313 Municipal Elections (2001): Funds from this reserve are allocated for the purpose of conducting special and regular elections pursuant to legislation. In addition, the election reserve will provide for a small amount of funding (\$2,000 - \$3,000 annually) for the purpose of updating the election database (civic addresses and street ranges within polls/districts), ensuring critical information is current and in place for special, and in particular, regular elections. Funding to come from operating budgets of Fiscal Services (M471) & Administrative Services (A125) and from interest paid to reserve.

Q314 Emergency Measures Organization (EMO) Cost Recovery (2001): This reserve provides funding to offset the costs associated with responding to large-scale emergencies. Because such emergencies are unpredictable and very expensive, business units do not normally provide funding for them within their operating budgets. Funding to come from operating budget of Emergency Measures Cost Recovery (A451) and from interest paid to reserve.

Q315 Marketing Levy Special Events (2001): This reserve provides funding to attract and host exceptional Tourism, Culture, & Heritage events, that typically are national or international in caliber and occur on an infrequent basis, where the Municipality provides a leading and/or hosting role. Funding to come directly from the 2% Hotel Marketing Levy collected (only 40% of this amount is allocated to fund this reserve) and from interest paid to reserve.

Q316 DNA Costs (HRP and RCMP) (2001): This reserve provides funding to pay for the costs of conducting DNA evidentiary analysis for the Halifax Regional Police and the RCMP. The Federal government charges each province a flat fee; the reserve covers the municipal component. Funding to come from the operating budget of Fiscal Services (M319) and from interest paid to the reserve.

Q317 Titanic Reserve (2002): This reserve is used to maintain existing monuments, markers, and interpretive panels and create new ones related to the famous ocean liner, and to design and publish interpretive materials. The reserve is largely funded from donations.

Q318 Library Capital Campaign (2005): This reserve is used to fund the Central Library fund raising capital campaign. Any additional funds beyond that required to cover campaign costs will be transferred to the capital project for architectural design fees, construction, materials, furniture and equipment for the Central Library. Funding will be from Provincial grant increases paid to the Halifax Regional Library and from interest paid to the reserve.

Q319 Major Events Facilities (2006): This reserve is used for the development of major cultural and public event facilities. Funding to come from the operating surplus from Metro Centre and from interest paid to the reserve.

Q320 Operating Costs of New Capital (2006): This reserve is used to smooth fluctuations in operating costs of new capital due to the timing of completion of related capital projects. Any initial implementation and operating costs associated with a new capital asset are budgeted in the same year as the capital project. For a variety of reasons, completion of capital projects may occur later than the end of the year in which they are approved. Without a mechanism to carry forward funds, any implementation and initial ongoing operating funds unexpended at the end of the fiscal year must be re-budgeted in the following fiscal year. This will produce a favorable variance in the current fiscal year, while putting pressure on the operating budgets in subsequent years. The unexpended operating costs of new capital funds in the operating budget of Fiscal Services (M317) will move to this reserve at year end.

Q321 Information and Communication Technologies (2006): To provide a mechanism to capture savings generated by information or communication technology systems improvements and upgrades. Funds will be used to support future maintenance, upgrade, and replacement requirements of information or communication systems. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid to the reserve.

Q322 Police Emergency/ Extraordinary Investigation: To provide a source of funds for an emergency event or extraordinary investigation which, because of the complexity, expense, and low frequency of occurrence, could not be covered by the Operating Budget. Funding of the reserve to come from the Regional Police and HRM's operating budgets depending on the availability of any surplus being realized at year end.

Q323 Police Officer On the Job Injury (2003): This reserve will be used to provide financial assistance for sworn officers injured on the job for those injuries not covered by Long Term Disability insurance as provided by Article 44 of the 2003 MAPP collective agreement. Sworn officers with Halifax Regional Police opted out of the Province's WCB insurance and provide 100% self coverage. Funding to come from Police WCB operating account depending on the availability of any surplus being realized at year end.

Q324 Commons Enhancement Fund (2006): To provide a source of funds available for the protection and restoration of the Commons' turf. Funding to come from hosting partners of all future events to be held on the Commons.

Q325 Provincially Funded Police Officers & Facility Lease (2009): This reserve is used for the purposes of funding the salaries, space and equipment costs for incremental police officers. Funding for this reserve is from P316 and is calculated as the difference between funds received from the Province and the expenditures required to pay for the costs for the incremental police officers. The reserve also receives interest per the Reserve Policy.

Q326 Convention Centre Reserve (2011): New reserve being drafted to be created to support convention centre.

Capital Reserves

The Municipal Government Act addresses these types of reserves in Sections 99 and 100. The general intent of these funds is to provide for future contingencies that have a high probability of occurring and have a long range (5 - 30 years) time line.

Q101 Sale of Capital Assets (1999): It is Council's intention that this reserve be primarily used for the acquisition of land, buildings and similar fixed assets. The reserve was created in accordance with the requirements of Section 99 of the Municipal Government Act (MGA). Under this Act, funds may only be used for either (1) capital expenditures for which the municipality may borrow; or (2) repayment of the principal portion of capital debt. Funding is to come from the sale of real property, other than the sale of Business/Industrial Parks land, sales of Parkland, and from interest paid to the reserve.

Q121 Business/Industrial Parks Expansion (1999): This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business and industrial parks. The reserve was created in accordance with the requirements of Section 99 of the Municipal Government Act (MGA) which requires that any proceeds from the sales of land be deposited into a Capital Reserve fund. Specifically, funding for this reserve is to come from the sale of land in HRM business and industrial parks and from interest paid to reserve.

Q103 Capital Surplus (1999): This reserve is for any purpose identified in Section 99 of the MGA under the Capital Reserve Section including (1) capital expenditures for which the Municipality may borrow and (2) repayment of the principal portion of capital debt. Funding to come from any surplus funds remaining from debentures issued, any capital grant not expended, funds in excess of twenty years in the Tax Sale Surplus Trust account, operating budget of Fiscal Services (M310) and from interest paid to the reserve.

Q107 Parkland Development (2006): As prescribed by the MGA, the reserve is used in new residential developments for the acquisition of, and capital improvements to, parks, playgrounds and similar purposes and may use interest paid for the operation and maintenance costs of similar public places. The reserve was created in accordance with the requirements of Sections 271 & 273 of the Municipal Government Act (MGA). Funding to come from real estate developers in the form of cash in-lieu of 5% assessed value of the subdivision's lots approved for development and from interest paid to the reserve.

Q119 Sackville Landfill Closure (1996): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Sackville Landfill site and monitor it thereafter for environmental impact. The reserve funding comes from operating budget of Solid Waste Services (M431) and from interest paid to reserve.

Q120 Otter Lake Landfill Closure (1996): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Otter Lake Landfill site and monitor it thereafter for environmental impact. It is currently estimated that Otter Lake will accept waste for approximately 25 years. Funding to come from the operating budget of Solid Waste Services (R327) and from interest paid to reserve.

Q123 Waste Resources (2000): To provide funding for the construction of landfill cells and purchase of equipment including replacement carts to operate the waste resources program. Funding to come from the operating budget of Fiscal Services (M316) and from interest paid to the reserve.

Q124 Upper Sackville Turf (2000): This reserve provides funding to offset the costs of maintaining, upgrading, and eventual replacement of the artificial turf field and amenities at Weir Field in Upper Sackville. The reserve may also be used for upgrading and replacement of ancillary structures associated with the field such as lighting, bleachers, and the parking lot. The reserve is funded from 3/4 of all user fees generated from the artificial turf facilities.

Q125 Metro Park Parkade (2002): This reserve is used to maintain and upgrade this property owned by the Municipality. The reserve is funded from a percentage of the parking fees collected under Fiscal Services (M555) and from interest paid to reserve.

Q126 Strategic Growth (2003): The purpose of this reserve is to enable the municipality to respond to challenges posed to our service and infrastructure capability caused by population growth, rapid urban and suburban development expansion, changing demographics and rapid technological advancement. The reserve is meant to allow the municipality to take advantage of opportunities that may arise outside the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies. Funding to come from the operating budget of Fiscal Services (M316) and from interest paid to the reserve.

Q127 Sustainable Community (2004): The purpose of this reserve is to fund environmentally friendly projects, including those which reduce the environmental impacts of municipal operations and community activities. Primary funding to come from interest savings on loans from the Federation of Canadian Municipalities' Green Municipal Investment Fund and other potential sources are: corporate contributions, public partnerships, and savings produced from reduced reliance on fossil fuels.

Q128 Rural Fire (2003): This reserve will be used to fund light vehicles (rescue, utility and tactical support), address health and safety concerns and assist in ensuring rural fire buildings comply to code in order to meet operational requirements. These safety issues may also include emergency power and accessibility in the event stations are needed as „emergency shelters“. Funding to come from the operating budget of Fire Services (F793) and from interest paid to the reserve.

Q129 Ferry Replacement (2003): This reserve will be used to fund the mid-life refit of the ferries, which will extend their useful life from 20 to 40 years, and the replacement of the Halifax Harbour passenger ferries as they reach the end of their useful lives. Because replacement is very expensive (about \$8 - \$12 million each) and occurs infrequently, the funding of a reserve will allow the cost to be spread out and absorbed over many years. Funding to come from the operating budget of Fiscal Services (M321) and from interest paid in reserve.

Q130 Capital Replacement (2006): As part of its Long Term Capital strategy, HRM created this capital replacement reserve for a variety of capital assets that have no such specific reserve. The intent of the reserve is to fund the replacement of existing capital assets which have reached the end of their useful life. Priority will be given to projects that support the legislated mandate of the municipality and to projects that reduce current operating costs. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid in reserve.

Q131 Energy and Underground Services (2004): This reserve will be used to enable the municipality to respond quickly to opportunities that may arise outside of the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies to co-locate under ground services such as natural gas conduit, fibre optic cable, power and telecom lines with other capital projects. Funding to come from any future net proceeds from the sale of natural gas orphan systems or conduit assets, annual contribution from the Provincial Department of Energy ending in 2014/15 fiscal year, and from interest paid to reserve.

Q133 Capital Cost Contribution Bedford South Interchange (2006): To fund HRM's share of an interchange to be built as per the Bedford South Charge Area plan. Funds will be used for oversized infrastructure which benefits existing communities in the areas surrounding the charge area. A contribution will be made annually from the operating budget of Fiscal Services (M325), in the amount of \$450,000 with interest earned at the prevailing market rate being paid to reserves. This contribution will stop in 2011/12 once the required amount of \$3,855,000 is fully funded.

Q134 Gas Tax (2006): This reserve is used as a financial vehicle for maintaining the funds received under the Canada-Nova Scotia Agreement on the Transfer of Federal Gas Tax Revenues. This is in compliance with the Federal Government requirement for the Municipality to maintain a separate accounting for the funds provided and for the interest earned on unexpended funds. The funds are used to acquire sustainable infrastructure. As outlined in the Municipal Funding Agreement (2010) between the Province and HRM, HRM will receive annual Gas Tax funding for the five years April 1, 2010 to March 31, 2014.

Q135 Alderney Gate Recapitalization/Leasehold Improvement (2005): This reserve will be used to cover costs to preserve the structural integrity of the Alderney Gate building and systems, maintenance items that are not directly recoverable from tenants, leasehold improvements and/or tenant allowances to retain tenants or attract new tenants at the expiration of leases, etc. Annual funding equivalent to about 1.5% of the 2005 purchase price of the building escalated to reflect inflation over the period, will come from the operating budget of Alderney Gate (W203) and from interest paid to the reserve.

Q137 Regional Capital Cost Charges: This reserve will be used to fund the growth-related share of regional infrastructure for which a Capital Cost Contribution (CCC) is collected. CCCs collected for Wastewater Treatment Facilities and other Regional infrastructure will be deposited into the reserve and expended according to the purpose for which they were collected. The reserve will not be used for area CCCs.

Q108 Kingswood Water (1999): This reserve was originally used to fund the maintenance and upgrade of the water system in the Kingswood residential subdivision. Funding was through fire protection charges which were collected by HRM on behalf of HRWC. The reserve is under consideration to be transferred to the HRWC as part of the EMS/HRWC merger.

Q112 5594-96 Morris St (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreements and interest earned on the reserve.

Q113 Rockingham Community Centre (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreements and interest earned on the reserve.

Q115 Captain William Spry Centre (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreements and interest earned on the reserve.

Q116 Richmond School (2006): To provide for major repairs and renovations to this building in accordance with the terms of the lease. Funding to come from about 4% of annual revenues generated through lease agreements and interest earned on the reserve.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2012 based on the 2011-2012 Proposed Operating and Project Budgets.

HALIFAX REGIONAL MUNICIPALITY
APPROVED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET

		Projected Available Balance March 31/11	2011/12 Budgeted Contributions	2011/12 Projected Interest	2011/12 Capital Budget Withdrawals	2011/12 Operating Budget Withdrawals	2011/12 Other Budgeted Withdrawals	Projected Available Balance March 31/12
Equipment Reserves								
Q204	General Fleet	1,140,195	30,000	23,039	0	0	0	1,193,234
Q205	Police Vehicles and equipment	281,006	20,000	5,681	0	0	0	306,687
Q206	Fire Vehicles and equipment	401,010	330,000	10,692	(330,000)	0	0	411,702
Q213	Fuel System	29,387	0	511	0	0	0	29,898
	Total Equipment Reserves	1,851,598	380,000	39,923	(330,000)	0	0	1,941,521
Operating Reserves								
Q306	Self Insurance	3,485,864	372,000	76,635	0	(371,336)	0	3,563,163
Q308	Operations Stabilization	4,161,132	0	73,028	0	0	0	4,234,160
Q309	Snow & Ice Control	7,667,375	0	121,496	0	0	0	7,788,871
Q310	Service Improvement	1,474,271	91,300	32,669	0	0	0	1,598,241
Q311	Cemetery Maintenance	153,295	6,000	2,752	0	0	0	162,047
Q312	Culture Development Reserve	268,190	115,550	6,996	0	(340,000)	0	50,736
Q313	Municipal Elections	986,396	403,100	17,416	0	0	0	1,406,912
Q314	EMO Cost Recovery	280,933	25,000	4,019	0	0	0	309,952
Q315	Marketing Levy Special Events	360,559	1,267,000	13,513	0	(1,125,000)	0	516,072
Q316	DNA Costs (HRP and RCMP)	109,717	113,000	1,964	0	(109,300)	0	115,381
Q317	Titanic Reserve	5,948	0	103	0	0	0	6,051
Q318	Central Library Capital Campaign & Deveopment Operating	-36,888	760,800	22,477	0	0	0	746,389
Q319	Major Events Facilities	845,350	20,000	15,064	0	0	0	880,414
Q320	Operating Cost of Capital	340,132	4,601,243	46,153	0	(4,601,243)	0	386,285
Q321	Information & Communication Tech	3,061,817	500,000	42,989	(2,460,000)	(73,504)	0	1,071,302
Q322	Police Emergency/Extraordinary Investigation	660,729	0	11,484	0	0	0	672,213
Q323	Police Officer On the Job Injury	611,313	0	10,154	0	0	0	621,467
Q324	Commons Enhancement	1,023	0	18	0	0	0	1,041
Q325	Provincially Funded Police Officers & Facility Lease	1,780,195	453,000	30,379	0	0	0	2,263,574
Q326	Convention Centre Reserve	0	370,000	20,170	0	0	0	390,170
	Total Operating Reserves	26,217,351	9,097,993	549,477	-2,460,000	-6,620,383	0	26,784,438
	Total Equipment & Operating Reserves	28,068,949	9,477,993	589,399	(2,790,000)	(6,620,383)	0	28,725,958

HALIFAX REGIONAL MUNICIPALITY
APPROVED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET

		Projected Available Balance March 31/11	2011/12 Budgeted Contributions	2011/12 Projected Interest	2011/12 Capital Budget Withdrawals	2011/12 Operating Budget Withdrawals	2011/12 Other Budgeted Withdrawals	Projected Available Balance March 31/12
Equipment Reserves								
Q204	General Fleet	1,140,195	30,000	23,039	0	0	0	1,193,234
Q205	Police Vehicles and equipment	281,006	20,000	5,681	0	0	0	306,687
Q206	Fire Vehicles and equipment	401,010	330,000	10,692	(330,000)	0	0	411,702
Q213	Fuel System	29,387	0	511	0	0	0	29,898
	Total Equipment Reserves	1,851,598	380,000	39,923	(330,000)	0	0	1,941,521
Operating Reserves								
Q306	Self Insurance	3,485,864	372,000	76,635	0	(371,336)	0	3,563,163
Q308	Operations Stabilization	4,161,132	0	73,028	0	0	0	4,234,160
Q309	Snow & Ice Control	7,667,375	0	121,496	0	0	0	7,788,871
Q310	Service Improvement	1,474,271	91,300	32,669	0	0	0	1,598,241
Q311	Cemetery Maintenance	153,295	6,000	2,752	0	0	0	162,047
Q312	Culture Development Reserve	268,190	115,550	6,996	0	(340,000)	0	50,736
Q313	Municipal Elections	986,396	403,100	17,416	0	0	0	1,406,912
Q314	EMO Cost Recovery	280,933	25,000	4,019	0	0	0	309,952
Q315	Marketing Levy Special Events	360,559	1,267,000	13,513	0	(1,125,000)	0	516,072
Q316	DNA Costs (HRP and RCMP)	109,717	113,000	1,964	0	(109,300)	0	115,381
Q317	Titanic Reserve	5,948	0	103	0	0	0	6,051
Q318	Central Library Capital Campaign & Deveopment Operating	-36,888	760,800	22,477	0	0	0	746,389
Q319	Major Events Facilities	845,350	20,000	15,064	0	0	0	880,414
Q320	Operating Cost of Capital	340,132	4,601,243	46,153	0	(4,601,243)	0	386,285
Q321	Information & Communication Tech	3,061,817	500,000	42,989	(2,460,000)	(73,504)	0	1,071,302
Q322	Police Emergency/Extraordinary Investigation	660,729	0	11,484	0	0	0	672,213
Q323	Police Officer On the Job Injury	611,313	0	10,154	0	0	0	621,467
Q324	Commons Enhancement	1,023	0	18	0	0	0	1,041
Q325	Provincially Funded Police Officers & Facility Lease	1,780,195	453,000	30,379	0	0	0	2,263,574
Q326	Convention Centre Reserve	0	370,000	20,170	0	0	0	390,170
	Total Operating Reserves	26,217,351	9,097,993	549,477	-2,460,000	-6,620,383	0	26,784,438
	Total Equipment & Operating Reserves	28,068,949	9,477,993	589,399	(2,790,000)	(6,620,383)	0	28,725,958

Year		2011/12								
Asset Class Summary	Total Gross Budget	Cost Sharing	Reserves	LIC/Area Rate	CCC	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget- Ongoing	Impact on Operating Budget- This year only	
Buildings	32,521,000	925,000	5,255,000	500,000	-	6,680,000	25,841,000	1,026,750	581,000	
Business Tools	3,187,000	-	2,460,000	-	-	2,460,000	727,000	95,000	50,000	
Community & Property Development	4,405,000	-	-	-	-	-	4,405,000	80,000	-	
District Activity Funds	1,495,000	-	-	-	-	-	1,495,000	-	-	
Equipment & Fleet	9,935,000	-	630,000	-	-	630,000	9,305,000	-	-	
Industrial Parks	5,400,000	339,000	1,354,000	-	-	1,693,000	3,707,000	-	-	
Metro Transit	19,189,000	450,000	1,700,000	-	-	2,150,000	17,039,000	2,281,893	43,600	
Parks and Playgrounds	7,044,000	1,344,000	500,000	-	-	1,844,000	5,200,000	297,000	-	
Roads & Streets	22,827,000	3,250,000	-	2,117,000	-	5,367,000	17,460,000	-	-	
Sidewalks, Curbs & Gutters	3,496,000	-	-	533,000	-	533,000	2,963,000	20,000	-	
Solid Waste	22,137,000	-	22,137,000	-	-	22,137,000	-	25,000	25,000	
Traffic Improvements	13,138,000	35,000	830,000	-	728,000	1,593,000	11,545,000	76,000	-	
Grand Total	144,774,000	6,343,000	34,866,000	3,150,000	728,000	45,087,000	99,687,000	3,901,643	699,600	

Capital from Operating	40,354,000
Capital Surplus	1,282,000
Crespool	3,690,000
Debt	30,361,000
Gas Tax	24,000,000
Total Funding	99,687,000

Year		2012/13								
Asset Class	Total Gross Budget	Cost Sharing	Reserves	LIC/Area Rate	CCC	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget- Ongoing	Impact on Operating Budget- This year only	
Buildings	26,423,000	-	3,583,000	2,190,000	-	5,773,000	20,650,000	310,000	130,000	
Business Tools	4,760,000	-	2,760,000	-	-	2,760,000	2,000,000	280,300	117,000	
Community & Property Development	5,932,000	1,000,000	350,000	-	-	1,350,000	4,582,000	150,000	-	
District Activity Funds	1,495,000	-	-	-	-	-	1,495,000	-	-	
Equipment & Fleet	12,615,000	-	580,000	-	-	580,000	12,035,000	24,000	-	
Industrial Parks	10,100,000	-	10,100,000	-	-	10,100,000	-	25,000	-	
Metro Transit	30,799,000	-	8,000,000	-	-	8,000,000	22,799,000	4,990,400	12,400	
Parks and Playgrounds	6,400,000	-	500,000	-	-	500,000	5,900,000	200,000	-	
Roads & Streets	23,825,000	1,750,000	-	2,500,000	-	4,250,000	19,575,000	-	-	
Sidewalks, Curbs & Gutters	4,500,000	-	-	1,250,000	-	1,250,000	3,250,000	20,000	-	
Solid Waste	6,764,000	-	6,764,000	-	-	6,764,000	-	25,000	25,000	
Traffic Improvements	14,560,000	-	-	-	3,315,000	3,315,000	11,245,000	25,000	-	
Grand Total	148,173,000	2,750,000	32,637,000	5,940,000	3,315,000	44,642,000	103,531,000	6,049,700	284,400	

Capital from Operating	42,731,000
Capital Surplus	
Crespool	300,000
Debt	35,697,000
Gas Tax	24,803,000
Total Funding	103,531,000

Year		2013/14								
Asset Class	Total Gross Budget	Cost Sharing	Reserves	LIC/Area Rate	CCC	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget- Ongoing	Impact on Operating Budget- This year only	
Buildings	24,000,000	-	1,110,000	2,190,000	-	3,300,000	20,700,000	1,399,000	-	
Business Tools	2,000,000	-	-	-	-	-	2,000,000	90,000	-	
Community & Property Development	5,283,000	-	350,000	-	-	350,000	4,933,000	120,000	-	
District Activity Funds	1,495,000	-	-	-	-	-	1,495,000	-	-	
Equipment & Fleet	10,086,000	-	580,000	-	-	580,000	9,506,000	-	-	
Industrial Parks	14,100,000	-	14,100,000	-	-	14,100,000	-	25,000	-	
Metro Transit	22,890,000	-	-	-	-	-	22,890,000	3,572,900	32,800	
Parks and Playgrounds	6,500,000	-	500,000	-	-	500,000	6,000,000	190,000	-	
Roads & Streets	24,225,000	1,750,000	-	2,500,000	-	4,250,000	19,975,000	-	-	
Sidewalks, Curbs & Gutters	5,000,000	-	-	1,500,000	-	1,500,000	3,500,000	25,000	-	
Solid Waste	5,950,000	-	5,950,000	-	-	5,950,000	-	25,000	25,000	
Traffic Improvements	11,306,000	-	-	-	-	-	11,306,000	34,000	-	
Grand Total	132,835,000	1,750,000	22,590,000	6,190,000	-	30,530,000	102,305,000	5,480,900	57,800	

Capital from Operating	42,702,000
Capital Surplus	
Crespool	300,000
Debt	34,500,000
Gas Tax	24,803,000
Total Funding	102,305,000

Year		2014/15								
Asset Class	Total Gross Budget	Cost Sharing	Reserves	LIC/Area Rate	CCC	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget- Ongoing	Impact on Operating Budget- This year only	
Buildings	20,935,000	-	1,110,000	-	-	1,110,000	19,825,000	-	-	
Business Tools	2,000,000	-	-	-	-	-	2,000,000	-	-	
Community & Property Development	5,877,000	-	350,000	-	-	350,000	5,527,000	100,000	-	
District Activity Funds	1,495,000	-	-	-	-	-	1,495,000	-	-	
Equipment & Fleet	9,530,000	-	580,000	-	-	580,000	8,950,000	-	-	
Industrial Parks	15,100,000	-	15,100,000	-	-	15,100,000	-	25,000	-	
Metro Transit	23,357,000	-	-	-	-	-	23,357,000	3,179,400	102,400	
Parks and Playgrounds	6,500,000	-	500,000	-	-	500,000	6,000,000	190,000	-	
Roads & Streets	26,233,000	1,750,000	-	2,500,000	-	4,250,000	21,983,000	-	-	
Sidewalks, Curbs & Gutters	5,500,000	-	-	1,750,000	-	1,750,000	3,750,000	30,000	-	
Solid Waste	21,766,000	-	21,766,000	-	-	21,766,000	-	25,000	25,000	
Traffic Improvements	11,690,000	-	-	-	-	-	11,690,000	30,000	-	
Grand Total	149,983,000	1,750,000	39,406,000	4,250,000	-	45,406,000	104,577,000	3,579,400	127,400	

Capital from Operating	45,274,000
Capital Surplus	
Crespool	300,000
Debt	34,200,000
Gas Tax	24,803,000
Total Funding	104,577,000

Year		2015/16								
Asset Class	Total Gross Budget	Cost Sharing	Reserves	LIC/Area Rate	CCC	Total Funding	Borrowing and Other Transfers	Impact on Operating Budget- Ongoing	Impact on Operating Budget- This year only	
Buildings	21,685,000	-	1,135,000	-	-	1,135,000	20,550,000	-	-	
Business Tools	2,000,000	-	-	-	-	-	2,000,000	-	-	
Community & Property Development	5,640,000	-	350,000	-	-	350,000	5,290,000	100,000	-	
District Activity Funds	1,495,000	-	-	-	-	-	1,495,000	-	-	
Equipment & Fleet	9,830,000	-	580,000	-	-	580,000	9,250,000	-	-	
Industrial Parks	10,000,000	-	10,000,000	-	-	10,000,000	-	25,000	-	
Metro Transit	23,610,000	-	-	-	-	-	23,610,000	28,000	20,400	
Parks and Playgrounds	6,450,000	-	500,000	-	-	500,000	5,950,000	190,000	-	
Roads & Streets	26,911,000	1,750,000	-	2,500,000	-	4,250,000	22,661,000	-	-	
Sidewalks, Curbs & Gutters	5,500,000	-	-	1,750,000	-	1,750,000	3,750,000	30,000	-	
Solid Waste	5,597,000	-	5,597,000	-	-	5,597,000	-	25,000	25,000	
Traffic Improvements	14,087,000	-	-	-	1,360,000	1,360,000	12,727,000	30,000	-	
Grand Total	132,805,000	1,750,000	18,162,000	4,250,000	1,360,000	25,522,000	107,283,000	428,000	45,400	

Capital from Operating	47,980,000
Capital Surplus	
Crespool	300,000
Debt	34,200,000
Gas Tax	24,803,000
Total Funding	107,283,000

Glossary

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are actually disbursed or received (see Cash Basis).
Amalgamation Costs	The costs directly associated with the amalgamation of the former municipal units which now comprise HRM. These costs are being amortized over 10 years.
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only. (Compare Regional Area Rate)
Assessment	(see Property Assessment)
Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Assessment Cap	The percentage that a property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous year. Some properties, such as apartments, are ineligible.
Assessment Lift	The total increase in the assessment base from one year to the next.
Assessment Roll	The assessed value of all properties within the municipality as provided by the Province of Nova Scotia.
Assets	The property owned by an entity.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base Projects	Capital projects which maintain current service levels. This normally involves replacement or recapitalization of an existing asset.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within the rural area of HRM.

BPIM	Business Planning and Information Management
Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Occupancy Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Business Occupancy Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.
Business Occupancy Taxes	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
Business Plans	Include program objectives, outcomes desired, resources required and performance measures used to determine whether outcomes have been achieved.
Business Units	High level corporate divisions based on major services.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability Projects	Capital projects which expand current service levels. This normally involves addition, modification or acquisition of assets.
Capacity Gap	The difference between the funding required annually to recapitalize or replacing of existing assets needed to maintain current service levels, and the funding which is available on an annual basis to do so.
Capital Charges, LIC	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters,

sidewalks, etc.

Capital Commission	Capital Commissions are a vehicle through which governments promote and enhance the unique historical and cultural character of Capital Regions. They are usually established as an arm's-length agency and generally report to an executive-director, an appointed board of directors and are ultimately responsible to a provincial minister and cabinet.
Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years "in principle".
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development.
CD	Community Development
Capital Reserve Pool (Crespool)	Capacity remaining, following completion of a capital project, which was funded from debt. These reserved funds may only be used to provide additional funding for capital projects which are over-budget or to new budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capital Budget	The Council-approved capital expenditures for a fiscal year and the means of financing them. To qualify for inclusion in the Capital Budget, projects must have a cost of at least \$50,000 and a useful life of at least one year.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason it is often referred to as "pay-as-you-go" capital funding.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis	Accounting for expenses and revenues as the funds are actually

	disbursed or received.
CCC	(see Capital Cost Contribution)
Chartered Accountants	Accountants who have obtained the CA designation through prescribed training and work experience.
Citizen	A person who resides in HRM.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial Assessment	The market value of real property (land and buildings) used for commercial purposes as assessed by the Province of Nova Scotia Assessment Services.
Commercial Forest Taxes	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.40 per acre (50,000 acres or more).
Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. It is a multiple of the Residential General Tax Rate.
Commercial Multiplier	A factor that is used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet together as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole.
Consumer Price Index (CPI)	An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost effective ways of providing service within budget.

Council	(see Regional Council)
CPI	(see Consumer Price Index)
Credit Rating	For HRM as provided annually by the Standard and Poor's rating agency.
Crespool	(see Capital Reserve Pool)
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, debentures are provided by the Municipal Finance Corporation, a branch of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds its operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.

Director	The most senior management position within a Business Unit.
Education Rate	As determined by the Province of Nova Scotia, the rate per \$100 of assessed value which is applied to the Uniform Assessment in order to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization
EMS	Environmental Management Services
EMT	(see Executive Management Team)
Executive Management Team	Consists of the Chief Administrative Officer and the Deputy Chief Administrative Officers.
Farm Acreage Taxes	Each year the Province of Nova Scotia pays to the municipality in which farm property exempt from taxation is situated, a grant equal to \$2.10 per acre in respect of the land. This rate is increased by the Consumer Price Index each year after March 31, 2001.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal Framework	A financial projection showing revenues, expenditures, debt and other information using a consistent set of assumptions. It is used for budgeting purposes and for longer-term projections. The framework is frequently presented to Council using a Base Case scenario. Council can then provide staff with direction regarding the assumptions that underlie the development of the proposed budget.
Fiscal Year	Runs from April 1 to March 31.
Fiscal Services	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, most debt charges (except those related to Transit Services, Wastewater and Solid Waste), payments to reserves, Capital from

	Operating, Capital and Operating Grants, the surplus or deficit from the prior fiscal year, etc.
FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardise and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services with the exception of those funded from area-rates.
Generally Accepted Accounting Principals	A set of standardized accounting principals defined by the Canadian Institute of Chartered Accountants.
Goal	A general statement of desired outcome to be achieved over a specified period of time. The term goal is roughly equivalent to Strategic Outcome.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Gross Expenditures
GST	Goods and Services Tax. The Federal sales tax.
Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.

Infrastructure Program	The Canada - Nova Scotia Infrastructure Program
Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
LIC	(see Local Improvement Charge)
Local Improvement Charge (LIC)	Local charges levied by Council for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc that benefit a specific area.
Long Term Capital Plan	The 3 year Capital Plan which includes all project costs and funding sources. The first year is approved by Council as the Capital Budget. The second and third years are approved by Council <i>in principal</i> .
Machinery & Equipment Assessment	The assessed value of machinery and equipment used for the purpose of carrying on a business can be levied a tax. This tax was phased-out after 2003-04.
Mandatory Education	Provincial statute requires that each municipality make a contribution to its school board. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Measure	An indicator that provides information (either qualitative or quantitative) on the extent to which a policy, program or initiative is achieving its outcomes.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.
MFC	(see Municipal Finance Corporation)
MISER	(see Model for Integrating Service and Expenditure Rationalization)

Model for Integrating Service and Expenditure Rationalization	Computer model which forecasts the long term financial results and position of HRM by estimating future revenues and expenditures by means of a series of economic and demographic assumptions, cost drivers, and service drivers, and incorporating assumptions regarding tax rates, demographics, inflation, GDP and other economic and fiscal factors
Multi-Year Financial Strategy	Involves predicting the future financial situation of HRM and developing and implementing a strategy in response. This strategy includes principles of financial management, a reserve policy, a capital spending policy, a capital debt policy, and a business planning process.
Municipal Finance Corporation	An agency of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
MYFS	(see Multi-Year Financial Strategy)
Net	Total expenditures less off-setting revenues
Non Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Utility and Review Board	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act . It reports to the legislature through the Minister of Environment and Labour.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial <i>Police Act</i>

and HRM Bylaws.

Principal	Portion of loan repayments which directly pays down the total amount owing.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia (Service Nova Scotia and Municipal Relations). Expressed as a rate per \$100 of assessed value. Residential and commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the market value of real property, expressed per \$100 of assessed value.
Property Assessment	The market value of real property as determined by the Province of Nova Scotia Assessment Services.
Province	Government of the Province of Nova Scotia
RCMP	Royal Canadian Mounted Police, a federal policing agency.
RDP	Real Domestic Product is the Gross Domestic Product adjusted for inflation.
Recapitalization	The use of funds to develop and improve existing assets which have deteriorated through the passage of time and/or a lack of maintenance.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 23 Councillors representing the 23

Districts. Regional council is elected once every four years.

Reserves	Accounts in which funds are accumulated to provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.
Residential General Tax Rates	The general rate of taxation applied to the market value of real property used as a residence, expressed per \$100 of assessed value.
Residential Assessment	The market value of real property (land and buildings) used for residential purposes as assessed by the Province of Nova Scotia Assessment Services.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Resource Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.25 per acre (less than 50,000 acres).
Resource Property Taxes	Taxes levied against farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Revenues	External sources of funds provided to the municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Risk	Something that may negatively impact HRM.
Rural General Tax Rate	(see Base General Tax Rate)
Service Nova Scotia and Municipal Relations	A department of the Province of Nova Scotia which is the lead service delivery arm of government for programs and services to businesses, individuals and municipalities.
Service Drivers	Factors which have a tendency to increase demand for a service. Examples include population growth, new construction, new trends, etc.

Stakeholder	A person with an interest or concern in the HRM budget.
Standard and Poor's	Bond rating agency.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and which represent a major shift in the type and manner in which services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM
Supplementary Education	Supplementary Education funding, which is provided by HRM to the Halifax Regional School Board, provides funding for programs and special services which are outside the core curriculum. The Municipal Government Act requires separate area rates for Supplementary Education, one for each of the former City of Halifax, and former City of Dartmouth. HRM does have the discretion to decrease it each year by up to 10%.
Surplus	At the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review. All aspects of the budget are open for debate and change.
Tax Agreements	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
Tax Payer	Citizens and businesses of HRM who pay taxes (generally through their property taxes).
Temporary Debt	Financing provided through the MFC short-term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue
TPW	Transportation and Public Works

Transfer - General Rate	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.
Transfer - Urban Rate	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.
Transfers from other Gov'ts	Funding received from the federal or provincial governments which may or may not be designated for a specific service or purpose (conditional vs unconditional).
Transition Expenditures	Expenditures incurred in order to amalgamate the City of Halifax, City of Dartmouth, Town of Bedford, County of Halifax, and the Metropolitan Authority into the Halifax Regional Municipality. These costs were amortized over 10 years.
TTY	Also known as a TDD (Telecommunications Device for the Deaf). The TTY consists of a keyboard, a display screen, and a modem. The letters that the TTY user types into the machine are turned into electrical signals that can travel over regular telephone lines. When the signals reach their destination (in this case another TTY) they are converted back into letters which appear on a display screen.
Uniform Assessment	The total of the taxable property assessment plus the value of grants the Municipality receives from special property tax arrangements.
Urban General Tax Rate	The general tax rate applicable to all taxable properties within the urban zone of HRM.
Variance	The difference between the amount budgeted for a cost centre or account, and the amount actually posted and/or committed.
Vendors	Business which sell their goods and services to HRM.
Water Commission Dividend	A grant-in-lieu of property taxes paid by the Halifax Regional Water Commission to HRM equal to 10% of the Water Commission's prior year's Operating revenue.
WTI	West Texas Intermediate. This is a benchmark used when measuring the market price per barrel of crude oil.

Detailed Change Report - Business Unit, Division, Cost Center by Cost Element

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Business Planning & Information Management	18,859,782	19,280,358	18,234,012	19,123,458	(156,900)	-0.8%
A459 Client Services	3,794,145	3,685,628	3,650,157	2,575,553	(1,110,075)	-30.1%
A460 Client Services	164,330	188,163	217,431	0	(188,163)	-100.0%
Expense	164,330	188,163	218,931	0	(188,163)	-100.0%
					0	
Compensation and Benefits	150,503	175,017	211,433	0	(175,017)	-100.0%
6001 Salaries - Regular	125,926	148,211	155,344	0	(148,211)	-100.0%
6005 PDP Increases	0	0	(3,395)	0	0	
6100 Benefits - Salaries	21,842	24,071	29,448	0	(24,071)	-100.0%
6110 Vacancy Management		0	26,546		0	
6151 Vehicle Allowance		0	0		0	
6152 Retirement Incentives	717	860	765	0	(860)	-100.0%
6154 Workers' Compensation	2,018	1,875	2,725	0	(1,875)	-100.0%
					0	
Office	1,700	1,650	2,025		(1,650)	-100.0%
6201 Telephone	1,200	1,200	1,478		(1,200)	-100.0%
6202 Courier/Postage	0	0	23		0	
6204 Computer Software and Licenses	0				0	
6207 Office Supplies	500	450	523		(450)	-100.0%
6299 Other Office Expenses	0				0	
					0	
External Services	5,000	5,000	0		(5,000)	-100.0%
6399 Contract Services	5,000	5,000	0		(5,000)	-100.0%
					0	
Supplies	0				0	
6402 Medical & First Aid Supplies	0				0	
					0	
Equipment & Communications		0	123		0	
6706 Computer Repair and Maintenance		0	75		0	
6711 Communication System		0	48		0	
					0	
Other Goods & Services	7,127	6,496	5,350	0	(6,496)	-100.0%
6901 Membership Dues	500	500	1,500		(500)	-100.0%
6902 Conferences and Workshops		0	522		0	
6903 Travel - Local	6,180	5,562	3,103	0	(5,562)	-100.0%
6905 Training & Education	321	321	0		(321)	-100.0%
6918 Meals	0				0	
6938 Rewarding Excellence	0	0	224		0	
6999 Other Goods and Services	126	113	0		(113)	-100.0%
Revenue		0	(1,500)		0	
					0	
Other Revenue		0	(1,500)		0	
5508 Recoveries from External Parties		0	(1,500)		0	
A660 Customer Service Centres	674,945	713,749	656,926	626,263	(87,486)	-12.3%
Expense	954,945	993,749	966,572	906,263	(87,486)	-8.8%
					0	
Compensation and Benefits	835,486	888,771	873,080	832,054	(56,717)	-6.4%
6001 Salaries - Regular	670,348	709,673	691,235	672,075	(37,598)	-5.3%
6002 Salaries - Overtime	19,261	19,261	1,168	4,772	(14,489)	-75.2%
6005 PDP Increases	0	0	(5,910)		0	
6051 Shift Agreements	0				0	
6100 Benefits - Salaries	128,417	142,813	135,899	139,070	(3,743)	-2.6%
6110 Vacancy Management		0	34,282	0	0	
6152 Retirement Incentives	3,549	3,858	3,602	3,649	(209)	-5.4%
6154 Workers' Compensation	13,911	13,166	12,805	12,488	(678)	-5.1%
6199 Comp & Benefits - Inter Dept, Exp/recove	0			0	0	
9200 HR CATS Wage/Ben	0			0	0	
9210 HR CATS OT Wage/Ben	0				0	
					0	
Interdepartmental	0	0	18	0	0	
9911 PM Labour-Reg	0	0	18	0	0	
					0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Office	40,900	32,899	33,995	32,899	0	0.0%
6201 Telephone	13,000	11,200	10,497	11,200	0	0.0%
6202 Courier/Postage	1,600	1,269	2,149	1,269	0	0.0%
6203 Office Furniture and Equipment	11,600	9,000	7,539	9,000	0	0.0%
6205 Printing & Reproduction	1,200	1,080	2,770	1,080	0	0.0%
6207 Office Supplies	13,500	10,350	11,041	10,350	0	0.0%
					0	
External Services	25,469	24,269	24,249	24,269	0	0.0%
6311 Security		0	149		0	
6399 Contract Services	25,469	24,269	24,101	24,269	0	0.0%
					0	
Supplies	0	0	21		0	
6402 Medical & First Aid Supplies	0				0	
6407 Cleaning/Sanitary Supplies		0	21		0	
					0	
Materials	0			0	0	
6504 Hardware	0			0	0	
					0	
Building Costs	500	500	392	500	0	0.0%
6603 Grounds and Landscaping	500	500	392	500	0	0.0%
6611 Building - Interior	0				0	
					0	
Equipment & Communications	1,000	800	0	800	0	0.0%
6705 Equipment - Repair and Maintenance	1,000	800	0	800	0	0.0%
6711 Communication System				0	0	
					0	
Other Goods & Services	51,590	46,510	34,817	15,741	(30,769)	-66.2%
6903 Travel - Local	4,000	3,600	1,409	3,600	0	0.0%
6905 Training & Education	4,000	4,000	0	2,296	(1,704)	-42.6%
6910 Signage	1,000	800	296	800	0	0.0%
6912 Advertising and Promotion	36,800	33,120	30,500	5,211	(27,909)	-84.3%
6918 Meals	500	500	175	364	(136)	-27.2%
6938 Rewarding Excellence	1,790	1,790	598	770	(1,020)	-57.0%
6999 Other Goods and Services	3,500	2,700	1,838	2,700	0	0.0%
Revenue	(280,000)	(280,000)	(309,646)	(280,000)	0	0.0%
					0	
Fee Revenues	(280,000)	(280,000)	(308,972)	(280,000)	0	0.0%
4916 Vending Licenses	(50,000)	(50,000)	(20,940)	(50,000)	0	0.0%
5101 Parking Rentals	(10,000)	(10,000)	(17,515)	(10,000)	0	0.0%
5204 Administration Fees	(190,000)	(190,000)	(233,982)	(190,000)	0	0.0%
5250 Sales of Services Other	(30,000)	(30,000)	(36,536)	(30,000)	0	0.0%
					0	
Other Revenue	0	0	(674)	0	0	
5507 Overages and Shortages	0	0	(10)	0	0	
5600 Miscellaneous Revenue	0	0	(664)	0	0	
				0	0	
				0	0	
A670 Dispatch Services/Call Centre	1,875,738	1,917,299	1,922,290	1,949,290	31,991	1.7%
Expense	1,875,738	1,917,299	1,922,517	1,949,290	31,991	1.7%
					0	
Compensation and Benefits	1,678,514	1,725,752	1,734,320	1,762,513	36,761	2.1%
6001 Salaries - Regular	1,314,614	1,396,030	1,390,886	1,416,640	20,610	1.5%
6002 Salaries - Overtime	66,695	18,195	25,022	14,862	(3,333)	-18.3%
6005 PDP Increases	0	0	(5,298)		0	
6051 Shift Agreements	3,708	7,317	7,108	7,317	0	0.0%
6100 Benefits - Salaries	257,596	269,308	252,924	287,892	18,584	6.9%
6110 Vacancy Management		0	16,816	0	0	
6150 Honorariums		0	20		0	
6152 Retirement Incentives	6,904	7,299	6,162	7,685	386	5.3%
6153 Severance			15,814	0	0	
6154 Workers' Compensation	27,977	26,583	27,182	27,097	514	1.9%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6155 Overtime Meals	1,020	1,020	376	1,020	0	0.0%
6158 WCB Recoverable Earnings	0				0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben		0	(38)		0	
9210 HR CATS OT Wage/Ben	0	0	(2,595)		0	
9230 HR CATS OT Meals	0	0	(60)		0	
					0	
Interdepartmental	0	0	36		0	
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg		0	36		0	
					0	
Office	65,404	64,034	66,526	64,034	0	0.0%
6201 Telephone	52,600	52,600	55,753	52,600	0	0.0%
6202 Courier/Postage	104	94	140	94	0	0.0%
6203 Office Furniture and Equipment	3,000	2,610	4,320	2,610	0	0.0%
6205 Printing & Reproduction	0				0	
6207 Office Supplies	9,700	8,730	6,312	8,730	0	0.0%
6299 Other Office Expenses	0				0	
					0	
External Services	113,200	109,700	110,158	109,700	0	0.0%
6399 Contract Services	113,200	109,700	110,158	109,700	0	0.0%
					0	
Supplies	0	0	227		0	
6402 Medical & First Aid Supplies	0	0	227		0	
					0	
Other Goods & Services	18,620	17,813	11,249	13,043	(4,770)	-26.8%
6901 Membership Dues	0	0	1,500		0	
6902 Conferences and Workshops	1,520	1,368	2,321	785	(583)	-42.6%
6903 Travel - Local	5,100	4,590	1,003	4,590	0	0.0%
6904 Travel - Out of Town	500	355	2,872	355	0	0.0%
6905 Training & Education	8,400	8,400	1,061	4,822	(3,578)	-42.6%
6913 Awards	3,100	3,100	2,492	2,491	(609)	-19.6%
6918 Meals	0				0	
Revenue	0	0	(227)	0	0	
					0	
Other Revenue	0	0	(227)	0	0	
5505 Environmental Protection Levies	0				0	
5508 Recoveries from External Parties	0	0	(227)	0	0	
A680 E-Access & Services	593,956	616,056	610,289	0	(616,056)	-100.0%
Expense	593,956	616,056	610,289	0	(616,056)	-100.0%
					0	
Compensation and Benefits	526,449	550,638	546,447	0	(550,638)	-100.0%
6001 Salaries - Regular	438,199	462,465	341,129	0	(462,465)	-100.0%
6002 Salaries - Overtime	0	0	1,568	0	0	
6005 PDP Increases	0	0	(2,547)		0	
6100 Benefits - Salaries	78,275	78,630	60,380	0	(78,630)	-100.0%
6110 Vacancy Management		0	138,965		0	
6152 Retirement Incentives	2,367	2,496	1,835	0	(2,496)	-100.0%
6154 Workers' Compensation	7,608	7,047	5,118	0	(7,047)	-100.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Interdepartmental	0	0	0		0	
7099 Interdepartmental Chargebacks	0	0	0		0	
					0	
Office	26,303	24,328	44,597	0	(24,328)	-100.0%
6201 Telephone	8,322	8,322	19,010	0	(8,322)	-100.0%
6202 Courier/Postage	0	0	28		0	
6203 Office Furniture and Equipment	4,824	4,342	52		(4,342)	-100.0%
6204 Computer Software and Licenses	10,231	9,031	24,355	0	(9,031)	-100.0%
6205 Printing & Reproduction	0				0	
6207 Office Supplies	2,926	2,633	1,100		(2,633)	-100.0%
6299 Other Office Expenses	0	0	52		0	
					0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
External Services	0	0	16,109		0	
6303 Consulting Fees	0	0	5,159		0	
6399 Contract Services	0	0	10,950		0	
					0	
Supplies	0				0	
6402 Medical & First Aid Supplies	0				0	
					0	
Equipment & Communications	26,654	26,654	2,317	0	(26,654)	-100.0%
6703 Computer Equipment/Rentals	2,558	2,558	37		(2,558)	-100.0%
6706 Computer Repair and Maintenance	0				0	
6711 Communication System	24,096	24,096	2,281	0	(24,096)	-100.0%
					0	
Other Goods & Services	14,550	14,436	819	0	(14,436)	-100.0%
6901 Membership Dues	512	512	2,000		(512)	-100.0%
6902 Conferences and Workshops	0	0	1,672		0	
6903 Travel - Local	1,141	1,027	1,114	0	(1,027)	-100.0%
6904 Travel - Out of Town	0	0	806		0	
6905 Training & Education	12,714	12,714	0		(12,714)	-100.0%
6918 Meals	0	0	142		0	
6933 Community Events		0	124		0	
6938 Rewarding Excellence	183	183	60		(183)	-100.0%
6999 Other Goods and Services	0		(5,100)		0	
C741 Visitor Services	485,176	250,361	243,222	0	(250,361)	-100.0%
Expense	545,176	310,361	263,222	0	(310,361)	-100.0%
					0	
Compensation and Benefits	403,891	256,718	227,306		(256,718)	-100.0%
6001 Salaries - Regular	360,840	225,808	149,119		(225,808)	-100.0%
6002 Salaries - Overtime	2,575	2,575	2,337		(2,575)	-100.0%
6100 Benefits - Salaries	32,095	20,000	13,939		(20,000)	-100.0%
6101 Benefits - Wages		0	22		0	
6110 Vacancy Management		0	57,255		0	
6152 Retirement Incentives	438	464	197		(464)	-100.0%
6154 Workers' Compensation	7,943	7,871	3,024		(7,871)	-100.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	1,358		0	
9210 HR CATS OT Wage/Ben	0	0	55		0	
					0	
Interdepartmental	900	800	622		(800)	-100.0%
7001 Interdepartmental Equipment Charges	900	800	550		(800)	-100.0%
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0	0	72		0	
					0	
Other Fiscal	30,000	0	5,000		0	
8001 Transfer to Outside Agencies	30,000	0	5,000		0	
					0	
Office	25,285	13,890	9,572		(13,890)	-100.0%
6201 Telephone	11,000	6,500	5,876		(6,500)	-100.0%
6202 Courier/Postage	1,000	350	112		(350)	-100.0%
6203 Office Furniture and Equipment	4,785	4,217	254		(4,217)	-100.0%
6205 Printing & Reproduction	500				0	
6207 Office Supplies	8,000	2,823	3,329		(2,823)	-100.0%
					0	
External Services	0				0	
6304 Janitorial Services	0				0	
					0	
Supplies	3,500	0	76		0	
6401 Uniforms & Clothing	3,500				0	
6402 Medical & First Aid Supplies	0				0	
6406 Bridge Tolls	0	0	76		0	
					0	
Materials	0	0	34		0	
6506 Lumber	0				0	
6517 Paint		0	34		0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Building Costs	8,300	6,800	2,515	0	(6,800)	-100.0%
6602 Electrical	0				0	
6607 Electricity	2,000	2,000	184		(2,000)	-100.0%
6608 Water	300	300	156	0	(300)	-100.0%
6611 Building - Interior		0	12		0	
6612 Safety Systems	0	0	117		0	
6699 Other Building Cost	6,000	4,500	2,046		(4,500)	-100.0%
					0	
Equipment & Communications	500	500	0		(500)	-100.0%
6705 Equipment - Repair and Maintenance	500	500	0		(500)	-100.0%
					0	
Other Goods & Services	72,800	31,653	18,097		(31,653)	-100.0%
6901 Membership Dues	500				0	
6903 Travel - Local	6,000	5,400	5,874		(5,400)	-100.0%
6905 Training & Education	5,000	1,000	0		(1,000)	-100.0%
6910 Signage	6,000	1,000	0		(1,000)	-100.0%
6911 Facilities Rental	22,900	22,900	11,700		(22,900)	-100.0%
6915 Research Data Acquisition	30,000				0	
6918 Meals	0				0	
6999 Other Goods and Services	2,400	1,353	522		(1,353)	-100.0%
Revenue	(60,000)	(60,000)	(20,000)		60,000	-100.0%
					0	
Other Revenue	(60,000)	(60,000)	(20,000)		60,000	-100.0%
5508 Recoveries from External Parties	(60,000)	(60,000)	(20,000)		60,000	-100.0%
A600 Director of Business Plan. & Info Mgmt	1,034,411	965,364	1,202,198	891,077	(74,287)	-7.7%
A600 Director of Business Plan. & Info Mgmt	1,034,411	965,364	945,611	891,077	(74,287)	-7.7%
Expense	1,034,411	1,098,964	1,079,247	1,024,677	(74,287)	-6.8%
					0	
Compensation and Benefits	923,059	965,465	987,044	880,770	(84,695)	-8.8%
6001 Salaries - Regular	782,892	820,582	718,323	748,642	(71,940)	-8.8%
6002 Salaries - Overtime	0				0	
6005 PDP Increases	0	0	(20,137)		0	
6100 Benefits - Salaries	125,082	130,355	108,086	118,693	(11,662)	-8.9%
6110 Vacancy Management		0	168,379	0	0	
6152 Retirement Incentives	4,534	4,716	4,090	4,417	(299)	-6.3%
6154 Workers' Compensation	10,551	9,812	8,305	9,018	(794)	-8.1%
					0	
Office	17,987	16,841	14,451	54,309	37,468	222.5%
6201 Telephone	4,617	4,618	11,130	2,566	(2,052)	-44.4%
6202 Courier/Postage	600	630	25	33,450	32,820	5209.5%
6203 Office Furniture and Equipment	1,500	1,350	183	1,350	0	0.0%
6204 Computer Software and Licenses	1,500	1,500	0		(1,500)	-100.0%
6205 Printing & Reproduction	2,000	1,800	2,559	11,800	10,000	555.6%
6207 Office Supplies	7,270	6,543	35	5,143	(1,400)	-21.4%
6299 Other Office Expenses	500	400	520		(400)	-100.0%
					0	
External Services	48,400	42,302	36,650	59,302	17,000	40.2%
6303 Consulting Fees	38,000	28,880	9,696	45,880	17,000	58.9%
6399 Contract Services	10,400	13,422	26,954	13,422	0	0.0%
					0	
Building Costs	500	500	272	500	0	0.0%
6603 Grounds and Landscaping	500	500	272	500	0	0.0%
					0	
Equipment & Communications	1,000	1,000	24,524	1,000	0	0.0%
6703 Computer Equipment/Rentals	1,000	1,000	100	1,000	0	0.0%
6706 Computer Repair and Maintenance		0	24,424		0	
					0	
Other Goods & Services	43,465	72,856	16,305	28,796	(44,060)	-60.5%
6901 Membership Dues	1,200	1,200	1,240	1,200	0	0.0%
6902 Conferences and Workshops	7,050	4,345	1,680	2,993	(1,352)	-31.1%
6903 Travel - Local	7,745	6,971	4,092	7,471	500	7.2%
6904 Travel - Out of Town	2,500	1,775	1,612	1,775	0	0.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6905 Training & Education	10,110	6,710	0	3,853	(2,857)	-42.6%
6911 Facilities Rental		0		1,280	1,280	
6912 Advertising and Promotion	6,000	5,400	0	5,265	(135)	-2.5%
6913 Awards	1,000	1,000	0	803	(197)	-19.7%
6915 Research Data Acquisition				0	0	
6917 Books and Periodicals	300	300	0	300	0	0.0%
6918 Meals	600	100	1,605	73	(27)	-27.0%
6938 Rewarding Excellence	3,760	2,260	1,326	972	(1,288)	-57.0%
6999 Other Goods and Services	3,200	42,795	4,749	2,811	(39,984)	-93.4%
Revenue	0	(133,600)	(133,636)	(133,600)	0	0.0%
					0	
Other Revenue	0	(133,600)	(133,636)	(133,600)	0	0.0%
5508 Recoveries from External Parties	0	(133,600)	(133,636)	(133,600)	0	0.0%
				0	0	
				0	0	
				0	0	
M635 Commonwealth Games	0	0	256,588	0	0	
Expense	0	0	256,588	0	0	
					0	
Compensation and Benefits	0				0	
6001 Salaries - Regular	0				0	
					0	
Office	0	0	100,615	0	0	
6201 Telephone	0	0	34,076	0	0	
6203 Office Furniture and Equipment		0	61,221		0	
6204 Computer Software and Licenses	0	0	647		0	
6205 Printing & Reproduction		0	4,671		0	
					0	
Equipment & Communications	0	0	155,972		0	
6706 Computer Repair and Maintenance	0	0	155,972		0	
					0	
Other Goods & Services	0				0	
6999 Other Goods and Services	0				0	
A640 Data/Knowledge Management	2,008,545	2,531,326	2,300,224	0	(2,531,326)	-100.0%
A120 Information Resource Management	579,908	607,418	531,959	0	(607,418)	-100.0%
Expense	580,608	608,118	560,077	0	(608,118)	-100.0%
					0	
Compensation and Benefits	422,788	452,523	488,797	0	(452,523)	-100.0%
6001 Salaries - Regular	346,034	371,027	352,929	0	(371,027)	-100.0%
6002 Salaries - Overtime	0	0	4,799	0	0	
6005 PDP Increases	0	0	(3,839)		0	
6051 Shift Agreements	0				0	
6100 Benefits - Salaries	67,866	72,839	53,787	0	(72,839)	-100.0%
6110 Vacancy Management		0	73,031		0	
6152 Retirement Incentives	1,917	2,056	1,783	0	(2,056)	-100.0%
6154 Workers' Compensation	6,971	6,601	6,306	0	(6,601)	-100.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0				0	
					0	
Interdepartmental	0				0	
9911 PM Labour-Reg	0				0	
					0	
Other Fiscal		0	(43,096)		0	
8008 Transfer to/from Reserves		0	(43,096)		0	
					0	
Office	32,400	30,750	34,972	0	(30,750)	-100.0%
6201 Telephone	5,000	5,000	5,019	0	(5,000)	-100.0%
6202 Courier/Postage	500	450	101		(450)	-100.0%
6203 Office Furniture and Equipment	6,000	5,400	13,668		(5,400)	-100.0%
6204 Computer Software and Licenses	6,000	6,300	1,304	0	(6,300)	-100.0%
6205 Printing & Reproduction	5,000	4,500	0		(4,500)	-100.0%
6206 Microfilms	1,900	1,900	8,585		(1,900)	-100.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6207 Office Supplies	8,000	7,200	6,296		(7,200)	-100.0%
					0	
External Services	30,800	30,800	9,469		(30,800)	-100.0%
6301 Professional Fees	15,300	15,300	42		(15,300)	-100.0%
6311 Security	1,000	1,000	130		(1,000)	-100.0%
6312 Refuse Collection	1,500	1,500	693		(1,500)	-100.0%
6399 Contract Services	13,000	13,000	8,604		(13,000)	-100.0%
					0	
Supplies	11,100	10,100	4,098		(10,100)	-100.0%
6401 Uniforms & Clothing	1,100	1,100	497		(1,100)	-100.0%
6499 Other Supplies	10,000	9,000	3,601		(9,000)	-100.0%
					0	
Materials	0				0	
6504 Hardware	0				0	
6506 Lumber	0				0	
6517 Paint	0				0	
					0	
Building Costs	8,000	8,000	0		(8,000)	-100.0%
6605 Municipal Taxes	8,000	8,000	0		(8,000)	-100.0%
					0	
Equipment & Communications	3,500	2,600	911		(2,600)	-100.0%
6703 Computer Equipment/Rentals	3,500	2,600	811		(2,600)	-100.0%
6706 Computer Repair and Maintenance		0	100		0	
					0	
Other Goods & Services	72,020	73,345	64,926	0	(73,345)	-100.0%
6901 Membership Dues	2,000	2,000	2,057		(2,000)	-100.0%
6902 Conferences and Workshops	1,500	1,350	3,866		(1,350)	-100.0%
6903 Travel - Local	2,000	1,800	1,387		(1,800)	-100.0%
6904 Travel - Out of Town	500	355	2,381		(355)	-100.0%
6905 Training & Education	1,500	1,500	2,456		(1,500)	-100.0%
6906 Licenses & Agreements	7,000	7,000	0		(7,000)	-100.0%
6911 Facilities Rental	51,000	53,300	51,111	0	(53,300)	-100.0%
6912 Advertising and Promotion	4,000	3,600	0		(3,600)	-100.0%
6917 Books and Periodicals	1,500	1,500	1,295		(1,500)	-100.0%
6918 Meals		0	23		0	
6938 Rewarding Excellence	220	220	348		(220)	-100.0%
6999 Other Goods and Services	800	720	0		(720)	-100.0%
Revenue	(700)	(700)	(28,118)		700	-100.0%
					0	
Fee Revenues	(200)	(200)	(536)		200	-100.0%
5227 Photocopier Revenue	(200)	(200)	(536)		200	-100.0%
					0	
Other Revenue	(500)	(500)	(27,582)		500	-100.0%
5508 Recoveries from External Parties	(500)	(500)	(27,582)		500	-100.0%
A634 Geographic Information Services	496,062	609,482	468,589	0	(609,482)	-100.0%
Expense	499,062	612,482	469,427	0	(612,482)	-100.0%
					0	
Compensation and Benefits	430,758	546,759	444,995	0	(546,759)	-100.0%
6001 Salaries - Regular	357,561	454,972	402,079	0	(454,972)	-100.0%
6002 Salaries - Overtime	0	0	1,986		0	
6005 PDP Increases	0				0	
6100 Benefits - Salaries	64,847	82,306	75,809	0	(82,306)	-100.0%
6110 Vacancy Management		0	0		0	
6152 Retirement Incentives	1,970	2,495	1,986	0	(2,495)	-100.0%
6154 Workers' Compensation	6,380	6,986	6,571	0	(6,986)	-100.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(43,435)		0	
9200 HR CATS Wage/Ben	0				0	
					0	
Interdepartmental	0				0	
7006 Interdepartmental Revenues	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Office	21,834	19,931	19,549		(19,931)	-100.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6201 Telephone	2,800	2,800	2,364		(2,800)	-100.0%
6202 Courier/Postage	500	450	529		(450)	-100.0%
6204 Computer Software and Licenses	4,000	3,600	2,603		(3,600)	-100.0%
6205 Printing & Reproduction	12,000	10,800	13,417		(10,800)	-100.0%
6207 Office Supplies	2,534	2,281	636		(2,281)	-100.0%
6299 Other Office Expenses	0				0	
					0	
External Services	36,800	36,800	0		(36,800)	-100.0%
6399 Contract Services	36,800	36,800	0		(36,800)	-100.0%
					0	
Equipment & Communications	0	0	464		0	
6703 Computer Equipment/Rentals		0	156		0	
6705 Equipment - Repair and Maintenance		0	308		0	
6706 Computer Repair and Maintenance	0				0	
					0	
Other Goods & Services	9,670	8,992	4,418		(8,992)	-100.0%
6901 Membership Dues	500	500	561		(500)	-100.0%
6902 Conferences and Workshops	800	720	197		(720)	-100.0%
6903 Travel - Local	1,500	1,350	1,245		(1,350)	-100.0%
6904 Travel - Out of Town	1,200	852	734		(852)	-100.0%
6905 Training & Education	3,500	3,500	467		(3,500)	-100.0%
6917 Books and Periodicals	200	200	0		(200)	-100.0%
6918 Meals	700	700	80		(700)	-100.0%
6938 Rewarding Excellence	270	270	177		(270)	-100.0%
6999 Other Goods and Services	1,000	900	957		(900)	-100.0%
Revenue	(3,000)	(3,000)	(838)	0	3,000	-100.0%
					0	
Fee Revenues	(1,500)	(1,500)	(838)	0	1,500	-100.0%
4950 Other Licenses & Permits	(1,500)	(1,500)	(838)	0	1,500	-100.0%
					0	
Other Revenue	(1,500)	(1,500)	0		1,500	-100.0%
5508 Recoveries from External Parties	(1,500)	(1,500)	0		1,500	-100.0%
A637 Data Management	617,400	817,285	716,629	0	(817,285)	-100.0%
Expense	617,400	817,285	716,629	0	(817,285)	-100.0%
					0	
Compensation and Benefits	649,682	682,190	677,382	0	(682,190)	-100.0%
6001 Salaries - Regular	538,520	569,796	526,138	0	(569,796)	-100.0%
6002 Salaries - Overtime	0	0	596	0	0	
6005 PDP Increases	0	0	(1,882)		0	
6100 Benefits - Salaries	98,238	100,353	94,537	0	(100,353)	-100.0%
6110 Vacancy Management		0	73,857		0	
6152 Retirement Incentives	2,896	3,062	2,657	0	(3,062)	-100.0%
6154 Workers' Compensation	10,028	8,979	8,645	0	(8,979)	-100.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(27,166)		0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Other Fiscal	(140,312)	(6,000)	0		6,000	-100.0%
8024 Transf to/fr Capital	(140,312)	(6,000)	0		6,000	-100.0%
					0	
Office	61,080	58,422	5,679		(58,422)	-100.0%
6201 Telephone	3,500	3,500	2,634		(3,500)	-100.0%
6202 Courier/Postage	280	252	118		(252)	-100.0%
6203 Office Furniture and Equipment	1,000	900	0		(900)	-100.0%
6204 Computer Software and Licenses	51,000	49,300	1,431		(49,300)	-100.0%
6205 Printing & Reproduction	300	270	28		(270)	-100.0%
6207 Office Supplies	2,000	1,800	1,184		(1,800)	-100.0%
6299 Other Office Expenses	3,000	2,400	284		(2,400)	-100.0%
					0	
External Services	31,000	31,000	11,686		(31,000)	-100.0%
6399 Contract Services	31,000	31,000	11,686		(31,000)	-100.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Equipment & Communications	1,300	1,300	0		(1,300)	-100.0%
6701 Equipment Purchase	0				0	
6703 Computer Equipment/Rentals	0				0	
6705 Equipment - Repair and Maintenance	300	300	0		(300)	-100.0%
6706 Computer Repair and Maintenance	1,000	1,000	0		(1,000)	-100.0%
					0	
Other Goods & Services	14,650	50,373	21,881		(50,373)	-100.0%
6901 Membership Dues	1,000	1,000	0		(1,000)	-100.0%
6902 Conferences and Workshops	500	450	362		(450)	-100.0%
6903 Travel - Local	5,500	4,950	5,197		(4,950)	-100.0%
6904 Travel - Out of Town	500	355	0		(355)	-100.0%
6905 Training & Education	6,000	6,000	13,305		(6,000)	-100.0%
6906 Licenses & Agreements	0				0	
6912 Advertising and Promotion		0	1,373		0	
6917 Books and Periodicals	200	200	68		(200)	-100.0%
6918 Meals	0	0	285		0	
6938 Rewarding Excellence	450	450	137		(450)	-100.0%
6999 Other Goods and Services	500	36,968	1,154		(36,968)	-100.0%
A641 Data Knowledge Management	315,175	497,141	583,047	0	(497,141)	-100.0%
Expense	315,175	497,141	583,047	0	(497,141)	-100.0%
					0	
Compensation and Benefits	284,325	424,672	540,530	0	(424,672)	-100.0%
6001 Salaries - Regular	242,244	355,880	460,621	0	(355,880)	-100.0%
6002 Salaries - Overtime	0	0	306	0	0	
6005 PDP Increases	0	0	(6,131)		0	
6100 Benefits - Salaries	37,498	61,868	77,049	0	(61,868)	-100.0%
6110 Vacancy Management			374		0	
6152 Retirement Incentives	1,406	1,968	2,258	0	(1,968)	-100.0%
6154 Workers' Compensation	3,177	4,956	6,053	0	(4,956)	-100.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Other Fiscal	0				0	
8008 Transfer to/from Reserves	0				0	
					0	
Office	7,200	6,430	10,914		(6,430)	-100.0%
6201 Telephone	2,500	2,500	6,171		(2,500)	-100.0%
6202 Courier/Postage	200	180	22		(180)	-100.0%
6203 Office Furniture and Equipment	1,000	900	1,633		(900)	-100.0%
6204 Computer Software and Licenses	2,000	1,500	45		(1,500)	-100.0%
6205 Printing & Reproduction	0	0	67		0	
6207 Office Supplies	1,500	1,350	2,976		(1,350)	-100.0%
6299 Other Office Expenses	0				0	
					0	
External Services	15,900	16,084	9,467		(16,084)	-100.0%
6303 Consulting Fees	15,900	16,084	9,467		(16,084)	-100.0%
					0	
Supplies	0				0	
6402 Medical & First Aid Supplies	0				0	
					0	
Equipment & Communications		0	1,410		0	
6701 Equipment Purchase		0	892		0	
6703 Computer Equipment/Rentals			418		0	
6706 Computer Repair and Maintenance		0	100		0	
					0	
Other Goods & Services	7,750	49,955	20,727	0	(49,955)	-100.0%
6901 Membership Dues	500	500	493		(500)	-100.0%
6902 Conferences and Workshops	500	450	287		(450)	-100.0%
6903 Travel - Local	3,000	2,700	5,323		(2,700)	-100.0%
6904 Travel - Out of Town	500	355	2,802		(355)	-100.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6905 Training & Education	2,000	2,000	2,298		(2,000)	-100.0%
6911 Facilities Rental		0	135		0	
6912 Advertising and Promotion		0	674		0	
6914 Recruiting		0	5,000		0	
6917 Books and Periodicals	300	300	427		(300)	-100.0%
6918 Meals	0	0	577		0	
6938 Rewarding Excellence	450	450	688		(450)	-100.0%
6999 Other Goods and Services	500	43,200	2,022	0	(43,200)	-100.0%
Revenue	0				0	
					0	
Other Revenue	0				0	
5508 Recoveries from External Parties	0				0	
A710 ICT		0	94,187	14,814,014	14,814,014	
A720 ICT Planning & CRM		0	1,564	2,831,254	2,831,254	
Expense		0	1,564	2,834,954	2,834,954	
					0	
Compensation and Benefits		0	1,384	2,476,475	2,476,475	
6001 Salaries - Regular		0	1,014	2,044,867	2,044,867	
6002 Salaries - Overtime		0	362	23,954	23,954	
6100 Benefits - Salaries		0	8	365,971	365,971	
6110 Vacancy Management				0	0	
6152 Retirement Incentives		0		11,309	11,309	
6154 Workers' Compensation		0		30,374	30,374	
6155 Overtime Meals				0	0	
					0	
Office		0	146	63,980	63,980	
6201 Telephone		0		27,430	27,430	
6202 Courier/Postage		0		100	100	
6203 Office Furniture and Equipment		0		8,045	8,045	
6204 Computer Software and Licenses				0	0	
6205 Printing & Reproduction		0		11,330	11,330	
6206 Microfilms		0		1,900	1,900	
6207 Office Supplies		0	146	15,175	15,175	
					0	
External Services		0		62,625	62,625	
6301 Professional Fees		0		20,300	20,300	
6303 Consulting Fees		0		11,625	11,625	
6399 Contract Services		0		30,700	30,700	
					0	
Supplies		0		9,000	9,000	
6499 Other Supplies		0		9,000	9,000	
					0	
Materials				0	0	
6504 Hardware				0	0	
					0	
Equipment & Communications		0	26	39,685	39,685	
6701 Equipment Purchase				0	0	
6703 Computer Equipment/Rentals		0		15,590	15,590	
6706 Computer Repair and Maintenance			26	0	0	
6711 Communication System		0		24,095	24,095	
					0	
Other Goods & Services		0	7	183,189	183,189	
6901 Membership Dues		0		7,685	7,685	
6902 Conferences and Workshops		0		10,603	10,603	
6903 Travel - Local		0	7	29,597	29,597	
6904 Travel - Out of Town				0	0	
6905 Training & Education		0		58,216	58,216	
6906 Licenses & Agreements		0		7,000	7,000	
6911 Facilities Rental		0		55,965	55,965	
6912 Advertising and Promotion		0		8,110	8,110	
6913 Awards		0		630	630	
6917 Books and Periodicals		0		1,500	1,500	
6918 Meals				0	0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6938 Rewarding Excellence			0	2,883	2,883	
6999 Other Goods and Services			0	1,000	1,000	
Revenue			0	(3,700)	(3,700)	
					0	
Fee Revenues			0	(1,700)	(1,700)	
4950 Other Licenses & Permits			0	(1,500)	(1,500)	
5227 Photocopier Revenue			0	(200)	(200)	
					0	
Other Revenue			0	(2,000)	(2,000)	
5508 Recoveries from External Parties			0	(2,000)	(2,000)	
				0	0	
				0	0	
				0	0	
A730 ICT Delivery			0	(3,691)	4,506,606	4,506,606
Expense			0	(3,691)	4,506,606	4,506,606
						0
Compensation and Benefits			0	775	4,213,522	4,213,522
6001 Salaries - Regular			0	775	3,480,372	3,480,372
6002 Salaries - Overtime			0		41,633	41,633
6100 Benefits - Salaries			0		621,087	621,087
6110 Vacancy Management					0	0
6152 Retirement Incentives			0		19,303	19,303
6154 Workers' Compensation			0		51,127	51,127
6155 Overtime Meals					0	0
						0
Office			0	(4,671)	64,533	64,533
6201 Telephone			0		29,700	29,700
6202 Courier/Postage			0		1,000	1,000
6203 Office Furniture and Equipment			0		10,175	10,175
6204 Computer Software and Licenses			0		1,000	1,000
6205 Printing & Reproduction			0	(4,671)	10,800	10,800
6207 Office Supplies			0		9,458	9,458
6299 Other Office Expenses			0		2,400	2,400
						0
External Services			0		132,200	132,200
6303 Consulting Fees			0		61,000	61,000
6399 Contract Services			0		71,200	71,200
						0
Equipment & Communications			0		3,639	3,639
6703 Computer Equipment/Rentals			0		3,639	3,639
6706 Computer Repair and Maintenance					0	0
6711 Communication System					0	0
						0
Other Goods & Services			0	205	92,712	92,712
6901 Membership Dues			0		5,390	5,390
6902 Conferences and Workshops			0		7,386	7,386
6903 Travel - Local			0	205	14,368	14,368
6904 Travel - Out of Town			0		4,000	4,000
6905 Training & Education			0		53,056	53,056
6911 Facilities Rental			0		1,500	1,500
6913 Awards			0		548	548
6917 Books and Periodicals			0		2,000	2,000
6918 Meals			0		1,994	1,994
6938 Rewarding Excellence			0		1,557	1,557
6999 Other Goods and Services			0		913	913
A740 ICT Operations			0	96,315	7,476,154	7,476,154
Expense			0	96,315	7,476,154	7,476,154
						0
Compensation and Benefits			0	544	2,094,271	2,094,271
6001 Salaries - Regular			0	544	1,683,766	1,683,766
6002 Salaries - Overtime			0		81,419	81,419
6100 Benefits - Salaries			0		295,636	295,636

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6110 Vacancy Management				0	0	
6152 Retirement Incentives			0	9,174	9,174	
6154 Workers' Compensation			0	24,276	24,276	
6155 Overtime Meals				0	0	
					0	
Interdepartmental				0	0	
9911 PM Labour-Reg				0	0	
					0	
Office		0	85,015	2,747,834	2,747,834	
6201 Telephone		0	113	13,917	13,917	
6202 Courier/Postage		0		4,656	4,656	
6203 Office Furniture and Equipment		0		4,298	4,298	
6204 Computer Software and Licenses		0	84,901	2,718,163	2,718,163	
6207 Office Supplies		0		6,800	6,800	
					0	
External Services		0	0	42,524	42,524	
6303 Consulting Fees		0	0	14,624	14,624	
6399 Contract Services		0		27,900	27,900	
					0	
Materials				0	0	
6504 Hardware				0	0	
					0	
Building Costs			9,125	0	0	
6608 Water			9,125	0	0	
6615 Vandalism Clean-up/Repair				0	0	
					0	
Equipment & Communications		0		2,536,384	2,536,384	
6706 Computer Repair and Maintenance		0		2,146,318	2,146,318	
6711 Communication System		0		390,066	390,066	
					0	
Other Goods & Services		0	1,631	55,141	55,141	
6901 Membership Dues		0		500	500	
6902 Conferences and Workshops		0		2,611	2,611	
6903 Travel - Local		0	1,631	22,884	22,884	
6904 Travel - Out of Town		0		4,000	4,000	
6905 Training & Education		0		13,148	13,148	
6912 Advertising and Promotion		0		1,155	1,155	
6913 Awards		0		630	630	
6917 Books and Periodicals		0		5,778	5,778	
6918 Meals		0		2,155	2,155	
6938 Rewarding Excellence				0	0	
6999 Other Goods and Services		0		2,280	2,280	
IS Information Technology	12,022,781	12,098,040	10,987,245	842,814	(11,255,226)	-93.0%
ISBS Business Solutions	1,860,372	1,906,196	1,765,662	0	(1,906,196)	-100.0%
Expense	1,860,372	1,906,196	1,770,912	0	(1,906,196)	-100.0%
					0	
Compensation and Benefits	1,722,791	1,781,087	1,736,333	0	(1,781,087)	-100.0%
6001 Salaries - Regular	1,388,345	1,437,504	1,337,110	0	(1,437,504)	-100.0%
6002 Salaries - Overtime	61,545	61,545	30,885	0	(61,545)	-100.0%
6005 PDP Increases	0	0	(15,274)	0	0	
6100 Benefits - Salaries	243,501	253,983	235,241	0	(253,983)	-100.0%
6110 Vacancy Management		0	122,942	0	0	
6152 Retirement Incentives	7,664	7,922	7,500	0	(7,922)	-100.0%
6154 Workers' Compensation	21,736	20,133	17,929	0	(20,133)	-100.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Office	32,460	32,114	6,638		(32,114)	-100.0%
6201 Telephone	9,000	9,000	6,392		(9,000)	-100.0%
6202 Courier/Postage	60	54	159		(54)	-100.0%
6203 Office Furniture and Equipment	1,200	1,080	41		(1,080)	-100.0%
6204 Computer Software and Licenses	20,000	20,000	0		(20,000)	-100.0%
6205 Printing & Reproduction	100	90	0		(90)	-100.0%
6207 Office Supplies	2,100	1,890	46		(1,890)	-100.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
External Services	40,595	30,852	9,129	0	(30,852)	-100.0%
6303 Consulting Fees	40,595	30,852	0		(30,852)	-100.0%
6399 Contract Services		0	9,129	0	0	
					0	
Equipment & Communications	3,000	3,000	947		(3,000)	-100.0%
6703 Computer Equipment/Rentals	3,000	3,000	0		(3,000)	-100.0%
6706 Computer Repair and Maintenance	0				0	
6711 Communication System		0	947		0	
					0	
Other Goods & Services	61,526	59,143	17,866		(59,143)	-100.0%
6901 Membership Dues	1,090	1,090	0		(1,090)	-100.0%
6902 Conferences and Workshops	7,000	6,300	575		(6,300)	-100.0%
6903 Travel - Local	7,505	6,755	278		(6,755)	-100.0%
6904 Travel - Out of Town	2,830	2,009	8,606		(2,009)	-100.0%
6905 Training & Education	39,261	39,261	7,541		(39,261)	-100.0%
6913 Awards	1,235	1,235	388		(1,235)	-100.0%
6917 Books and Periodicals	1,000	1,000	378		(1,000)	-100.0%
6918 Meals	485	485	78		(485)	-100.0%
6938 Rewarding Excellence		0	21		0	
6999 Other Goods and Services	1,120	1,008	0		(1,008)	-100.0%
Revenue		0	(5,250)		0	
					0	
Other Revenue		0	(5,250)		0	
5508 Recoveries from External Parties		0	(5,250)		0	
ISCC Customer Care	2,275,525	2,411,745	2,409,860	841,114	(1,570,631)	-65.1%
Expense	2,275,525	2,411,745	2,409,860	841,114	(1,570,631)	-65.1%
					0	
Compensation and Benefits	1,132,112	1,282,311	1,310,643	72,583	(1,209,728)	-94.3%
6001 Salaries - Regular	909,809	1,036,770	1,029,727	60,145	(976,625)	-94.2%
6002 Salaries - Overtime	32,445	32,445	44,126	0	(32,445)	-100.0%
6005 PDP Increases	0	0	(4,910)		0	
6100 Benefits - Salaries	167,972	190,760	190,082	11,089	(179,671)	-94.2%
6110 Vacancy Management		0	30,232		0	
6152 Retirement Incentives	4,895	5,575	5,247	319	(5,256)	-94.3%
6154 Workers' Compensation	16,991	16,761	16,139	1,030	(15,731)	-93.9%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0				0	
9210 HR CATS OT Wage/Ben	0				0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0				0	
					0	
Other Fiscal	(67,785)	(73,504)	(72,594)	(73,504)	0	0.0%
8008 Transfer to/from Reserves	(67,785)	(73,504)	(72,594)	(73,504)	0	0.0%
					0	
Office	1,054,035	1,052,335	1,065,628	842,035	(210,300)	-20.0%
6201 Telephone	1,037,035	1,037,035	1,027,206	842,035	(195,000)	-18.8%
6202 Courier/Postage	10,000	9,000	127		(9,000)	-100.0%
6203 Office Furniture and Equipment	5,000	4,500	3,100		(4,500)	-100.0%
6204 Computer Software and Licenses	0	0	28,885		0	
6207 Office Supplies	2,000	1,800	6,287		(1,800)	-100.0%
6299 Other Office Expenses	0	0	23		0	
					0	
External Services	26,000	24,560	34,349		(24,560)	-100.0%
6303 Consulting Fees	6,000	4,560	2,920		(4,560)	-100.0%
6399 Contract Services	20,000	20,000	31,429		(20,000)	-100.0%
					0	
Supplies	0				0	
6404 Recreation Programming Supplies	0				0	
					0	
Materials	0				0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6517 Paint	0				0	
					0	
Equipment & Communications	48,573	47,273	15,980	0	(47,273)	-100.0%
6701 Equipment Purchase	0				0	
6703 Computer Equipment/Rentals	11,073	11,073	1,136	0	(11,073)	-100.0%
6704 Equipment Rental			161		0	
6706 Computer Repair and Maintenance	35,000	33,700	12,818	0	(33,700)	-100.0%
6711 Communication System	2,500	2,500	1,865	0	(2,500)	-100.0%
					0	
Other Goods & Services	82,590	78,770	55,855	0	(78,770)	-100.0%
6901 Membership Dues	500	500	0		(500)	-100.0%
6902 Conferences and Workshops	2,400	2,160	0		(2,160)	-100.0%
6903 Travel - Local	30,000	27,000	23,713	0	(27,000)	-100.0%
6904 Travel - Out of Town	2,000	1,420	3,647		(1,420)	-100.0%
6905 Training & Education	32,100	32,100	23,657		(32,100)	-100.0%
6913 Awards	0				0	
6917 Books and Periodicals	14,000	14,000	43		(14,000)	-100.0%
6918 Meals	700	700	162		(700)	-100.0%
6938 Rewarding Excellence	890	890	46		(890)	-100.0%
6999 Other Goods and Services	0	0	4,587	0	0	
Revenue	0			0	0	
					0	
Other Revenue	0			0	0	
5508 Recoveries from External Parties	0				0	
ISDI Information Technology	2,215,663	2,010,283	1,040,145	0	(2,010,283)	-100.0%
Expense	2,215,663	2,010,283	1,041,124	0	(2,010,283)	-100.0%
					0	
Compensation and Benefits	257,463	264,611	180,645	0	(264,611)	-100.0%
6001 Salaries - Regular	217,108	223,212	156,337	0	(223,212)	-100.0%
6005 PDP Increases	0	0	(4,458)		0	
6100 Benefits - Salaries	35,982	37,166	25,870	0	(37,166)	-100.0%
6152 Retirement Incentives	1,222	1,295	899	0	(1,295)	-100.0%
6154 Workers' Compensation	3,151	2,938	1,996	0	(2,938)	-100.0%
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Other Fiscal	0	0	(1,000)		0	
8008 Transfer to/from Reserves	0	0	(1,000)		0	
					0	
Office	19,100	403,040	519,139	0	(403,040)	-100.0%
6201 Telephone	2,000	2,000	2,917	0	(2,000)	-100.0%
6202 Courier/Postage	3,300	2,970	14,414	0	(2,970)	-100.0%
6203 Office Furniture and Equipment	3,800	3,420	2,017		(3,420)	-100.0%
6204 Computer Software and Licenses	0	385,650	486,812	0	(385,650)	-100.0%
6207 Office Supplies	10,000	9,000	12,978	0	(9,000)	-100.0%
					0	
External Services	27,000	22,200	58,247		(22,200)	-100.0%
6303 Consulting Fees	20,000	15,200	58,247		(15,200)	-100.0%
6399 Contract Services	7,000	7,000	0		(7,000)	-100.0%
					0	
Equipment & Communications	1,893,310	1,303,602	240,870	0	(1,303,602)	-100.0%
6704 Equipment Rental	1,000	1,000	0		(1,000)	-100.0%
6706 Computer Repair and Maintenance	1,892,310	1,302,602	240,195	0	(1,302,602)	-100.0%
6711 Communication System	0	0	675	0	0	
					0	
Other Goods & Services	18,790	16,830	43,223	0	(16,830)	-100.0%
6901 Membership Dues		0	57		0	
6902 Conferences and Workshops	1,500	1,350	607		(1,350)	-100.0%
6903 Travel - Local	1,500	1,350	2,053	0	(1,350)	-100.0%
6904 Travel - Out of Town	4,000	2,840	1,385		(2,840)	-100.0%
6905 Training & Education	2,000	2,000	31,494		(2,000)	-100.0%
6912 Advertising and Promotion	2,000	1,800	0		(1,800)	-100.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6914 Recruiting		0	169		0	
6917 Books and Periodicals	1,000	1,000	238		(1,000)	-100.0%
6918 Meals	2,000	2,000	2,435		(2,000)	-100.0%
6938 Rewarding Excellence	1,790	1,790	4,239		(1,790)	-100.0%
6999 Other Goods and Services	3,000	2,700	546		(2,700)	-100.0%
Revenue		0	(979)		0	
					0	
Other Revenue		0	(979)		0	
5508 Recoveries from External Parties		0	(979)		0	
ISPM Project Management	1,197,121	1,192,048	1,124,273	1,700	(1,190,348)	-99.9%
Expense	1,197,121	1,192,048	1,124,253	1,700	(1,190,348)	-99.9%
					0	
Compensation and Benefits	1,009,659	1,216,489	1,069,522	274,659	(941,830)	-77.4%
6001 Salaries - Regular	841,902	1,016,402	955,276	230,234	(786,168)	-77.3%
6002 Salaries - Overtime	4,635	4,635	5,251		(4,635)	-100.0%
6005 PDP Increases	0	0	(9,617)		0	
6100 Benefits - Salaries	145,430	175,704	165,173	39,978	(135,726)	-77.2%
6110 Vacancy Management		0	120,475		0	
6152 Retirement Incentives	4,650	5,655	5,263	1,358	(4,297)	-76.0%
6154 Workers' Compensation	13,042	14,093	13,083	3,089	(11,004)	-78.1%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(181,967)		0	
9200 HR CATS Wage/Ben		0	(3,413)		0	
					0	
Other Fiscal	0	(179,789)	0	(274,659)	(94,870)	52.8%
8024 Transf to/fr Capital	0	(179,789)	0	(274,659)	(94,870)	52.8%
					0	
Office	7,905	7,617	5,044	1,700	(5,917)	-77.7%
6201 Telephone	5,025	5,025	5,040		(5,025)	-100.0%
6202 Courier/Postage	180	162	4		(162)	-100.0%
6203 Office Furniture and Equipment	600	540	0		(540)	-100.0%
6204 Computer Software and Licenses	0				0	
6205 Printing & Reproduction	300	270	0		(270)	-100.0%
6207 Office Supplies	1,800	1,620	0	1,700	80	4.9%
					0	
External Services	127,062	96,567	15,625		(96,567)	-100.0%
6303 Consulting Fees	127,062	96,567	12,288		(96,567)	-100.0%
6399 Contract Services	0	0	3,337		0	
					0	
Equipment & Communications	0	0	1,509		0	
6701 Equipment Purchase		0	32		0	
6703 Computer Equipment/Rentals	0				0	
6706 Computer Repair and Maintenance	0	0	1,477		0	
6711 Communication System	0				0	
					0	
Other Goods & Services	52,495	51,164	32,553	0	(51,164)	-100.0%
6901 Membership Dues	360	360	1,499	0	(360)	-100.0%
6902 Conferences and Workshops	4,560	4,104	1,493		(4,104)	-100.0%
6903 Travel - Local	5,400	4,860	4,768	0	(4,860)	-100.0%
6904 Travel - Out of Town	1,000	710	944		(710)	-100.0%
6905 Training & Education	40,200	40,200	22,289		(40,200)	-100.0%
6912 Advertising and Promotion		0	778		0	
6913 Awards	525	525	35		(525)	-100.0%
6917 Books and Periodicals	0	0	114		0	
6918 Meals		0	82	0	0	
6938 Rewarding Excellence	0			0	0	
6999 Other Goods and Services	450	405	551		(405)	-100.0%
Revenue		0	(43)		0	
					0	
Other Revenue		0	(43)		0	
5508 Recoveries from External Parties		0	(43)		0	
		0	63		0	
					0	
		0	63		0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6709 Manholes and Manhole Equipment		0	63		0	
ISTI Technology Infrastructure	4,474,100	4,577,768	4,647,305	0	(4,577,768)	-100.0%
Expense	4,474,100	4,577,768	4,647,905	0	(4,577,768)	-100.0%
					0	
Compensation and Benefits	1,125,213	1,110,302	1,097,179	0	(1,110,302)	-100.0%
6001 Salaries - Regular	879,866	879,333	741,295	0	(879,333)	-100.0%
6002 Salaries - Overtime	71,070	71,070	54,003	0	(71,070)	-100.0%
6005 PDP Increases	0	0	(2,420)		0	
6100 Benefits - Salaries	155,437	143,489	123,414	0	(143,489)	-100.0%
6110 Vacancy Management		0	167,113		0	
6152 Retirement Incentives	4,712	4,330	3,691	0	(4,330)	-100.0%
6154 Workers' Compensation	14,128	12,080	9,518	0	(12,080)	-100.0%
6155 Overtime Meals	0	0	54	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	344		0	
9210 HR CATS OT Wage/Ben	0	0	168		0	
					0	
Interdepartmental	0	0	(6,228)		0	
7099 Interdepartmental Chargebacks	0	0	(6,300)		0	
9911 PM Labour-Reg	0	0	72		0	
					0	
Other Fiscal	0				0	
8008 Transfer to/from Reserves	0				0	
					0	
Office	2,127,418	2,258,409	2,397,993	0	(2,258,409)	-100.0%
6201 Telephone	4,251	4,251	4,082	0	(4,251)	-100.0%
6202 Courier/Postage	0	0	289		0	
6203 Office Furniture and Equipment	0	0		0	0	
6204 Computer Software and Licenses	2,122,167	2,253,258	2,393,653	0	(2,253,258)	-100.0%
6207 Office Supplies	1,000	900	(31)		(900)	-100.0%
					0	
External Services	40,801	31,057	169,133	0	(31,057)	-100.0%
6303 Consulting Fees	40,602	30,858	169,133	0	(30,858)	-100.0%
6399 Contract Services	199	199	0		(199)	-100.0%
					0	
Supplies	0	0	0		0	
6402 Medical & First Aid Supplies		0	0		0	
6404 Recreation Programming Supplies	0				0	
					0	
Materials	0	0	164	0	0	
6504 Hardware	0	0	164	0	0	
					0	
Equipment & Communications	1,118,254	1,117,554	967,197	0	(1,117,554)	-100.0%
6706 Computer Repair and Maintenance	730,688	729,988	587,913	0	(729,988)	-100.0%
6708 Mechanical Equipment		0	847		0	
6711 Communication System	387,566	387,566	378,437	0	(387,566)	-100.0%
					0	
Other Goods & Services	62,414	60,446	22,467		(60,446)	-100.0%
6902 Conferences and Workshops	196	176	0		(176)	-100.0%
6903 Travel - Local	8,000	7,200	6,945		(7,200)	-100.0%
6904 Travel - Out of Town	3,958	2,810	2,386		(2,810)	-100.0%
6905 Training & Education	49,553	49,553	11,580		(49,553)	-100.0%
6912 Advertising and Promotion	0	0	1,453		0	
6913 Awards	196	196	0		(196)	-100.0%
6917 Books and Periodicals	511	511	0		(511)	-100.0%
6918 Meals	0	0	45		0	
6938 Rewarding Excellence	0	0	26		0	
6999 Other Goods and Services		0	31		0	
Revenue	0	0	(600)		0	
					0	
Other Revenue	0	0	(600)		0	
5508 Recoveries from External Parties	0	0	0		0	
5600 Miscellaneous Revenue		0	(600)		0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
R380 Harbour Solutions Project	(100)	0	0	0	0	
R380 Harbour Solutions Project	(100)	0	0	0	0	
Expense	(100)	0	117,776	0	0	
					0	
Compensation and Benefits	267,900	274,981	116,956	0	(274,981)	-100.0%
6001 Salaries - Regular	228,478	233,886	189,581	0	(233,886)	-100.0%
6002 Salaries - Overtime	0	0	13,547		0	
6005 PDP Increases		0	0		0	
6100 Benefits - Salaries	35,000	36,873	24,057	0	(36,873)	-100.0%
6110 Vacancy Management		0	0		0	
6152 Retirement Incentives	1,322	1,357	785	0	(1,357)	-100.0%
6154 Workers' Compensation	3,100	2,865	2,330	0	(2,865)	-100.0%
6199 Comp & Benefits - Inter Dept, Exp/recv			(113,345)		0	
					0	
Other Fiscal	(268,000)	(274,981)	0		274,981	-100.0%
8024 Transf to/fr Capital	(268,000)	(274,981)	0		274,981	-100.0%
					0	
Office		0	506		0	
6207 Office Supplies		0	0		0	
6299 Other Office Expenses		0	506		0	
					0	
Other Goods & Services		0	314		0	
6903 Travel - Local		0	314		0	
Revenue		0	(117,776)	0	0	
					0	
Other Revenue		0	(117,776)	0	0	
5508 Recoveries from External Parties		0	(117,776)	0	0	
Community Development	19,958,426	20,503,341	20,061,480	20,652,756	149,415	0.7%
C100 Area Rate Services	0	0		0	(0)	-100.0%
C100 Area Rate Services	0	0		0	(0)	-100.0%
Expense	2,261,625	2,578,630		3,105,320	526,690	20.4%
					0	
Compensation and Benefits	3,800	3,800		17,850	14,050	369.7%
9200 HR CATS Wage/Ben	3,800	3,800		17,850	14,050	369.7%
9210 HR CATS OT Wage/Ben	0	0			0	
					0	
Interdepartmental	0	0		400	400	
7002 Other Interdepartmental Charges				400	400	
9911 PM Labour-Reg	0	0		0	0	
					0	
Debt Service	480,000	1,158,024		1,135,383	(22,641)	-2.0%
8010 Other Interest	4,100	1,000		700	(300)	-30.0%
8011 Interest on Debentures	183,600	470,072		447,770	(22,302)	-4.7%
8012 Principal on Debentures	277,100	684,552		684,513	(39)	0.0%
8013 Loan Principal Repayment	15,200	2,400		2,400	0	0.0%
					0	
Other Fiscal	(75,415)	260,611		(134,675)	(395,286)	-151.7%
8001 Transfer to Outside Agencies	0	395,800		1,228,914	833,114	210.5%
8003 Insurance Policies and Premiums	11,200	13,650		18,950	5,300	38.8%
8004 Grants				0	0	
8017 Bank Charges		100		180	80	80.0%
8024 Transf to/fr Capital	79,635	66,140		2,671,583	2,605,443	3939.3%
9000 Prior Year Surplus/Deficit	(166,250)	(215,079)		(4,054,302)	(3,839,223)	1785.0%
					0	
Office	17,800	68,845		56,395	(12,450)	-18.1%
6201 Telephone	6,300	4,700		4,300	(400)	-8.5%
6202 Courier/Postage	1,100	100		120	20	20.0%
6203 Office Furniture and Equipment		0		0	0	
6204 Computer Software and Licenses	0	0		0	0	
6205 Printing & Reproduction	3,100	650		700	50	7.7%
6207 Office Supplies	5,000	8,970		7,270	(1,700)	-19.0%
6299 Other Office Expenses	2,300	54,425		44,005	(10,420)	-19.1%
					0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
External Services	1,396,260	573,621		362,752	(210,869)	-36.8%
6301 Professional Fees	0				0	
6304 Janitorial Services	3,700	5,600		6,800	1,200	21.4%
6307 Design Services	0				0	
6308 Snow Removal	6,000	16,500		17,400	900	5.5%
6310 Outside Personnel	80,500	13,000		13,000	0	0.0%
6311 Security	8,300	8,450		8,900	450	5.3%
6312 Refuse Collection	7,100	4,200		4,200	0	0.0%
6399 Contract Services	1,290,660	525,871		312,452	(213,419)	-40.6%
					0	
Supplies	16,100	9,531		69,700	60,169	631.3%
6401 Uniforms & Clothing	0				0	
6402 Medical & First Aid Supplies	0				0	
6404 Recreation Programming Supplies	8,400	6,731		67,500	60,769	902.8%
6406 Bridge Tolls		0			0	
6407 Cleaning/Sanitary Supplies	7,700	2,800		2,200	(600)	-21.4%
6409 Personal Protective Equipment	0				0	
6499 Other Supplies	0	0		0	0	
					0	
Materials	0	0		0	0	
6504 Hardware	0			0	0	
6508 Ready Mix Concrete				0	0	
6513 Seeds & Plants	0	0			0	
6515 Stone and Gravel		0		0	0	
6517 Paint	0				0	
6599 Other Materials	0				0	
					0	
Building Costs	272,080	328,287		899,061	570,774	173.9%
6602 Electrical	600	0			0	
6603 Grounds and Landscaping	59,680	120,268		162,036	41,768	34.7%
6606 Heating Fuel	69,800	32,500		30,700	(1,800)	-5.5%
6607 Electricity	61,600	30,800		29,300	(1,500)	-4.9%
6608 Water	2,700	1,700		1,200	(500)	-29.4%
6610 Building - Exterior		0			0	
6611 Building - Interior	26,500	24,700		136,025	111,325	450.7%
6612 Safety Systems	0	1,425		1,500	75	5.3%
6614 Environmental Assessment/Clean-up				0	0	
6617 Pest Management		0			0	
6699 Other Building Cost	51,200	116,894		538,300	421,406	360.5%
					0	
Equipment & Communications	500	8,066		15,630	7,564	93.8%
6701 Equipment Purchase	0	0		0	0	
6702 Small Tools		0			0	
6703 Computer Equipment/Rentals		1,400		1,200	(200)	-14.3%
6704 Equipment Rental	0	0		0	0	
6705 Equipment - Repair and Maintenance	500	4,766		11,430	6,664	139.8%
6707 Plumbing & Heating	0	1,500		2,500	1,000	66.7%
6708 Mechanical Equipment	0	400		500	100	25.0%
					0	
Vehicle Expense		0			0	
6803 Vehicle Fuel - Diesel		0			0	
					0	
Other Goods & Services	150,500	167,845		682,824	514,979	306.8%
6901 Membership Dues	0				0	
6903 Travel - Local	1,000	1,000		1,000	0	0.0%
6905 Training & Education		3,000		1,700	(1,300)	-43.3%
6906 Licenses & Agreements	0	0			0	
6907 Commission Fees	0				0	
6910 Signage	15,800			750	750	
6911 Facilities Rental	39,000	1,700		765	(935)	-55.0%
6912 Advertising and Promotion	0	300		750	450	150.0%
6918 Meals	0				0	
6928 Committee Expenses		300		300	0	0.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6932 Youth Programming Services		104,700		0	(104,700)	-100.0%
6933 Community Events	81,100	43,535		110,600	67,065	154.0%
6934 Refunds		0			0	
6941 Playground Equipment		13,000		434,377	421,377	3241.4%
6943 Health and Wellness Initiatives				14,935	14,935	
6999 Other Goods and Services	13,600	310		117,647	117,337	37850.6%
Revenue	(2,261,625)	(2,578,630)		(3,105,320)	(526,690)	20.4%
					0	
Area Rate Revenue	(2,072,325)	(2,397,030)		(2,940,120)	(543,090)	22.7%
4200 Area Rate Revenue	(2,072,325)	(2,397,030)		(2,940,120)	(543,090)	22.7%
					0	
Fee Revenues	0	0			0	
5102 Facilities Rentals	0	0			0	
					0	
Other Revenue	(189,300)	(181,600)		(165,200)	16,400	-9.0%
5508 Recoveries from External Parties	0	0			0	
5803 Transfer - General Rate	(33,900)	(26,200)		(9,800)	16,400	-62.6%
5804 Transfer - Urban Rate	(155,400)	(155,400)		(155,400)	0	0.0%
				0	0	
				0	0	
				0	0	
C300 Planning Services	3,688,800	3,512,976	3,397,239	3,501,266	(11,710)	-0.3%
C300 Planning Services	3,688,800	3,512,976	3,397,239	3,501,266	(11,710)	-0.3%
Expense	3,834,500	3,570,576	3,486,373	3,558,866	(11,710)	-0.3%
					0	
Compensation and Benefits	3,030,500	2,997,740	2,983,940	3,035,493	37,753	1.3%
6001 Salaries - Regular	2,485,900	2,460,620	2,372,014	2,498,081	37,461	1.5%
6002 Salaries - Overtime	28,500	28,800	13,703	17,666	(11,134)	-38.7%
6004 Wages - Overtime	0				0	
6005 PDP Increases	0	0	(18,561)		0	
6100 Benefits - Salaries	455,000	453,090	433,913	463,367	10,277	2.3%
6110 Vacancy Management		0	108,175	0	0	
6151 Vehicle Allowance	2,900	2,900	2,592	2,900	0	0.0%
6152 Retirement Incentives	13,400	13,020	12,506	13,319	299	2.3%
6154 Workers' Compensation	44,800	39,310	37,171	40,160	850	2.2%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(10,000)		0	
9200 HR CATS Wage/Ben	0	0	32,426		0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0				0	
					0	
Other Fiscal	255,800	305,800	308,463	305,800	0	0.0%
8004 Grants	305,800	305,800	105,317	305,800	0	0.0%
8008 Transfer to/from Reserves	(50,000)	0	203,147		0	
					0	
Office	86,000	71,280	65,273	70,424	(856)	-1.2%
6201 Telephone	22,000	22,000	22,734	21,144	(856)	-3.9%
6202 Courier/Postage	5,200	3,780	1,216	3,780	0	0.0%
6203 Office Furniture and Equipment	11,200	9,450	8,021	9,450	0	0.0%
6204 Computer Software and Licenses	2,800	5,000	2,343	5,000	0	0.0%
6205 Printing & Reproduction	25,200	9,810	6,923	9,810	0	0.0%
6207 Office Supplies	19,600	21,240	23,974	21,240	0	0.0%
6299 Other Office Expenses		0	63	0	0	
					0	
External Services	92,300	48,922	38,541	48,922	0	0.0%
6301 Professional Fees	14,900	5,100	1,210	5,100	0	0.0%
6303 Consulting Fees	39,300	43,822	37,331	43,822	0	0.0%
6310 Outside Personnel	35,000	0	0	0	0	
6399 Contract Services	3,100				0	
					0	
Supplies			384		0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6401 Uniforms & Clothing			384		0	
Materials	0	0	116		0	
6503 Fertilizer	0				0	
6504 Hardware	0	0	0		0	
6513 Seeds & Plants	0				0	
6519 Welding Supplies	0				0	
6522 Greenhouse Materials		0	116		0	
Equipment & Communications	0	0	876		0	
6704 Equipment Rental	0	0	0		0	
6706 Computer Repair and Maintenance		0	876		0	
Vehicle Expense	0				0	
6899 Other Vehicle Expense	0				0	
Other Goods & Services	369,900	146,834	88,780	98,227	(48,607)	-33.1%
6901 Membership Dues	9,700	12,700	11,714	12,700	0	0.0%
6902 Conferences and Workshops	10,900	9,810	7,231	5,630	(4,180)	-42.6%
6903 Travel - Local	18,700	15,840	12,133	15,840	0	0.0%
6904 Travel - Out of Town	11,400	8,094	8,994	8,094	0	0.0%
6905 Training & Education	8,300	8,300	6,136	4,765	(3,535)	-42.6%
6907 Commission Fees		0	0		0	
6908 Medical Examinations	0				0	
6910 Signage	0				0	
6911 Facilities Rental	9,900	7,600	1,635	7,600	0	0.0%
6912 Advertising and Promotion	75,100	50,870	30,599	32,643	(18,227)	-35.8%
6915 Research Data Acquisition	0				0	
6917 Books and Periodicals	1,800	1,200	996	1,200	0	0.0%
6918 Meals	1,000	1,000	1,867	728	(272)	-27.2%
6919 Special Projects	211,500	31,420	11,216	9,027	(22,393)	-71.3%
6938 Rewarding Excellence	0	0	50		0	
6999 Other Goods and Services	11,600	0	(3,791)		0	
Revenue	(145,700)	(57,600)	(89,134)	(57,600)	0	0.0%
Fee Revenues	(51,800)	(57,600)	(49,646)	(57,600)	0	0.0%
4916 Vending Licenses	0	0	0	0	0	
5204 Administration Fees		0	84		0	
5250 Sales of Services Other	(51,800)	(57,600)	(49,730)	(57,600)	0	0.0%
Other Revenue	(93,900)	0	(39,488)	0	0	
5508 Recoveries from External Parties	(93,900)	0	(38,169)		0	
5600 Miscellaneous Revenue	0	0	(1,318)	0	0	
C400 Development Services	2,614,836	3,133,234	2,273,717	2,368,782	(764,452)	-24.4%
C400 Development Services	2,614,836	3,133,234	2,273,717	2,368,782	(764,452)	-24.4%
Expense	7,068,136	7,084,734	6,940,319	7,200,861	116,127	1.6%
Compensation and Benefits	6,472,286	6,589,057	6,425,934	6,663,865	74,808	1.1%
6001 Salaries - Regular	5,292,498	5,415,265	5,119,473	5,498,105	82,840	1.5%
6002 Salaries - Overtime	25,000	26,500	6,250	6,576	(19,924)	-75.2%
6005 PDP Increases	0	0	(34,555)		0	
6100 Benefits - Salaries	1,003,729	1,006,587	957,297	1,030,706	24,119	2.4%
6110 Vacancy Management		0	251,110	0	0	
6151 Vehicle Allowance	17,300	17,400	10,560	2,900	(14,500)	-83.3%
6152 Retirement Incentives	28,626	27,939	26,204	28,266	327	1.2%
6154 Workers' Compensation	105,133	95,366	89,068	97,312	1,946	2.0%
6158 WCB Recoverable Earnings				0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	514		0	
9210 HR CATS OT Wage/Ben		0	13		0	
Interdepartmental	95,000	40,461	126,745	94,123	53,662	132.6%
7001 Interdepartmental Equipment Charges	95,000	40,461	126,713	94,123	53,662	132.6%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
9900 Rev/Exp.Vehicle Rental		0	14		0	
9911 PM Labour-Reg	0	0	18		0	
					0	
Office	148,970	135,190	100,962	133,311	(1,879)	-1.4%
6201 Telephone	46,700	46,800	40,302	44,921	(1,879)	-4.0%
6202 Courier/Postage	12,000	10,800	5,843	10,800	0	0.0%
6203 Office Furniture and Equipment	28,900	23,850	15,915	23,850	0	0.0%
6204 Computer Software and Licenses	2,070	2,170	1,977	2,170	0	0.0%
6205 Printing & Reproduction	15,300	10,980	5,288	10,980	0	0.0%
6207 Office Supplies	44,000	40,590	31,625	40,590	0	0.0%
6299 Other Office Expenses		0	12		0	
					0	
External Services	44,500	40,700	18,197	4,200	(36,500)	-89.7%
6301 Professional Fees	2,700	2,700	157	2,700	0	0.0%
6302 Legal Fees	2,000	1,500	5,363	1,500	0	0.0%
6303 Consulting Fees	3,300			0	0	
6311 Security	0				0	
6399 Contract Services	36,500	36,500	12,678	0	(36,500)	-100.0%
					0	
Supplies	15,700	5,500	8,799	5,500	0	0.0%
6401 Uniforms & Clothing	15,100	4,800	6,508	4,800	0	0.0%
6402 Medical & First Aid Supplies		0	168		0	
6406 Bridge Tolls	600	700	1,527	700	0	0.0%
6407 Cleaning/Sanitary Supplies		0	11		0	
6409 Personal Protective Equipment		0	93		0	
6499 Other Supplies	0	0	492		0	
					0	
Materials		0	4		0	
6505 Lubricants		0	4		0	
					0	
Building Costs	4,400	4,800	3,590	4,800	0	0.0%
6602 Electrical	100	100	0	100	0	0.0%
6603 Grounds and Landscaping	4,300	4,700	3,590	4,700	0	0.0%
					0	
Equipment & Communications	5,400	2,400	1,581	2,400	0	0.0%
6701 Equipment Purchase	100	100	0	100	0	0.0%
6702 Small Tools	800	800	0	800	0	0.0%
6703 Computer Equipment/Rentals		0	295		0	
6705 Equipment - Repair and Maintenance	300	300	52	300	0	0.0%
6706 Computer Repair and Maintenance	4,200	1,200	1,235	1,200	0	0.0%
6708 Mechanical Equipment	0				0	
					0	
Vehicle Expense	161,300	155,600	140,307	155,600	0	0.0%
6802 Vehicle Repair and Maintenance	1,000	1,000	102	1,000	0	0.0%
6804 Vehicle Fuel - Gasoline	0	0	141		0	
6807 Vehicle Leases	160,300	154,600	138,370	154,600	0	0.0%
6899 Other Vehicle Expense	0	0	1,694	0	0	
					0	
Other Goods & Services	120,580	111,026	114,198	137,062	26,036	23.5%
6901 Membership Dues	13,500	13,210	14,292	13,210	0	0.0%
6902 Conferences and Workshops	4,100	6,390	470	3,667	(2,723)	-42.6%
6903 Travel - Local	24,400	23,130	15,787	23,130	0	0.0%
6904 Travel - Out of Town	1,500	1,065	2,000	1,065	0	0.0%
6905 Training & Education	38,100	35,500	28,035	23,280	(12,220)	-34.4%
6906 Licenses & Agreements		0	26,853		0	
6907 Commission Fees	0				0	
6910 Signage	0	0	16,339	36,500	36,500	
6911 Facilities Rental	0	0	45		0	
6912 Advertising and Promotion	15,000	13,410	0	8,606	(4,804)	-35.8%
6916 Public Education	4,500	7,920	0	7,920	0	0.0%
6917 Books and Periodicals	4,900	4,100	7,359	15,700	11,600	282.9%
6918 Meals	1,000	1,000	1,845	728	(272)	-27.2%
6919 Special Projects	0	2,151	0	2,095	(56)	-2.6%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6938 Rewarding Excellence	180	2,700	325	1,161	(1,539)	-57.0%
6999 Other Goods and Services	13,400	450	848		(450)	-100.0%
Revenue	(4,453,300)	(3,951,500)	(4,666,602)	(4,832,079)	(880,579)	22.3%
					0	
Area Rate Revenue		0	7		0	
4205 Area Rate Regional Transportation		0	7		0	
					0	
Fee Revenues	(4,361,300)	(3,844,800)	(4,515,703)	(4,720,467)	(875,667)	22.8%
4902 Fines Fees		0	50		0	
4903 Building Permits	(3,590,700)	(3,076,400)	(3,720,815)	(3,952,358)	(875,958)	28.5%
4904 Plumbing Permits	(128,400)	(128,000)	(127,275)	(128,000)	0	0.0%
4905 Street opening Permits	(112,400)	(115,000)	(102,375)	(110,755)	4,245	-3.7%
4906 Subdivision Application	(120,000)	(120,000)	(96,333)	(110,000)	10,000	-8.3%
4911 Zoning Fees	(44,000)	(60,000)	(83,255)	(70,000)	(10,000)	16.7%
4912 Signs & Encroachments	(191,000)	(170,800)	(106,312)	(143,954)	26,846	-15.7%
4913 Occupancy Permits	(8,000)	(2,000)	0	(2,000)	0	0.0%
4914 Grade Alterations	(50,000)	(49,700)	(40,693)	(49,700)	0	0.0%
4915 Minor Variance	(11,900)	(11,900)	(22,913)	(10,000)	1,900	-16.0%
4920 Development Permits	(10,000)	(20,000)	(129,921)	(52,700)	(32,700)	163.5%
4950 Other Licenses & Permits	(54,000)	(51,000)	(49,557)	(51,000)	0	0.0%
4951 By-Law F300 Revenue		0	100		0	
5253 Subdivision Inspection Fees	(40,900)	(40,000)	(36,404)	(40,000)	0	0.0%
					0	
Other Revenue	(92,000)	(106,700)	(150,907)	(111,612)	(4,912)	4.6%
5508 Recoveries from External Parties	(92,000)	(106,700)	(119,916)	(111,612)	(4,912)	4.6%
5600 Miscellaneous Revenue		0	(30,990)	0	0	
				0	0	
				0	0	
				0	0	
C710 Market Development	401,600	386,600	392,718	389,350	2,750	0.7%
C710 Market Development	401,600	386,600	392,718	389,350	2,750	0.7%
Expense	1,991,400	1,984,800	2,195,448	1,987,550	2,750	0.1%
					0	
Compensation and Benefits	90,700	94,700	100,104	97,450	2,750	2.9%
6001 Salaries - Regular	76,400	79,960	84,968	82,238	2,278	2.8%
6100 Benefits - Salaries	12,800	13,270	13,631	13,697	427	3.2%
6152 Retirement Incentives	400	460	485	485	25	5.4%
6154 Workers' Compensation	1,100	1,010	1,020	1,030	20	2.0%
					0	
Other Fiscal	1,900,700	1,890,100	2,093,275	1,890,100	0	0.0%
8001 Transfer to Outside Agencies	1,589,800	1,598,200	1,802,729	1,598,200	0	0.0%
8004 Grants	310,900	291,900	290,545	291,900	0	0.0%
					0	
External Services	0	0	2,069		0	
6301 Professional Fees	0	0	2,069		0	
Revenue	(1,589,800)	(1,598,200)	(1,802,729)	(1,598,200)	0	0.0%
					0	
Other Revenue	(1,589,800)	(1,598,200)	(1,802,729)	(1,598,200)	0	0.0%
5508 Recoveries from External Parties	(1,589,800)	(1,598,200)	(1,802,729)	(1,598,200)	0	0.0%
5600 Miscellaneous Revenue	0	0	0		0	
C720 CDBU Administration	396,590	366,297	1,123,378	433,610	67,313	18.4%
C720 CDBU Administration	396,590	366,297	1,123,378	433,610	67,313	18.4%
Expense	396,590	366,297	3,740,917	433,610	67,313	18.4%
					0	
Compensation and Benefits	318,400	465,380	3,360,585	515,138	49,758	10.7%
6001 Salaries - Regular	270,900	397,660	2,830,599	340,096	(57,564)	-14.5%
6002 Salaries - Overtime	0	0	5,650	0	0	
6005 PDP Increases	0	0	(12,572)		0	
6099 Other Allowances		0	44,250	0	0	
6100 Benefits - Salaries	37,000	55,060	200,604	48,240	(6,820)	-12.4%
6110 Vacancy Management		0	6,708		0	
6151 Vehicle Allowance	5,700	5,700	4,800	5,700	0	0.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6152 Retirement Incentives	1,600	1,990	2,465	1,871	(119)	-6.0%
6153 Severance	0				0	
6154 Workers' Compensation	3,200	4,970	45,257	4,231	(739)	-14.9%
6199 Comp & Benefits - Inter Dept, Exp/recove		0	(50,000)		0	
9200 HR CATS Wage/Ben	0	0	226,283	115,000	115,000	
9210 HR CATS OT Wage/Ben		0	56,541		0	
					0	
Interdepartmental	(33,900)	(165,160)	1,208	(165,160)	0	0.0%
7099 Interdepartmental Chargebacks	(33,900)	(165,160)	1,010	(165,160)	0	0.0%
9911 PM Labour-Reg	0	0	198		0	
					0	
Other Fiscal	0	0	0		0	
8001 Transfer to Outside Agencies		0	0		0	
8004 Grants	1,000,000				0	
8008 Transfer to/from Reserves	(1,000,000)				0	
8024 Transf to/fr Capital		0	0		0	
					0	
Office	18,500	17,140	75,032	21,982	4,842	28.2%
6201 Telephone	3,000	5,700	2,653	6,042	342	6.0%
6202 Courier/Postage	1,500	1,350	2,397	1,350	0	0.0%
6203 Office Furniture and Equipment	3,500	2,340	4,239	4,340	2,000	85.5%
6204 Computer Software and Licenses	3,000	1,000	500	1,000	0	0.0%
6205 Printing & Reproduction	1,500	1,350	19,426	1,350	0	0.0%
6207 Office Supplies	6,000	5,400	45,646	7,900	2,500	46.3%
6299 Other Office Expenses		0	171		0	
					0	
External Services	1,000	1,000	27,876	6,000	5,000	500.0%
6301 Professional Fees	1,000	1,000	5,944	1,000	0	0.0%
6303 Consulting Fees	0				0	
6311 Security	0	0	155	5,000	5,000	
6399 Contract Services		0	21,777	0	0	
					0	
Supplies	0	0	7,399	5,000	5,000	
6401 Uniforms & Clothing	0	0	4,835	5,000	5,000	
6407 Cleaning/Sanitary Supplies		0	108		0	
6499 Other Supplies		0	2,455		0	
					0	
Materials		0	2,681	0	0	
6504 Hardware		0	1,177	0	0	
6506 Lumber		0	331		0	
6515 Stone and Gravel		0	822		0	
6519 Welding Supplies		0	350		0	
					0	
Building Costs		0	87,604	0	0	
6607 Electricity		0	86,139		0	
6612 Safety Systems		0	201	0	0	
6613 Overhead Doors		0	248		0	
6699 Other Building Cost		0	1,017		0	
					0	
Equipment & Communications		0	19,455	17,500	17,500	
6701 Equipment Purchase				16,000	16,000	
6702 Small Tools		0	6,749		0	
6703 Computer Equipment/Rentals				1,500	1,500	
6704 Equipment Rental		0	2,972		0	
6708 Mechanical Equipment		0	9,734		0	
					0	
Vehicle Expense		0	191		0	
6802 Vehicle Repair and Maintenance		0	191		0	
					0	
Other Goods & Services	92,590	47,937	158,885	33,150	(14,787)	-30.8%
6901 Membership Dues	500	700	118	700	0	0.0%
6902 Conferences and Workshops	4,300	3,600	140	2,065	(1,535)	-42.6%
6903 Travel - Local	6,600	5,400	7,379	5,400	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6904 Travel - Out of Town	5,800	3,195	2,026	3,195	0	0.0%
6905 Training & Education	3,500	2,500	434	2,435	(65)	-2.6%
6910 Signage	0	0	100	1,500	1,500	
6911 Facilities Rental	0	0	474		0	
6912 Advertising and Promotion	0	0	937		0	
6917 Books and Periodicals	500	500	0	500	0	0.0%
6918 Meals	500	500	597	364	(136)	-27.2%
6919 Special Projects	15,200	10,242	140,210	7,832	(2,410)	-23.5%
6933 Community Events		0	8,550		0	
6938 Rewarding Excellence	17,790	21,300	9,370	9,159	(12,141)	-57.0%
6940 Fencing		0	517		0	
6999 Other Goods and Services	37,900	0	(11,967)	0	0	
Revenue	0	0	(2,617,539)	0	0	
					0	
Transfers from other Gov't	0	0	0		0	
4702 Conditional Grants (Infrastructure)	0	0	0		0	
					0	
Other Revenue	0	0	(2,617,539)	0	0	
5508 Recoveries from External Parties	0	0	(2,612,305)	0	0	
5600 Miscellaneous Revenue	0	0	(5,234)		0	
				0	0	
				0	0	
				0	0	
C731 Facilities	1,266,100	1,317,302	1,277,092	1,327,747	10,445	0.8%
C731 Facilities	1,266,100	1,317,302	1,277,092	1,327,747	10,445	0.8%
Expense	1,347,600	1,399,202	1,354,663	1,409,647	10,445	0.7%
					0	
Compensation and Benefits	467,800	486,240	488,904	498,165	11,925	2.5%
6001 Salaries - Regular	390,200	406,850	418,483	416,912	10,062	2.5%
6002 Salaries - Overtime	0	0	208	0	0	
6005 PDP Increases	0	0	(10,684)		0	
6099 Other Allowances		0	0		0	
6100 Benefits - Salaries	69,000	71,270	72,637	72,912	1,642	2.3%
6110 Vacancy Management				0	0	
6152 Retirement Incentives	2,400	2,340	2,436	2,437	97	4.1%
6154 Workers' Compensation	6,200	5,780	5,824	5,904	124	2.1%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0			0	0	
					0	
Interdepartmental	0	0	144	0	0	
9911 PM Labour-Reg	0	0	144	0	0	
					0	
Other Fiscal	770,000	776,317	736,757	808,000	31,683	4.1%
8001 Transfer to Outside Agencies	375,000	375,000	371,273	375,000	0	0.0%
8004 Grants	395,000	433,000	394,231	433,000	0	0.0%
8008 Transfer to/from Reserves	0	(31,683)	(28,748)		31,683	-100.0%
					0	
Office	7,500	6,556	6,167	6,426	(130)	-2.0%
6201 Telephone	3,000	2,500	1,902	2,370	(130)	-5.2%
6202 Courier/Postage	100	90	973	90	0	0.0%
6203 Office Furniture and Equipment	0	900	1,275	900	0	0.0%
6204 Computer Software and Licenses	0				0	
6205 Printing & Reproduction	0	90	0	90	0	0.0%
6207 Office Supplies	3,000	2,016	1,038	2,016	0	0.0%
6299 Other Office Expenses	1,400	960	978	960	0	0.0%
					0	
External Services	94,800	119,479	97,475	87,796	(31,683)	-26.5%
6301 Professional Fees	3,900	4,500	1,434	4,500	0	0.0%
6303 Consulting Fees	0	24,079	28,608	0	(24,079)	-100.0%
6399 Contract Services	90,900	90,900	67,434	83,296	(7,604)	-8.4%
					0	
Supplies			39		0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6404 Recreation Programming Supplies			39		0	
					0	
Materials				0	0	
6504 Hardware				0	0	
					0	
Building Costs	0	0	2,079	0	0	
6605 Municipal Taxes	0				0	
6606 Heating Fuel		0	619		0	
6608 Water	0				0	
6612 Safety Systems		0	1,460	0	0	
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	0				0	
6703 Computer Equipment/Rentals	0				0	
					0	
Other Goods & Services	7,500	10,610	23,098	9,260	(1,350)	-12.7%
6901 Membership Dues	500	520	547	520	0	0.0%
6902 Conferences and Workshops	0	450	807	258	(192)	-42.7%
6903 Travel - Local	4,500	5,850	8,468	5,850	0	0.0%
6904 Travel - Out of Town	0				0	
6905 Training & Education	0	200	2,368	115	(85)	-42.5%
6911 Facilities Rental		0	2,987		0	
6912 Advertising and Promotion	1,000	1,620	2,463	1,040	(580)	-35.8%
6917 Books and Periodicals		0	42		0	
6918 Meals	500	800	1,099	582	(218)	-27.3%
6919 Special Projects		1,170	3,361	895	(275)	-23.5%
6938 Rewarding Excellence		0	183		0	
6999 Other Goods and Services	1,000	0	773	0	0	
Revenue	(81,500)	(81,900)	(77,570)	(81,900)	0	0.0%
					0	
Fee Revenues	(81,500)	(81,900)	(77,570)	(81,900)	0	0.0%
5102 Facilities Rentals	(81,500)	(81,900)	(77,570)	(81,900)	0	0.0%
D100 Community Recreation Services	8,643,900	8,715,806	8,439,844	9,080,392	364,586	4.2%
C200 Area Services	52,500	50,670	42,922	50,368	(302)	-0.6%
Expense	57,900	56,070	71,771	55,768	(302)	-0.5%
					0	
Compensation and Benefits	0	0	63,751	0	0	
6001 Salaries - Regular	0	0	58,579	0	0	
6100 Benefits - Salaries	0	0	3,892	0	0	
6154 Workers' Compensation	0	0	1,167	0	0	
9200 HR CATS Wage/Ben	0	0	65		0	
9210 HR CATS OT Wage/Ben	0	0	48		0	
					0	
Interdepartmental				0	0	
9911 PM Labour-Reg				0	0	
					0	
Other Fiscal	9,800	9,800	(30,637)	9,800	0	0.0%
8003 Insurance Policies and Premiums	4,000	4,000	4,000	4,000	0	0.0%
8004 Grants	5,800	5,800	4,063	5,800	0	0.0%
8022 Transf to/fr Trust	0	0	(38,700)	0	0	
9000 Prior Year Surplus/Deficit	0	0	0	0	0	
					0	
Office	3,300	3,050	1,254	2,992	(58)	-1.9%
6201 Telephone	2,600	2,400	1,195	2,342	(58)	-2.4%
6202 Courier/Postage	0			0	0	
6203 Office Furniture and Equipment				0	0	
6204 Computer Software and Licenses	200	200	0	200	0	0.0%
6205 Printing & Reproduction	0				0	
6207 Office Supplies	500	450	59	450	0	0.0%
6299 Other Office Expenses				0	0	
					0	
External Services	14,000	15,170	8,875	15,170	0	0.0%
6304 Janitorial Services	1,900	1,900	1,200	1,900	0	0.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6308 Snow Removal	700	700	2,175	700	0	0.0%
6310 Outside Personnel	3,000	3,000	3,000	3,000	0	0.0%
6399 Contract Services	8,400	9,570	2,500	9,570	0	0.0%
					0	
Supplies	1,100	1,100	1,657	1,100	0	0.0%
6404 Recreation Programming Supplies	0	0	1,000		0	
6407 Cleaning/Sanitary Supplies	500	500	657	500	0	0.0%
6408 Pre School Nutrition Supplies	600	600	0	600	0	0.0%
					0	
Materials	0	0	199	0	0	
6502 Chemicals	0				0	
6504 Hardware	0	0	199	0	0	
6515 Stone and Gravel				0	0	
					0	
Building Costs	20,000	18,900	19,805	19,607	707	3.7%
6603 Grounds and Landscaping	0	0	520	0	0	
6606 Heating Fuel	9,300	8,600	12,673	9,307	707	8.2%
6607 Electricity	4,700	4,300	2,812	4,300	0	0.0%
6608 Water	700	700	286	700	0	0.0%
6612 Safety Systems	300	300	351	300	0	0.0%
6699 Other Building Cost	5,000	5,000	3,162	5,000	0	0.0%
					0	
Equipment & Communications	4,500	4,500	1,581	4,500	0	0.0%
6701 Equipment Purchase		0	1,400		0	
6705 Equipment - Repair and Maintenance	1,000	1,000	0	1,000	0	0.0%
6707 Plumbing & Heating		0	181		0	
6711 Communication System	3,500	3,500	0	3,500	0	0.0%
					0	
Vehicle Expense	0				0	
6802 Vehicle Repair and Maintenance	0				0	
					0	
Other Goods & Services	5,200	3,550	5,286	2,599	(951)	-26.8%
6903 Travel - Local				0	0	
6906 Licenses & Agreements				0	0	
6910 Signage	0	0	0	0	0	
6911 Facilities Rental	0				0	
6912 Advertising and Promotion	1,000	900	236	578	(322)	-35.8%
6919 Special Projects	2,500	2,250	2,250	1,721	(529)	-23.5%
6928 Committee Expenses	400	400	0	300	(100)	-25.0%
6932 Youth Programming Services		0	2,800		0	
6933 Community Events	0	0	0	0	0	
6999 Other Goods and Services	1,300				0	
Revenue	(5,400)	(5,400)	(28,850)	(5,400)	0	0.0%
					0	
Other Revenue	(5,400)	(5,400)	(28,850)	(5,400)	0	0.0%
5501 Fundraising	(5,400)	(5,400)	0	(5,400)	0	0.0%
5508 Recoveries from External Parties	0	0	(28,850)	0	0	
D110 Recreation Services	1,496,000	1,417,395	1,171,289	1,227,403	(189,992)	-13.4%
Expense	1,574,400	1,496,195	1,376,090	1,377,403	(118,792)	-7.9%
					0	
Compensation and Benefits	514,200	549,300	564,053	570,798	21,498	3.9%
6001 Salaries - Regular	405,900	422,250	441,468	440,348	18,098	4.3%
6002 Salaries - Overtime	1,000	0	1,882	0	0	
6005 PDP Increases	0	0	(9,658)		0	
6100 Benefits - Salaries	73,400	75,950	77,231	79,071	3,121	4.1%
6110 Vacancy Management		0	5,665	0	0	
6152 Retirement Incentives	2,300	2,430	2,478	2,578	148	6.1%
6154 Workers' Compensation	7,700	6,500	6,750	6,682	182	2.8%
6158 WCB Recoverable Earnings		0	(148)		0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	23,900	42,170	37,804	42,119	(51)	-0.1%
9210 HR CATS OT Wage/Ben		0	581		0	
					0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Interdepartmental	27,600	27,600	(102,166)	27,600	0	0.0%
7005 Interdepartmental Expenditures	27,600	27,600	27,600	27,600	0	0.0%
7099 Interdepartmental Chargebacks	0	0	(129,784)		0	
9911 PM Labour-Reg		0	18		0	
					0	
Other Fiscal	369,500	394,065	375,300	253,865	(140,200)	-35.6%
8001 Transfer to Outside Agencies	361,500	386,065	367,500	246,065	(140,000)	-36.3%
8004 Grants	8,000	8,000	7,800	7,800	(200)	-2.5%
8008 Transfer to/from Reserves	0				0	
					0	
Office	193,200	104,190	136,296	140,205	36,015	34.6%
6201 Telephone	12,000	12,000	5,367	7,705	(4,295)	-35.8%
6202 Courier/Postage	77,700	43,500	59,843	51,000	7,500	17.2%
6203 Office Furniture and Equipment	3,000	2,340	3,122	3,000	660	28.2%
6205 Printing & Reproduction	92,500	39,150	62,459	72,000	32,850	83.9%
6207 Office Supplies	8,000	7,200	5,339	6,500	(700)	-9.7%
6299 Other Office Expenses	0	0	166		0	
					0	
External Services	78,000	54,900	48,819	54,240	(660)	-1.2%
6303 Consulting Fees	0				0	
6304 Janitorial Services	20,000	19,900	13,932	19,240	(660)	-3.3%
6308 Snow Removal	0	0	11,784		0	
6399 Contract Services	58,000	35,000	23,103	35,000	0	0.0%
					0	
Supplies	5,400	6,600	8,131	7,100	500	7.6%
6404 Recreation Programming Supplies	1,300	2,500	3,993	3,000	500	20.0%
6408 Pre School Nutrition Supplies	4,100	4,100	4,138	4,100	0	0.0%
					0	
Materials	0				0	
6504 Hardware	0				0	
					0	
Equipment & Communications	82,800	63,840	40,748	63,840	0	0.0%
6701 Equipment Purchase	64,800	51,340	35,892	51,340	0	0.0%
6704 Equipment Rental	0				0	
6705 Equipment - Repair and Maintenance	18,000	12,500	4,856	12,500	0	0.0%
					0	
Other Goods & Services	303,700	295,700	304,909	259,755	(35,945)	-12.2%
6901 Membership Dues	0	0	1,300	1,300	1,300	
6902 Conferences and Workshops	0				0	
6903 Travel - Local	4,500	4,050	5,659	4,500	450	11.1%
6904 Travel - Out of Town	0	0	248		0	
6905 Training & Education	20,000	18,500	7,386	7,871	(10,629)	-57.5%
6907 Commission Fees	0				0	
6911 Facilities Rental	0				0	
6912 Advertising and Promotion	43,700	49,050	27,847	32,025	(17,025)	-34.7%
6915 Research Data Acquisition		0		6,000	6,000	
6917 Books and Periodicals	300	300	302	300	0	0.0%
6918 Meals	0	0	515	0	0	
6919 Special Projects	156,000	143,100	72,122	55,359	(87,741)	-61.3%
6929 Visa Purchases	0	0	420		0	
6933 Community Events	5,000	5,000	8,876	5,000	0	0.0%
6938 Rewarding Excellence	0	0		500	500	
6942 Management Fees	68,000	75,700	179,427	146,900	71,200	94.1%
6999 Other Goods and Services	6,200	0	808		0	
Revenue	(78,400)	(78,800)	(204,801)	(150,000)	(71,200)	90.4%
					0	
Fee Revenues	(78,400)	(78,800)	(179,427)	(150,000)	(71,200)	90.4%
5101 Parking Rentals	(78,400)	(78,800)	(179,427)	(150,000)	(71,200)	90.4%
5102 Facilities Rentals	0				0	
					0	
Other Revenue	0	0	(25,373)	0	0	
5508 Recoveries from External Parties	0	0	(26,457)	0	0	
5600 Miscellaneous Revenue	0	0	1,084	0	0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
		0	0	0	0	
		0	0	0	0	
8040 Operating Cost of Capital - Current Year		0	0		0	
				0	0	
D150 Mainland South & Area	1,060,300	942,210	936,161	996,653	54,443	5.8%
Expense	1,716,400	1,597,060	1,595,186	1,625,503	28,443	1.8%
					0	
Compensation and Benefits	937,400	866,620	890,416	898,519	31,899	3.7%
6001 Salaries - Regular	389,900	315,200	346,715	319,917	4,717	1.5%
6002 Salaries - Overtime	1,200	1,200	4,588	1,455	255	21.3%
6005 PDP Increases	0	0	(2,578)		0	
6100 Benefits - Salaries	74,400	58,920	63,415	61,328	2,408	4.1%
6110 Vacancy Management		0	4,222		0	
6152 Retirement Incentives	2,200	1,700	1,870	1,737	37	2.2%
6154 Workers' Compensation	8,800	5,710	6,051	5,688	(22)	-0.4%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	460,900	483,890	465,344	508,394	24,504	5.1%
9210 HR CATS OT Wage/Ben	0	0	789	0	0	
					0	
Interdepartmental	569,300	569,300	569,408	569,300	0	0.0%
7005 Interdepartmental Expenditures	569,300	569,300	569,300	569,300	0	0.0%
9911 PM Labour-Reg	0	0	108	0	0	
					0	
Office	33,750	31,455	29,866	30,562	(893)	-2.8%
6201 Telephone	18,800	18,000	19,394	17,107	(893)	-5.0%
6202 Courier/Postage	650	585	243	585	0	0.0%
6203 Office Furniture and Equipment	2,800	2,520	2,141	2,520	0	0.0%
6205 Printing & Reproduction	4,600	4,140	1,087	4,140	0	0.0%
6207 Office Supplies	6,900	6,210	7,001	6,210	0	0.0%
					0	
External Services	17,000	22,400	16,141	22,400	0	0.0%
6304 Janitorial Services	0				0	
6309 Litigation Disbursements	0				0	
6312 Refuse Collection	0				0	
6399 Contract Services	17,000	22,400	16,141	22,400	0	0.0%
					0	
Supplies	45,600	43,400	31,295	43,400	0	0.0%
6401 Uniforms & Clothing	3,800	4,300	2,964	4,300	0	0.0%
6402 Medical & First Aid Supplies	800	800	326	800	0	0.0%
6403 Patrol Equip Supplies	0				0	
6404 Recreation Programming Supplies	33,200	31,700	23,777	31,700	0	0.0%
6405 Photography Supplies & Equipment	0	0	78		0	
6407 Cleaning/Sanitary Supplies	0				0	
6408 Pre School Nutrition Supplies	7,800	6,600	4,150	6,600	0	0.0%
					0	
Materials	0	0	2,708	0	0	
6504 Hardware	0	0	2,663	0	0	
6506 Lumber		0	45		0	
					0	
Building Costs	0	0	6,720	0	0	
6602 Electrical		0	1,516	0	0	
6606 Heating Fuel	0				0	
6607 Electricity	0				0	
6608 Water	0				0	
6611 Building - Interior		0	5,204		0	
					0	
Equipment & Communications	33,900	33,900	29,883	33,900	0	0.0%
6701 Equipment Purchase	26,800	26,800	25,343	26,800	0	0.0%
6702 Small Tools		0	212		0	
6704 Equipment Rental	600	600	1,188	600	0	0.0%
6705 Equipment - Repair and Maintenance	6,500	6,500	3,003	6,500	0	0.0%
6707 Plumbing & Heating	0	0	136		0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Vehicle Expense	400	400	311	435	35	8.8%
6804 Vehicle Fuel - Gasoline	400	400	311	435	35	8.8%
					0	
Other Goods & Services	79,050	29,585	18,439	26,987	(2,598)	-8.8%
6901 Membership Dues	150	150	0	150	0	0.0%
6902 Conferences and Workshops	1,000	1,215	50	697	(518)	-42.6%
6903 Travel - Local	10,100	8,190	4,205	8,190	0	0.0%
6904 Travel - Out of Town	500	355	0	355	0	0.0%
6905 Training & Education	1,250	1,250	362	718	(532)	-42.6%
6910 Signage		0	34		0	
6911 Facilities Rental	10,000	11,000	8,793	11,000	0	0.0%
6912 Advertising and Promotion	3,750	3,375	1,493	2,166	(1,209)	-35.8%
6913 Awards	1,000	1,450	281	1,165	(285)	-19.7%
6917 Books and Periodicals	1,200	1,200	0	1,200	0	0.0%
6918 Meals	200	200	11	146	(54)	-27.0%
6919 Special Projects	0	0	174		0	
6933 Community Events	1,200	1,200	2,330	1,200	0	0.0%
6999 Other Goods and Services	48,700	0	704	0	0	
Revenue	(656,100)	(654,850)	(659,025)	(628,850)	26,000	-4.0%
					0	
Fee Revenues	(622,600)	(622,350)	(638,037)	(622,350)	0	0.0%
5102 Facilities Rentals	(275,500)	(272,500)	(270,546)	(272,500)	0	0.0%
5207 Arts & Crafts Revenue	(5,000)	(4,000)	(4,978)	(4,000)	0	0.0%
5208 Dance & Drama Revenue	(8,000)	(8,750)	(7,791)	(8,750)	0	0.0%
5209 Community Events Revenue		0	(1,156)		0	
5210 Sport and Fitness Revenue	(87,600)	(87,600)	(94,801)	(87,600)	0	0.0%
5211 Program Facilitation Revenue	(72,000)	(72,000)	(74,191)	(72,000)	0	0.0%
5212 Leisure Skills Revenue	(31,500)	(31,500)	(29,917)	(31,500)	0	0.0%
5213 Playgrounds and Camps Revenue	(99,000)	(102,000)	(109,075)	(102,000)	0	0.0%
5214 Wellness Revenue	(7,000)	(7,000)	(7,442)	(7,000)	0	0.0%
5228 Membership Revenue	(37,000)	(37,000)	(38,140)	(37,000)	0	0.0%
					0	
Other Revenue	(33,500)	(32,500)	(20,988)	(6,500)	26,000	-80.0%
5508 Recoveries from External Parties	0	0	(9,166)		0	
5600 Miscellaneous Revenue	(33,500)	(32,500)	(11,822)	(6,500)	26,000	-80.0%
D200 Mainland N & Western	1,023,300	1,083,010	1,062,125	1,111,238	28,228	2.6%
Expense	1,399,100	1,471,310	1,452,495	1,499,538	28,228	1.9%
					0	
Compensation and Benefits	842,900	904,390	912,659	933,391	29,001	3.2%
6001 Salaries - Regular	377,200	414,110	413,698	419,847	5,737	1.4%
6002 Salaries - Overtime	0	0	(2,271)	0	0	
6003 Wages - Regular				0	0	
6005 PDP Increases	0	0	(1,975)		0	
6100 Benefits - Salaries	75,000	79,410	76,534	81,242	1,832	2.3%
6101 Benefits - Wages				0	0	
6110 Vacancy Management				0	0	
6150 Honorariums	1,000	1,000	0	1,000	0	0.0%
6152 Retirement Incentives	2,000	2,230	2,229	2,269	39	1.7%
6153 Severance				0	0	
6154 Workers' Compensation	8,900	7,520	7,343	7,491	(29)	-0.4%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	378,800	400,120	417,101	421,542	21,422	5.4%
9210 HR CATS OT Wage/Ben	0				0	
					0	
Interdepartmental	441,800	443,600	443,636	443,600	0	0.0%
7005 Interdepartmental Expenditures	441,800	443,600	443,600	443,600	0	0.0%
9911 PM Labour-Reg	0	0	36	0	0	
					0	
Office	25,800	27,290	24,984	27,614	324	1.2%
6201 Telephone	12,900	14,600	14,417	14,024	(576)	-3.9%
6202 Courier/Postage	0	630	618	1,030	400	63.5%
6203 Office Furniture and Equipment	2,000	1,800	161	2,300	500	27.8%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6205 Printing & Reproduction	1,000	900	2,703	900	0	0.0%
6207 Office Supplies	9,900	9,360	7,084	9,360	0	0.0%
					0	
External Services	26,500	38,860	23,348	32,360	(6,500)	-16.7%
6309 Litigation Disbursements	0				0	
6399 Contract Services	26,500	38,860	23,348	32,360	(6,500)	-16.7%
					0	
Supplies	32,600	32,800	29,230	34,900	2,100	6.4%
6401 Uniforms & Clothing	3,200	3,200	2,260	3,800	600	18.8%
6402 Medical & First Aid Supplies	200	200	0	200	0	0.0%
6404 Recreation Programming Supplies	27,200	27,400	25,207	28,900	1,500	5.5%
6408 Pre School Nutrition Supplies	2,000	2,000	1,764	2,000	0	0.0%
6499 Other Supplies	0				0	
					0	
Materials	0		254	0	0	
6504 Hardware	0		254	0	0	
6506 Lumber	0				0	
					0	
Building Costs	0				0	
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	6,100	5,300	375	5,300	0	0.0%
6701 Equipment Purchase	6,100	5,300	375	5,300	0	0.0%
6707 Plumbing & Heating				0	0	
					0	
Vehicle Expense	0				0	
6804 Vehicle Fuel - Gasoline	0				0	
					0	
Other Goods & Services	23,400	19,070	18,009	22,373	3,303	17.3%
6903 Travel - Local	13,300	11,970	13,117	15,970	4,000	33.4%
6904 Travel - Out of Town	0				0	
6911 Facilities Rental	8,100	6,100	4,180	6,100	0	0.0%
6913 Awards	1,000	1,000	700	303	(697)	-69.7%
6999 Other Goods and Services	1,000	0	13		0	
Revenue	(375,800)	(388,300)	(390,369)	(388,300)	0	0.0%
					0	
Fee Revenues	(366,700)	(375,200)	(377,891)	(374,700)	500	-0.1%
5102 Facilities Rentals	(80,900)	(75,100)	(95,424)	(82,100)	(7,000)	9.3%
5207 Arts & Crafts Revenue	(25,500)	(21,000)	(20,962)	(23,000)	(2,000)	9.5%
5208 Dance & Drama Revenue	(32,500)	(30,500)	(25,831)	(29,500)	1,000	-3.3%
5209 Community Events Revenue	0	(1,000)	(494)	(1,000)	0	0.0%
5210 Sport and Fitness Revenue	(81,400)	(92,400)	(80,229)	(83,400)	9,000	-9.7%
5212 Leisure Skills Revenue	(52,000)	(52,000)	(51,471)	(53,000)	(1,000)	1.9%
5213 Playgrounds and Camps Revenue	(86,300)	(97,300)	(101,079)	(100,300)	(3,000)	3.1%
5214 Wellness Revenue	(5,000)	(3,000)	(140)	0	3,000	-100.0%
5228 Membership Revenue	(3,100)	(2,900)	(2,261)	(2,400)	500	-17.2%
					0	
Other Revenue	(9,100)	(13,100)	(12,478)	(13,600)	(500)	3.8%
5507 Overages and Shortages		0	304		0	
5508 Recoveries from External Parties	(9,100)	(13,100)	(12,059)	(13,600)	(500)	3.8%
5600 Miscellaneous Revenue	0	0	(723)	0	0	
	0			0	0	
					0	
	0			0	0	
6808 Natural Gas-Vehicles	0				0	
					0	
D300 Bedford/Sack/Fall River	825,500	875,460	833,239	896,304	20,844	2.4%
Expense	1,292,900	1,334,460	1,332,824	1,355,304	20,844	1.6%
					0	
Compensation and Benefits	924,600	1,017,730	1,054,546	1,041,891	24,161	2.4%
6001 Salaries - Regular	375,600	412,580	423,987	418,102	5,522	1.3%
6002 Salaries - Overtime	1,000	1,000	1,090	711	(289)	-28.9%
6003 Wages - Regular	0	0	335		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6005 PDP Increases	0	0	(2,259)		0	
6100 Benefits - Salaries	72,700	79,140	77,318	83,110	3,970	5.0%
6101 Benefits - Wages	0	0	22		0	
6150 Honorariums	2,000	2,000	150	2,000	0	0.0%
6152 Retirement Incentives	2,000	2,220	2,236	2,260	40	1.8%
6154 Workers' Compensation	9,000	7,530	7,537	7,491	(39)	-0.5%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	462,300	513,260	543,053	528,217	14,957	2.9%
9210 HR CATS OT Wage/Ben		0	1,076	0	0	
					0	
Interdepartmental	86,600	93,350	92,473	92,181	(1,169)	-1.3%
7001 Interdepartmental Equipment Charges	2,600	2,100	1,151	931	(1,169)	-55.7%
7005 Interdepartmental Expenditures	84,000	91,250	91,250	91,250	0	0.0%
9911 PM Labour-Reg	0	0	72	0	0	
					0	
Other Fiscal	0				0	
8008 Transfer to/from Reserves	0				0	
					0	
Office	32,600	35,850	29,419	35,454	(396)	-1.1%
6201 Telephone	18,000	21,000	20,111	20,554	(446)	-2.1%
6202 Courier/Postage	1,500	450	419	500	50	11.1%
6203 Office Furniture and Equipment	2,000	6,300	1,528	6,300	0	0.0%
6204 Computer Software and Licenses	0	0	100		0	
6205 Printing & Reproduction	0				0	
6207 Office Supplies	11,100	8,100	7,261	8,100	0	0.0%
					0	
External Services	26,500	25,000	26,718	28,000	3,000	12.0%
6399 Contract Services	26,500	25,000	26,718	28,000	3,000	12.0%
					0	
Supplies	81,400	70,480	61,374	65,530	(4,950)	-7.0%
6401 Uniforms & Clothing	6,400	6,400	2,100	2,450	(3,950)	-61.7%
6402 Medical & First Aid Supplies	900	400	0	400	0	0.0%
6404 Recreation Programming Supplies	74,100	63,680	59,274	62,680	(1,000)	-1.6%
6407 Cleaning/Sanitary Supplies	0				0	
					0	
Materials	0	0	120	0	0	
6504 Hardware	0	0	20	0	0	
6506 Lumber		0	100	0	0	
6517 Paint	0			0	0	
					0	
Building Costs	900	2,000	179	600	(1,400)	-70.0%
6602 Electrical		0	53		0	
6608 Water	900	2,000	125	600	(1,400)	-70.0%
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	16,300	6,000	50	6,000	0	0.0%
6701 Equipment Purchase	2,000	1,000	0	1,000	0	0.0%
6704 Equipment Rental	10,000	3,000	50	3,000	0	0.0%
6705 Equipment - Repair and Maintenance	4,300	2,000	0	2,000	0	0.0%
					0	
Vehicle Expense	4,100	1,500	15	1,623	123	8.2%
6804 Vehicle Fuel - Gasoline	4,100	1,500	0	1,623	123	8.2%
6899 Other Vehicle Expense	0	0	15		0	
					0	
Other Goods & Services	119,900	82,550	67,929	84,025	1,475	1.8%
6903 Travel - Local	15,000	14,400	12,569	15,500	1,100	7.6%
6904 Travel - Out of Town	0				0	
6905 Training & Education	7,000	800	765	1,659	859	107.4%
6911 Facilities Rental	87,900	63,000	53,899	63,000	0	0.0%
6912 Advertising and Promotion	2,000	1,350	440	866	(484)	-35.9%
6918 Meals		0	28		0	
6933 Community Events	8,000	3,000	0	3,000	0	0.0%
6938 Rewarding Excellence		0	98		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6999 Other Goods and Services	0	0	130	0	0	
Revenue	(467,400)	(459,000)	(499,585)	(459,000)	0	0.0%
					0	
Fee Revenues	(444,600)	(443,500)	(482,769)	(443,500)	0	0.0%
5102 Facilities Rentals	(98,200)	(80,000)	(81,001)	(80,000)	0	0.0%
5207 Arts & Crafts Revenue	(19,000)	(19,000)	(15,382)	(19,000)	0	0.0%
5208 Dance & Drama Revenue	(35,000)	(37,000)	(27,133)	(37,000)	0	0.0%
5209 Community Events Revenue	(6,000)	(6,000)	(9,249)	(6,000)	0	0.0%
5210 Sport and Fitness Revenue	(121,500)	(140,000)	(149,217)	(140,000)	0	0.0%
5211 Program Facilitation Revenue	(8,000)	(5,000)	(4,224)	(5,000)	0	0.0%
5212 Leisure Skills Revenue	(52,900)	(56,000)	(61,298)	(56,000)	0	0.0%
5213 Playgrounds and Camps Revenue	(100,000)	(100,000)	(121,097)	(100,000)	0	0.0%
5214 Wellness Revenue	(4,000)	(500)	(989)	(500)	0	0.0%
5235 GRS Drop In Program	0	0	(13,179)	0	0	
					0	
Other Revenue	(22,800)	(15,500)	(16,816)	(15,500)	0	0.0%
5507 Overages and Shortages		0	(85)		0	
5508 Recoveries from External Parties	(18,000)	(14,000)	(16,073)	(14,000)	0	0.0%
5600 Miscellaneous Revenue	(4,800)	(1,500)	(658)	(1,500)	0	0.0%
				0	0	
				0	0	
				0	0	
D400 Cole Hb/E Shore & Valley	1,384,900	1,454,017	1,414,430	1,453,758	(258)	0.0%
Expense	1,726,100	1,802,937	1,802,127	1,802,678	(258)	0.0%
					0	
Compensation and Benefits	1,205,500	1,285,190	1,258,101	1,286,976	1,787	0.1%
6001 Salaries - Regular	499,100	543,750	546,201	527,101	(16,649)	-3.1%
6002 Salaries - Overtime	2,000	2,000	3,058	1,778	(222)	-11.1%
6003 Wages - Regular	0				0	
6005 PDP Increases	0	0	(2,687)		0	
6100 Benefits - Salaries	95,400	103,840	101,475	102,902	(938)	-0.9%
6101 Benefits - Wages	0				0	
6110 Vacancy Management		0	4,146		0	
6150 Honorariums	1,600	1,350	820	1,350	0	0.0%
6151 Vehicle Allowance	2,800				0	
6152 Retirement Incentives	2,700	2,960	2,929	2,877	(83)	-2.8%
6154 Workers' Compensation	11,700	9,770	9,721	9,281	(489)	-5.0%
6199 Comp & Benefits - Inter Dept, Exp/recv	0				0	
9200 HR CATS Wage/Ben	590,200	621,520	592,188	641,687	20,168	3.2%
9210 HR CATS OT Wage/Ben	0	0	249	0	0	
					0	
Interdepartmental	75,000	143,197	145,416	144,851	1,654	1.2%
7001 Interdepartmental Equipment Charges	8,300	6,247	8,430	7,901	1,654	26.5%
7005 Interdepartmental Expenditures	66,700	136,950	136,950	136,950	0	0.0%
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0	0	36	0	0	
					0	
Office	35,800	38,320	36,369	35,470	(2,850)	-7.4%
6201 Telephone	19,400	24,100	20,697	21,250	(2,850)	-11.8%
6202 Courier/Postage	1,500	1,260	527	1,260	0	0.0%
6203 Office Furniture and Equipment	5,600	4,950	7,896	5,450	500	10.1%
6205 Printing & Reproduction	300	270	317	270	0	0.0%
6207 Office Supplies	9,000	7,740	6,933	7,240	(500)	-6.5%
6299 Other Office Expenses	0				0	
					0	
External Services	84,400	79,950	73,414	74,200	(5,750)	-7.2%
6304 Janitorial Services	0	0	4,079		0	
6311 Security	0				0	
6399 Contract Services	84,400	79,950	69,335	74,200	(5,750)	-7.2%
					0	
Supplies	74,400	69,050	75,541	67,150	(1,900)	-2.8%
6401 Uniforms & Clothing	3,000	3,000	2,847	3,000	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6404 Recreation Programming Supplies	71,200	65,850	72,476	63,950	(1,900)	-2.9%
6406 Bridge Tolls	0	0	166	0	0	
6407 Cleaning/Sanitary Supplies	200	200	53	200	0	0.0%
6499 Other Supplies	0				0	
					0	
Materials		0	572		0	
6504 Hardware		0	2		0	
6506 Lumber		0	570		0	
					0	
Building Costs	61,000	500	1,452	1,000	500	100.0%
6602 Electrical				0	0	
6606 Heating Fuel	0				0	
6608 Water	500	500	1,452	1,000	500	100.0%
6612 Safety Systems	0				0	
6699 Other Building Cost	60,500			0	0	
					0	
Equipment & Communications	5,000	5,450	10,925	5,450	0	0.0%
6701 Equipment Purchase	5,000	5,450	5,568	5,450	0	0.0%
6703 Computer Equipment/Rentals	0	0	5,357	0	0	
6705 Equipment - Repair and Maintenance	0			0	0	
					0	
Vehicle Expense	14,400	13,900	14,911	14,278	378	2.7%
6803 Vehicle Fuel - Diesel		0	(22)		0	
6804 Vehicle Fuel - Gasoline	4,600	4,600	5,342	4,978	378	8.2%
6807 Vehicle Leases	9,800	9,300	9,566	9,300	0	0.0%
6899 Other Vehicle Expense		0	25		0	
					0	
Other Goods & Services	170,600	167,380	185,425	173,303	5,923	3.5%
6902 Conferences and Workshops	0				0	
6903 Travel - Local	23,000	20,250	18,795	19,700	(550)	-2.7%
6905 Training & Education	4,100	4,700	6,773	2,698	(2,002)	-42.6%
6911 Facilities Rental	140,800	141,800	142,286	150,500	8,700	6.1%
6912 Advertising and Promotion	700	630	15,698	405	(225)	-35.7%
6918 Meals	0				0	
6933 Community Events	0				0	
6999 Other Goods and Services	2,000	0	1,874	0	0	
Revenue	(341,200)	(348,920)	(387,697)	(348,920)	0	0.0%
					0	
Fee Revenues	(268,500)	(271,720)	(309,553)	(272,720)	(1,000)	0.4%
5102 Facilities Rentals	(12,000)	(14,000)	(11,669)	(14,000)	0	0.0%
5207 Arts & Crafts Revenue	(12,600)	(9,600)	(5,749)	(9,600)	0	0.0%
5208 Dance & Drama Revenue	(14,700)	(13,000)	(10,437)	(13,500)	(500)	3.8%
5209 Community Events Revenue	0	0	(701)	0	0	
5210 Sport and Fitness Revenue	(149,700)	(152,200)	(164,362)	(152,200)	0	0.0%
5211 Program Facilitation Revenue	(2,000)	(11,000)	(7,290)	(11,000)	0	0.0%
5212 Leisure Skills Revenue	0	0	(481)	(500)	(500)	
5213 Playgrounds and Camps Revenue	(51,500)	(56,920)	(59,485)	(56,920)	0	0.0%
5216 Aquatics Revenue - Recreational	(1,000)	(1,000)	(1,319)	(1,000)	0	0.0%
5228 Membership Revenue	(13,000)	(12,000)	(42,394)	(12,000)	0	0.0%
5404 Canteen Revenue	(1,000)	(1,000)	(331)	(1,000)	0	0.0%
5405 Bar Revenue	(1,000)	(1,000)	0	(1,000)	0	0.0%
5450 Other Sales Revenue	(10,000)	0	(5,336)	0	0	
					0	
Other Revenue	(72,700)	(77,200)	(78,144)	(76,200)	1,000	-1.3%
5507 Overages and Shortages		0	7		0	
5508 Recoveries from External Parties	(47,200)	(40,200)	(33,683)	(38,200)	2,000	-5.0%
5600 Miscellaneous Revenue	(25,500)	(37,000)	(44,469)	(38,000)	(1,000)	2.7%
					0	
					0	
					0	
					0	
D500 Peninsula	1,077,000	1,148,890	1,056,175	1,135,077	(13,813)	-1.2%
Expense	1,422,400	1,554,090	1,543,892	1,545,277	(8,813)	-0.6%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Compensation and Benefits	866,200	958,140	974,248	981,291	23,151	2.4%
6001 Salaries - Regular	353,600	390,930	393,475	396,546	5,616	1.4%
6002 Salaries - Overtime	500	500	2,540	277	(223)	-44.6%
6003 Wages - Regular	0	0	476		0	
6005 PDP Increases	0	0	(2,094)		0	
6100 Benefits - Salaries	70,200	79,250	86,384	81,004	1,754	2.2%
6101 Benefits - Wages	0	0	92		0	
6110 Vacancy Management			2,355	0	0	
6150 Honorariums	2,000	2,000	4,125	2,000	0	0.0%
6152 Retirement Incentives	1,900	2,100	1,916	2,143	43	2.0%
6154 Workers' Compensation	8,500	7,240	7,142	7,208	(32)	-0.4%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	429,500	476,120	477,660	492,113	15,993	3.4%
9210 HR CATS OT Wage/Ben	0	0	177		0	
					0	
Interdepartmental	362,000	362,000	362,216	362,000	0	0.0%
7005 Interdepartmental Expenditures	362,000	362,000	362,000	362,000	0	0.0%
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0	0	216	0	0	
					0	
Office	57,800	46,620	42,549	46,095	(525)	-1.1%
6201 Telephone	20,200	20,500	22,173	19,975	(525)	-2.6%
6202 Courier/Postage	1,000	900	311	900	0	0.0%
6203 Office Furniture and Equipment	24,400	14,330	10,708	13,330	(1,000)	-7.0%
6205 Printing & Reproduction	1,500	1,350	0	1,350	0	0.0%
6207 Office Supplies	9,800	8,820	8,961	9,820	1,000	11.3%
6299 Other Office Expenses	900	720	395	720	0	0.0%
					0	
External Services	31,000	26,700	24,202	26,700	0	0.0%
6311 Security	6,000	6,000	2,968	6,000	0	0.0%
6312 Refuse Collection	0				0	
6399 Contract Services	25,000	20,700	21,234	20,700	0	0.0%
					0	
Supplies	44,900	41,900	31,435	42,900	1,000	2.4%
6401 Uniforms & Clothing	4,000	4,500	3,587	4,500	0	0.0%
6402 Medical & First Aid Supplies	1,600	1,600	188	1,600	0	0.0%
6404 Recreation Programming Supplies	26,300	22,300	16,755	22,300	0	0.0%
6407 Cleaning/Sanitary Supplies	5,000	5,000	2,967	5,000	0	0.0%
6408 Pre School Nutrition Supplies	8,000	8,500	7,939	9,500	1,000	11.8%
6499 Other Supplies				0	0	
					0	
Materials	1,200			0	0	
6504 Hardware	200			0	0	
6506 Lumber	1,000				0	
6513 Seeds & Plants	0				0	
6517 Paint	0				0	
					0	
Building Costs	0			0	0	
6602 Electrical	0			0	0	
6611 Building - Interior	0				0	
					0	
Equipment & Communications	13,000	13,200	14,491	14,200	1,000	7.6%
6701 Equipment Purchase	6,000	6,200	4,243	6,200	0	0.0%
6704 Equipment Rental	7,000	7,000	10,248	8,000	1,000	14.3%
6707 Plumbing & Heating	0				0	
					0	
Vehicle Expense			(1)		0	
6802 Vehicle Repair and Maintenance			(1)		0	
					0	
Other Goods & Services	46,300	105,530	94,751	72,091	(33,439)	-31.7%
6903 Travel - Local	10,700	11,700	8,855	11,700	0	0.0%
6905 Training & Education	2,500	2,500	83	1,435	(1,065)	-42.6%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6911 Facilities Rental	30,000	30,000	32,580	30,000	0	0.0%
6912 Advertising and Promotion	1,000	900	188	578	(322)	-35.8%
6913 Awards	2,100	2,500	1,328	2,009	(491)	-19.6%
6918 Meals	0				0	
6919 Special Projects		57,930	51,717	26,369	(31,561)	-54.5%
6999 Other Goods and Services	0				0	
Revenue	(345,400)	(405,200)	(487,717)	(410,200)	(5,000)	1.2%
					0	
Fee Revenues	(332,200)	(374,100)	(423,034)	(396,100)	(22,000)	5.9%
5101 Parking Rentals		0		(17,000)	(17,000)	
5102 Facilities Rentals	(120,000)	(165,000)	(179,880)	(166,000)	(1,000)	0.6%
5207 Arts & Crafts Revenue	(15,000)	(12,800)	(13,447)	(12,800)	0	0.0%
5208 Dance & Drama Revenue	(9,600)	(7,800)	(10,072)	(8,800)	(1,000)	12.8%
5210 Sport and Fitness Revenue	(101,000)	(107,500)	(116,609)	(111,500)	(4,000)	3.7%
5212 Leisure Skills Revenue	(15,000)	(11,000)	(10,640)	(11,000)	0	0.0%
5213 Playgrounds and Camps Revenue	(64,500)	(63,000)	(84,641)	(62,000)	1,000	-1.6%
5214 Wellness Revenue	(3,100)	(3,000)	(2,887)	(3,000)	0	0.0%
5216 Aquatics Revenue - Recreational	(4,000)	(4,000)	(4,858)	(4,000)	0	0.0%
					0	
Other Revenue	(13,200)	(31,100)	(64,683)	(14,100)	17,000	-54.7%
5508 Recoveries from External Parties	(14,100)	(31,000)	(40,571)	(14,000)	17,000	-54.8%
5600 Miscellaneous Revenue	900	(100)	(24,112)	(100)	0	0.0%
				0	0	
				0	0	
				0	0	
D720 Aquatic Services	490,600	604,890	543,663	637,521	32,631	5.4%
Expense	1,390,500	1,509,590	1,524,143	1,542,221	32,631	2.2%
					0	
Compensation and Benefits	1,183,600	1,331,960	1,232,376	1,373,131	41,171	3.1%
6001 Salaries - Regular	251,400	265,190	281,892	273,696	8,506	3.2%
6002 Salaries - Overtime	0	0	285	0	0	
6003 Wages - Regular	0	0	988		0	
6005 PDP Increases	0	0	(2,251)		0	
6100 Benefits - Salaries	48,600	49,570	51,230	55,053	5,483	11.1%
6101 Benefits - Wages	0	0	56		0	
6110 Vacancy Management				0	0	
6152 Retirement Incentives	1,400	1,450	1,271	1,492	42	2.9%
6153 Severance				0	0	
6154 Workers' Compensation	6,000	5,120	5,213	5,082	(38)	-0.7%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	876,200	1,010,630	893,238	1,037,808	27,178	2.7%
9210 HR CATS OT Wage/Ben	0	0	453	0	0	
					0	
Interdepartmental	48,500	48,300	48,808	48,157	(143)	-0.3%
7001 Interdepartmental Equipment Charges	1,900	1,700	2,046	1,557	(143)	-8.4%
7005 Interdepartmental Expenditures	46,600	46,600	46,600	46,600	0	0.0%
9911 PM Labour-Reg	0	0	162	0	0	
					0	
Office	5,700	2,540	6,263	2,540	0	0.0%
6201 Telephone	1,600	1,100	5,243	1,100	0	0.0%
6202 Courier/Postage	0	0	61		0	
6203 Office Furniture and Equipment	800				0	
6204 Computer Software and Licenses		0	100		0	
6207 Office Supplies	3,300	1,440	859	1,440	0	0.0%
					0	
External Services	10,500	9,550	8,391	9,550	0	0.0%
6304 Janitorial Services	1,400				0	
6399 Contract Services	9,100	9,550	8,391	9,550	0	0.0%
					0	
Supplies	23,300	14,250	7,430	14,250	0	0.0%
6401 Uniforms & Clothing	11,000	4,800	1,310	4,800	0	0.0%
6402 Medical & First Aid Supplies	4,500	4,100	528	4,100	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6404 Recreation Programming Supplies	5,500	3,600	4,149	3,600	0	0.0%
6406 Bridge Tolls	0	0	167	0	0	
6408 Pre School Nutrition Supplies	2,300	1,750	1,275	1,750	0	0.0%
6499 Other Supplies	0				0	
					0	
Materials	0	0	1,819	0	0	
6502 Chemicals	0	0	1,167	0	0	
6504 Hardware	0	0	652	0	0	
6517 Paint				0	0	
					0	
Building Costs		0	340	0	0	
6602 Electrical		0	340		0	
6611 Building - Interior				0	0	
					0	
Equipment & Communications	64,200	49,970	160,735	49,970	0	0.0%
6701 Equipment Purchase	62,200	48,970	159,493	48,970	0	0.0%
6705 Equipment - Repair and Maintenance	2,000	1,000	0	1,000	0	0.0%
6707 Plumbing & Heating		0	1,241		0	
					0	
Other Goods & Services	54,700	53,020	57,982	44,623	(8,397)	-15.8%
6901 Membership Dues	500	500	494	500	0	0.0%
6903 Travel - Local	18,000	16,380	18,463	16,380	0	0.0%
6905 Training & Education	6,500	6,000	2,010	3,445	(2,555)	-42.6%
6911 Facilities Rental	3,700	3,700	3,600	3,700	0	0.0%
6912 Advertising and Promotion	5,100	4,590	4,015	2,945	(1,645)	-35.8%
6913 Awards	19,800	21,350	29,399	17,153	(4,197)	-19.7%
6917 Books and Periodicals	500	500	0	500	0	0.0%
6999 Other Goods and Services	600				0	
Revenue	(899,900)	(904,700)	(980,480)	(904,700)	0	0.0%
					0	
Fee Revenues	(853,100)	(857,900)	(922,131)	(857,900)	0	0.0%
5102 Facilities Rentals	(40,500)	(40,500)	(61,827)	(40,500)	0	0.0%
5213 Playgrounds and Camps Revenue		0	(1,027)	0	0	
5215 Aquatics Revenue - Instructional	(640,100)	(644,900)	(685,889)	(644,900)	0	0.0%
5216 Aquatics Revenue - Recreational	(96,000)	(96,000)	(95,933)	(96,000)	0	0.0%
5228 Membership Revenue	(76,500)	(76,500)	(77,454)	(76,500)	0	0.0%
					0	
Other Revenue	(46,800)	(46,800)	(58,349)	(46,800)	0	0.0%
5508 Recoveries from External Parties	(29,000)	(29,000)	(31,176)	(29,000)	0	0.0%
5600 Miscellaneous Revenue	(17,800)	(17,800)	(27,173)	(17,800)	0	0.0%
					0	
					0	
					0	
D750 Outdoor Recreation	263,500	289,104	288,745	313,950	24,846	8.6%
Expense	386,400	425,104	430,240	439,950	14,846	3.5%
					0	
Compensation and Benefits	291,000	318,500	333,030	333,708	15,208	4.8%
6001 Salaries - Regular	137,600	151,000	140,120	153,651	2,651	1.8%
6002 Salaries - Overtime	0	0	691	0	0	
6005 PDP Increases	0	0	(1,823)		0	
6100 Benefits - Salaries	27,400	28,420	27,037	29,448	1,028	3.6%
6110 Vacancy Management		0	19,066	0	0	
6150 Honorariums	1,500	1,500	0	1,500	0	0.0%
6152 Retirement Incentives	800	830	796	852	22	2.7%
6154 Workers' Compensation	3,100	2,750	2,675	2,741	(9)	-0.3%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	120,600	134,000	140,661	145,516	11,516	8.6%
9210 HR CATS OT Wage/Ben	0	0	3,807	0	0	
					0	
Office	3,800	4,804	4,379	3,802	(1,002)	-20.9%
6201 Telephone	2,500	2,500	2,661	2,378	(122)	-4.9%
6202 Courier/Postage	100	90	38	100	10	11.1%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6205 Printing & Reproduction	0	900	0		(900)	-100.0%
6207 Office Supplies	1,200	1,314	1,680	1,324	10	0.8%
					0	
External Services	21,400	23,140	22,556	23,140	0	0.0%
6303 Consulting Fees	1,500	1,140	0	1,140	0	0.0%
6399 Contract Services	19,900	22,000	22,556	22,000	0	0.0%
					0	
Supplies	38,800	48,800	44,953	48,400	(400)	-0.8%
6401 Uniforms & Clothing	500	500	354	1,000	500	100.0%
6402 Medical & First Aid Supplies	300	400	348	400	0	0.0%
6403 Patrol Equip Supplies		0	12		0	
6404 Recreation Programming Supplies	13,000	17,900	14,162	16,000	(1,900)	-10.6%
6408 Pre School Nutrition Supplies	25,000	30,000	29,790	31,000	1,000	3.3%
6499 Other Supplies		0	286		0	
					0	
Equipment & Communications	6,000	8,500	6,764	9,400	900	10.6%
6701 Equipment Purchase	2,000	1,500	299	1,500	0	0.0%
6704 Equipment Rental	4,000	7,000	6,465	7,900	900	12.9%
					0	
Vehicle Expense	1,300	1,000	558	1,082	82	8.2%
6804 Vehicle Fuel - Gasoline	1,300	1,000	558	1,082	82	8.2%
					0	
Other Goods & Services	24,100	20,360	18,001	20,418	58	0.3%
6901 Membership Dues	100				0	
6903 Travel - Local	3,000	2,700	1,446	2,000	(700)	-25.9%
6904 Travel - Out of Town	6,000	4,260	5,581	5,340	1,080	25.4%
6905 Training & Education	0				0	
6911 Facilities Rental	13,500	12,500	9,788	12,500	0	0.0%
6912 Advertising and Promotion	500	900	648	578	(322)	-35.8%
6919 Special Projects	0				0	
6938 Rewarding Excellence		0	435		0	
6999 Other Goods and Services	1,000	0	102		0	
Revenue	(122,900)	(136,000)	(141,495)	(126,000)	10,000	-7.4%
					0	
Fee Revenues	(116,000)	(124,000)	(126,134)	(124,000)	0	0.0%
5102 Facilities Rentals		0	(45)		0	
5210 Sport and Fitness Revenue	0	0	(104)		0	
5212 Leisure Skills Revenue	(116,000)	(124,000)	(125,985)	(124,000)	0	0.0%
					0	
Other Revenue	(6,900)	(12,000)	(15,361)	(2,000)	10,000	-83.3%
5508 Recoveries from External Parties	(6,900)	(12,000)	(15,316)	(2,000)	10,000	-83.3%
5600 Miscellaneous Revenue	0	0	(45)		0	
D800 Dartmouth/Eastern Passage	825,000	824,150	928,975	1,042,612	218,462	26.5%
Expense	1,186,800	1,190,620	1,341,263	1,457,582	266,962	22.4%
					0	
Compensation and Benefits	857,300	905,950	963,163	1,070,255	164,305	18.1%
6001 Salaries - Regular	386,300	411,640	439,838	494,078	82,438	20.0%
6002 Salaries - Overtime	1,400	0	(97)		0	
6003 Wages - Regular		0	2,702		0	
6005 PDP Increases	0	0	(3,454)		0	
6100 Benefits - Salaries	67,300	72,780	68,390	76,723	3,943	5.4%
6101 Benefits - Wages		0	170		0	
6110 Vacancy Management		0	13,269	0	0	
6151 Vehicle Allowance	2,900	2,900	0	2,900	0	0.0%
6152 Retirement Incentives	1,900	2,020	1,737	2,061	41	2.0%
6154 Workers' Compensation	9,000	7,630	8,246	9,088	1,458	19.1%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	388,500	408,980	432,213	485,405	76,425	18.7%
9210 HR CATS OT Wage/Ben		0	150	0	0	
					0	
Interdepartmental	105,900	105,900	154,301	180,900	75,000	70.8%
7005 Interdepartmental Expenditures	105,900	105,900	105,900	180,900	75,000	70.8%
7099 Interdepartmental Chargebacks	0	0	48,329		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
9911 PM Labour-Reg	0	0	72	0	0	
Other Fiscal	11,700	11,700	7,200	11,700	0	0.0%
8004 Grants	11,700	11,700	7,200	11,700	0	0.0%
Office	18,600	14,130	28,674	23,026	8,896	63.0%
6201 Telephone	4,500	4,500	13,799	7,296	2,796	62.1%
6202 Courier/Postage	0	0	293	0	0	
6203 Office Furniture and Equipment	8,100	5,130	8,222	9,130	4,000	78.0%
6204 Computer Software and Licenses		0	327		0	
6205 Printing & Reproduction	0	0	100		0	
6207 Office Supplies	6,000	4,500	5,934	6,600	2,100	46.7%
External Services	52,600	47,600	41,413	47,600	0	0.0%
6304 Janitorial Services	37,300	37,300	34,960	37,300	0	0.0%
6307 Design Services	0				0	
6399 Contract Services	15,300	10,300	6,453	10,300	0	0.0%
Supplies	42,100	31,000	49,239	39,116	8,116	26.2%
6401 Uniforms & Clothing		0	1,660		0	
6402 Medical & First Aid Supplies	0				0	
6404 Recreation Programming Supplies	41,100	30,000	47,578	38,116	8,116	27.1%
6407 Cleaning/Sanitary Supplies	1,000	1,000	0	1,000	0	0.0%
Materials		0	133	0	0	
6504 Hardware		0	36		0	
6506 Lumber			97		0	
6517 Paint				0	0	
Building Costs	60,600	55,600	58,182	56,890	1,290	2.3%
6602 Electrical	0				0	
6606 Heating Fuel	15,700	15,700	21,701	16,990	1,290	8.2%
6607 Electricity	15,900	15,900	15,758	15,900	0	0.0%
6608 Water	2,700	2,700	1,819	2,700	0	0.0%
6699 Other Building Cost	26,300	21,300	18,904	21,300	0	0.0%
Equipment & Communications	1,500	0	4,630	10,000	10,000	
6701 Equipment Purchase		0	4,630	10,000	10,000	
6703 Computer Equipment/Rentals				0	0	
6704 Equipment Rental	1,500				0	
6707 Plumbing & Heating	0				0	
Other Goods & Services	36,500	18,740	34,328	18,095	(645)	-3.4%
6902 Conferences and Workshops				0	0	
6903 Travel - Local	8,100	6,840	7,581	6,840	0	0.0%
6904 Travel - Out of Town	0	0	60		0	
6906 Licenses & Agreements		0	15,000		0	
6911 Facilities Rental	10,600	10,100	4,570	10,100	0	0.0%
6912 Advertising and Promotion	2,400	1,800	1,761	1,155	(645)	-35.8%
6913 Awards	0				0	
6918 Meals		0	25		0	
6932 Youth Programming Services	0				0	
6933 Community Events	0				0	
6999 Other Goods and Services	15,400	0	5,332	0	0	
Revenue	(361,800)	(366,470)	(412,288)	(414,970)	(48,500)	13.2%
Fee Revenues	(256,300)	(260,970)	(267,994)	(293,970)	(33,000)	12.6%
5102 Facilities Rentals	(30,300)	(34,970)	(54,437)	(64,970)	(30,000)	85.8%
5207 Arts & Crafts Revenue	(4,500)	(4,500)	(3,228)	(4,500)	0	0.0%
5208 Dance & Drama Revenue	(12,000)	(12,000)	(11,673)	(12,300)	(300)	2.5%
5209 Community Events Revenue	(1,200)	(1,200)	(1,180)	(1,200)	0	0.0%
5210 Sport and Fitness Revenue	(54,000)	(54,000)	(51,190)	(54,000)	0	0.0%
5211 Program Facilitation Revenue	(500)	(500)	0	(500)	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
5212 Leisure Skills Revenue	(53,800)	(53,800)	(63,284)	(53,800)	0	0.0%
5213 Playgrounds and Camps Revenue	(84,000)	(84,000)	(74,579)	(86,200)	(2,200)	2.6%
5214 Wellness Revenue	(16,000)	(16,000)	(8,363)	(16,000)	0	0.0%
5215 Aquatics Revenue - Instructional		0	(61)		0	
5228 Membership Revenue		0		(500)	(500)	
					0	
Other Revenue	(105,500)	(105,500)	(144,293)	(121,000)	(15,500)	14.7%
5507 Overages and Shortages		0	0		0	
5508 Recoveries from External Parties	(80,500)	(80,500)	(136,001)	(96,000)	(15,500)	19.3%
5600 Miscellaneous Revenue	(25,000)	(25,000)	(8,292)	(25,000)	0	0.0%
				0	0	
				0	0	
				0	0	
D910 Facility Scheduling	320,700	337,750	352,434	341,027	3,277	1.0%
Expense	873,300	891,350	885,209	946,627	55,277	6.2%
					0	
Compensation and Benefits	320,900	336,820	350,485	341,736	4,916	1.5%
6001 Salaries - Regular	244,100	258,700	269,121	261,681	2,981	1.2%
6002 Salaries - Overtime	0	0	1,250	0	0	
6100 Benefits - Salaries	49,600	52,730	54,442	53,779	1,049	2.0%
6152 Retirement Incentives	1,300	1,370	1,423	1,387	17	1.2%
6154 Workers' Compensation	6,100	5,150	5,286	5,116	(34)	-0.7%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	19,800	18,870	18,963	19,773	903	4.8%
					0	
Other Fiscal	521,600	524,400	505,298	574,400	50,000	9.5%
8001 Transfer to Outside Agencies	521,600	524,400	505,298	574,400	50,000	9.5%
					0	
Office	13,400	10,870	11,816	12,118	1,248	11.5%
6201 Telephone	5,500	6,100	6,685	6,498	398	6.5%
6202 Courier/Postage	600	450	478	500	50	11.1%
6203 Office Furniture and Equipment	1,000	0	765	500	500	
6204 Computer Software and Licenses		0	2		0	
6205 Printing & Reproduction	2,400	1,620	1,572	1,620	0	0.0%
6207 Office Supplies	3,900	2,700	2,262	3,000	300	11.1%
6299 Other Office Expenses		0	52		0	
					0	
External Services	500	300	0	300	0	0.0%
6399 Contract Services	500	300	0	300	0	0.0%
					0	
Supplies	100	50	0	50	0	0.0%
6402 Medical & First Aid Supplies	100	50	0	50	0	0.0%
					0	
Equipment & Communications	500	270	83	270	0	0.0%
6701 Equipment Purchase	500	270	83	270	0	0.0%
					0	
Other Goods & Services	16,300	18,640	17,527	17,753	(887)	-4.8%
6903 Travel - Local	2,100	1,890	2,029	1,890	0	0.0%
6904 Travel - Out of Town	0				0	
6911 Facilities Rental	12,000	16,000	15,201	15,356	(644)	-4.0%
6912 Advertising and Promotion	1,200	450	180	289	(161)	-35.8%
6918 Meals	500	300	117	218	(82)	-27.3%
6999 Other Goods and Services	500				0	
Revenue	(552,600)	(553,600)	(532,775)	(605,600)	(52,000)	9.4%
					0	
Fee Revenues	(552,600)	(553,600)	(532,775)	(605,600)	(52,000)	9.4%
5102 Facilities Rentals	(521,600)	(524,400)	(505,079)	(574,400)	(50,000)	9.5%
5150 Other Rental Revenue	(3,000)	(3,000)	(2,696)	(2,500)	500	-16.7%
5204 Administration Fees	(9,000)	(8,000)	(9,035)	(13,000)	(5,000)	62.5%
5209 Community Events Revenue	(19,000)	(18,200)	(15,965)	(15,700)	2,500	-13.7%
D950 Arenas	(11,600)	(126,640)	(63,490)	(125,518)	1,122	-0.9%
Expense	1,128,700	1,133,860	1,094,633	1,100,092	(33,768)	-3.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Compensation and Benefits	4,800	9,670	11,064	10,342	672	6.9%
9200 HR CATS Wage/Ben	4,800	9,670	11,064	10,342	672	6.9%
9210 HR CATS OT Wage/Ben	0				0	
					0	
Interdepartmental	1,015,900	1,015,900	1,057,900	1,015,900	0	0.0%
7005 Interdepartmental Expenditures	1,015,900	1,015,900	1,015,900	1,015,900	0	0.0%
7099 Interdepartmental Chargebacks		0	42,000		0	
9911 PM Labour-Reg	0				0	
					0	
Office	0	0	0		0	
6201 Telephone	0	0	0		0	
					0	
External Services	22,300	25,040	25,669	24,050	(990)	-4.0%
6399 Contract Services	22,300	25,040	25,669	24,050	(990)	-4.0%
					0	
Building Costs	84,000	81,000	0	49,500	(31,500)	-38.9%
6699 Other Building Cost	84,000	81,000	0	49,500	(31,500)	-38.9%
					0	
Other Goods & Services	1,700	2,250	0	300	(1,950)	-86.7%
6903 Travel - Local	500	450	0	300	(150)	-33.3%
6912 Advertising and Promotion	600	1,800	0		(1,800)	-100.0%
6999 Other Goods and Services	600				0	
Revenue	(1,140,300)	(1,260,500)	(1,158,123)	(1,225,610)	34,890	-2.8%
					0	
Fee Revenues	(1,140,300)	(1,260,500)	(1,153,358)	(1,217,510)	42,990	-3.4%
5102 Facilities Rentals	0	0	(1,174)	0	0	
5219 Ice Rentals	(1,131,300)	(1,251,500)	(1,150,364)	(1,215,210)	36,290	-2.9%
5404 Canteen Revenue	(9,000)	(9,000)	(1,821)	(2,300)	6,700	-74.4%
					0	
Other Revenue	0	0	(4,765)	(8,100)	(8,100)	
5503 Advertising Revenue	0	0	(2,122)	(2,100)	(2,100)	
5508 Recoveries from External Parties	0				0	
5600 Miscellaneous Revenue	0	0	(2,643)	(6,000)	(6,000)	
D998 Clearing Account REC	(163,800)	(185,100)	(126,823)	0	185,100	-100.0%
Expense	(163,800)	(185,100)	(126,823)	0	185,100	-100.0%
					0	
Compensation and Benefits	(163,800)	(185,100)	(126,823)	0	185,100	-100.0%
6001 Salaries - Regular	0	0	62,110	0	0	
6002 Salaries - Overtime	0	0	(1,678)		0	
6003 Wages - Regular	0	0	3,608,090	0	0	
6004 Wages - Overtime	0	0	6,010	0	0	
6099 Other Allowances		0	0		0	
6100 Benefits - Salaries	0	0	3,544	0	0	
6101 Benefits - Wages	0	0	215,046	0	0	
6152 Retirement Incentives	0	0	1,340	0	0	
6154 Workers' Compensation	0	0	78,433	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	(163,800)	(185,100)	(4,092,775)	0	185,100	-100.0%
9210 HR CATS OT Wage/Ben	0	0	(6,943)	0	0	
D730 Community Relations	2,946,600	3,071,126	3,157,492	3,551,609	480,483	15.6%
D730 Community Relations	2,946,600	3,071,126	3,157,492	3,551,609	480,483	15.6%
Expense	5,103,392	5,779,133	5,548,202	5,880,051	100,918	1.7%
					0	
Compensation and Benefits	2,299,900	2,609,870	2,556,742	2,547,115	(62,755)	-2.4%
6001 Salaries - Regular	1,897,600	2,182,460	1,949,009	2,138,181	(44,279)	-2.0%
6002 Salaries - Overtime	31,000	31,000	21,404	17,543	(13,457)	-43.4%
6003 Wages - Regular	0				0	
6005 PDP Increases	0	0	(14,281)		0	
6100 Benefits - Salaries	319,700	344,300	309,963	340,190	(4,110)	-1.2%
6101 Benefits - Wages	0				0	
6110 Vacancy Management		0	182,906	0	0	
6151 Vehicle Allowance	5,800	5,800	1,920	5,800	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6152 Retirement Incentives	8,800	9,080	8,192	8,959	(121)	-1.3%
6154 Workers' Compensation	37,000	37,230	33,042	36,442	(788)	-2.1%
6199 Comp & Benefits - Inter Dept, Exp/recove	0			0	0	
9200 HR CATS Wage/Ben	0	0	12,904	0	0	
9210 HR CATS OT Wage/Ben	0	0	51,683	0	0	
					0	
Interdepartmental	6,700	7,100	11,742	7,615	515	7.3%
7001 Interdepartmental Equipment Charges	6,700	7,100	10,100	7,615	515	7.3%
7099 Interdepartmental Chargebacks	0				0	
9900 Rev/Exp.Vehicle Rental	0	0	1,336	0	0	
9911 PM Labour-Reg	0	0	306	0	0	
					0	
Other Fiscal	1,328,392	1,339,307	1,463,540	1,793,927	454,620	33.9%
8001 Transfer to Outside Agencies	1,270,641	1,509,177	1,494,396	1,838,610	329,433	21.8%
8004 Grants	20,000	20,000	1,064,092	2,173,594	2,153,594	10768.0%
8008 Transfer to/from Reserves	0	(235,000)	(1,124,273)	(2,273,594)	(2,038,594)	867.5%
8016 Provision for Allowance	37,751	45,130	29,325	55,317	10,187	22.6%
					0	
Office	75,800	56,100	52,848	55,207	(893)	-1.6%
6201 Telephone	21,800	22,020	22,498	21,127	(893)	-4.1%
6202 Courier/Postage	4,000	4,050	2,700	4,050	0	0.0%
6203 Office Furniture and Equipment	9,000	6,030	10,212	6,030	0	0.0%
6204 Computer Software and Licenses	1,500	2,500	692	2,500	0	0.0%
6205 Printing & Reproduction	16,500	900	51	900	0	0.0%
6207 Office Supplies	23,000	18,360	16,469	18,360	0	0.0%
6299 Other Office Expenses		2,240	226	2,240	0	0.0%
					0	
External Services	159,900	136,262	89,638	142,137	5,875	4.3%
6303 Consulting Fees	90,100	76,562	29,213	82,437	5,875	7.7%
6304 Janitorial Services	0	0	129		0	
6306 Property Survey	0				0	
6308 Snow Removal	0	0	2,503	0	0	
6309 Litigation Disbursements	0				0	
6310 Outside Personnel	0	0	812	0	0	
6311 Security	1,500	1,500	735	1,500	0	0.0%
6399 Contract Services	68,300	58,200	56,246	58,200	0	0.0%
					0	
Supplies	1,500	2,000	1,979	2,000	0	0.0%
6401 Uniforms & Clothing	1,500	2,000	399	2,000	0	0.0%
6404 Recreation Programming Supplies	0	0	628		0	
6406 Bridge Tolls	0	0	906	0	0	
6407 Cleaning/Sanitary Supplies	0	0	46	0	0	
6499 Other Supplies	0				0	
					0	
Materials	0	0	6,127	0	0	
6504 Hardware	0	0	130		0	
6513 Seeds & Plants	0	0	5,996		0	
6517 Paint	0				0	
6519 Welding Supplies				0	0	
					0	
Building Costs	45,500	35,600	33,372	37,252	1,652	4.6%
6602 Electrical	0	0	4,624	0	0	
6606 Heating Fuel	20,100	20,100	10,580	21,752	1,652	8.2%
6607 Electricity	10,000	10,000	13,136	10,000	0	0.0%
6608 Water	2,000	2,000	3,264	2,000	0	0.0%
6611 Building - Interior				0	0	
6612 Safety Systems	1,000	1,000	882	1,000	0	0.0%
6699 Other Building Cost	12,400	2,500	886	2,500	0	0.0%
					0	
Equipment & Communications	6,000	6,200	13,781	6,200	0	0.0%
6701 Equipment Purchase	5,300	5,500	298	5,500	0	0.0%
6702 Small Tools	0	0	167		0	
6704 Equipment Rental	0	0	12,101		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6705 Equipment - Repair and Maintenance	700	700	0	700	0	0.0%
6706 Computer Repair and Maintenance	0	0	985		0	
6708 Mechanical Equipment	0			0	0	
6711 Communication System		0	231		0	
					0	
Vehicle Expense	0	0	2,741	0	0	
6802 Vehicle Repair and Maintenance	0			0	0	
6803 Vehicle Fuel - Diesel		0	2,711		0	
6804 Vehicle Fuel - Gasoline	0				0	
6899 Other Vehicle Expense	0	0	30		0	
					0	
Other Goods & Services	1,179,700	1,586,694	1,315,692	1,288,598	(298,096)	-18.8%
6901 Membership Dues	500	3,000	1,422	3,000	0	0.0%
6902 Conferences and Workshops	3,600	2,250	62	1,291	(959)	-42.6%
6903 Travel - Local	30,600	24,840	35,825	24,840	0	0.0%
6904 Travel - Out of Town	5,800	2,485	5,998	2,485	0	0.0%
6905 Training & Education	17,000	10,500	21,025	6,028	(4,472)	-42.6%
6906 Licenses & Agreements	0				0	
6910 Signage	0	0	50		0	
6911 Facilities Rental	61,300	61,200	68,073	61,200	0	0.0%
6912 Advertising and Promotion	19,500	3,690	3,003	2,369	(1,321)	-35.8%
6913 Awards	0	32,000	24,640	30,709	(1,291)	-4.0%
6915 Research Data Acquisition	0				0	
6916 Public Education	15,000	45,000	44,634	70,000	25,000	55.6%
6917 Books and Periodicals	0	0	293		0	
6918 Meals	2,000	1,720	4,205	1,251	(469)	-27.3%
6919 Special Projects	227,300	589,519	289,623	281,311	(308,208)	-52.3%
6933 Community Events	792,600	808,060	814,590	803,070	(4,990)	-0.6%
6938 Rewarding Excellence	0	2,430	63	1,044	(1,386)	-57.0%
6999 Other Goods and Services	4,500	0	2,186		0	
Revenue	(2,156,792)	(2,708,007)	(2,390,710)	(2,328,442)	379,565	-14.0%
					0	
Tax Revenue	(1,258,392)	(1,504,307)	(1,498,721)	(1,843,927)	(339,620)	22.6%
4002 Commercial Property Taxes	(913,845)	(1,358,157)	(1,369,783)	(1,713,171)	(355,014)	26.1%
4003 Business Occupancy Taxes	(344,547)	(146,150)	(128,938)	(130,756)	15,394	-10.5%
					0	
Area Rate Revenue	0				0	
4200 Area Rate Revenue	0				0	
					0	
Transfers from other Gov't	(610,600)	(701,900)	(263,197)	(170,250)	531,650	-75.7%
4702 Conditional Grants (Infrastructure)	(610,600)	(701,900)	(263,197)	(170,250)	531,650	-75.7%
					0	
Fee Revenues	(252,800)	(254,100)	(316,021)	(254,100)	0	0.0%
4916 Vending Licenses		0	(4,250)	0	0	
4950 Other Licenses & Permits				0	0	
5209 Community Events Revenue	(252,800)	(254,100)	(311,771)	(254,100)	0	0.0%
					0	
Other Revenue	(35,000)	(247,700)	(312,771)	(60,165)	187,535	-75.7%
5508 Recoveries from External Parties	(35,000)	(247,700)	(312,771)	(60,165)	187,535	-75.7%
5600 Miscellaneous Revenue	0				0	
	0	0	0	0	0	
	0	0	0	0	0	
6935 Inventory Re-stock Charge	0	0	0		0	
					0	
Environmental Management Services	0	0	0		0	
EES Environmental Engineering Services	0				0	
EES Environmental Engineering Services	0				0	
Expense	0				0	
					0	
Office	0				0	
6203 Office Furniture and Equipment	0				0	
Revenue	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Other Revenue	0				0	
5600 Miscellaneous Revenue	0				0	
R200 Wastewater Treatment	0	0	0		0	
R200 Wastewater Treatment	0	0	0		0	
Expense	0	0	0		0	
					0	
Compensation and Benefits	0				0	
6002 Salaries - Overtime	0				0	
					0	
External Services	0	0	0		0	
6399 Contract Services	0	0	0		0	
					0	
Materials		0	0		0	
6502 Chemicals		0	0		0	
					0	
Vehicle Expense	0				0	
6803 Vehicle Fuel - Diesel	0				0	
6804 Vehicle Fuel - Gasoline	0				0	
					0	
Other Goods & Services	0				0	
6904 Travel - Out of Town	0				0	
6999 Other Goods and Services	0				0	
Revenue	0	0	0		0	
					0	
Other Revenue	0	0	0		0	
5600 Miscellaneous Revenue	0	0	0		0	
TUGS Technical & Underground Services	0				0	
TUGS Technical & Underground Services	0				0	
Expense	0				0	
					0	
Compensation and Benefits	0				0	
6001 Salaries - Regular	0				0	
6002 Salaries - Overtime	0				0	
					0	
Office	0				0	
6202 Courier/Postage	0				0	
6203 Office Furniture and Equipment	0				0	
					0	
External Services	0				0	
6399 Contract Services	0				0	
					0	
Supplies	0				0	
6401 Uniforms & Clothing	0				0	
					0	
Equipment & Communications	0				0	
6711 Communication System	0				0	
					0	
Other Goods & Services	0				0	
6999 Other Goods and Services	0				0	
Revenue	0				0	
					0	
Other Revenue	0				0	
5508 Recoveries from External Parties	0				0	
5600 Miscellaneous Revenue	0				0	
Finance	3,604,030	2,029,236	1,941,415	4,976,258	2,947,022	145.2%
A305 Administration - Finance	377,980	398,620	413,796	401,795	3,175	0.8%
A305 Administration - Finance	377,980	398,620	413,796	401,795	3,175	0.8%
Expense	377,980	404,245	413,796	401,795	(2,450)	-0.6%
					0	
Compensation and Benefits	299,000	305,600	344,677	319,180	13,580	4.4%
6001 Salaries - Regular	257,500	261,800	311,553	275,976	14,176	5.4%
6002 Salaries - Overtime	1,000	3,000	0	889	(2,111)	-70.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010-11
6005 PDP Increases	0	0	(9,291)		0	
6100 Benefits - Salaries	35,800	36,300	37,654	37,631	1,331	3.7%
6152 Retirement Incentives	1,500	1,500	1,618	1,628	128	8.5%
6154 Workers' Compensation	3,200	3,000	3,079	3,056	56	1.9%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben		0	65		0	
					0	
Office	34,722	30,440	38,840	34,604	4,164	13.7%
6201 Telephone	3,300	3,300	3,728	3,134	(166)	-5.0%
6202 Courier/Postage	3,000	3,060	3,752	4,060	1,000	32.7%
6203 Office Furniture and Equipment	7,000	6,300	9,031	9,630	3,330	52.9%
6204 Computer Software and Licenses	500	500	1,079	500	0	0.0%
6205 Printing & Reproduction	2,000	180	119	180	0	0.0%
6207 Office Supplies	18,922	17,100	21,038	17,100	0	0.0%
6299 Other Office Expenses	0	0	94	0	0	
					0	
External Services	1,000	21,660	0	21,660	0	0.0%
6302 Legal Fees	0				0	
6303 Consulting Fees	1,000	760	0	760	0	0.0%
6399 Contract Services	0	20,900	0	20,900	0	0.0%
					0	
Supplies				0	0	
6402 Medical & First Aid Supplies				0	0	
					0	
Equipment & Communications	0	0	326		0	
6704 Equipment Rental	0	0	326		0	
					0	
Other Goods & Services	43,258	46,545	29,953	26,351	(20,194)	-43.4%
6901 Membership Dues	2,520	2,500	3,068	2,500	0	0.0%
6902 Conferences and Workshops	3,000	2,700	(771)	1,549	(1,151)	-42.6%
6903 Travel - Local	2,000	1,800	2,698	2,957	1,157	64.3%
6904 Travel - Out of Town	2,500	1,775	1,457	1,775	0	0.0%
6905 Training & Education	8,600	12,100	4,396	6,947	(5,153)	-42.6%
6912 Advertising and Promotion	1,500	540	0	347	(193)	-35.7%
6917 Books and Periodicals	800	800	167	800	0	0.0%
6918 Meals	1,000	1,500	931	1,091	(409)	-27.3%
6937 Corporate Training	0				0	
6938 Rewarding Excellence	17,880	19,500	17,032	8,385	(11,115)	-57.0%
6999 Other Goods and Services	3,458	3,330	977		(3,330)	-100.0%
Revenue	0	(5,625)	0		5,625	-100.0%
					0	
Area Rate Revenue	0				0	
4202 Area Rate LIC Commercial	0				0	
					0	
Fee Revenues		(5,625)	0		5,625	-100.0%
4902 Fines Fees		(5,625)	0		5,625	-100.0%
					0	
Other Revenue	0				0	
5508 Recoveries from External Parties	0				0	
A340 Revenue Replacement Project	0				0	
A340 Revenue Replacement Project	0				0	
Expense	0				0	
					0	
Compensation and Benefits	0				0	
6001 Salaries - Regular	0				0	
6002 Salaries - Overtime	0				0	
6100 Benefits - Salaries	0				0	
6152 Retirement Incentives	0				0	
6154 Workers' Compensation	0				0	
					0	
Office	0				0	
6201 Telephone	0				0	
6203 Office Furniture and Equipment	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6207 Office Supplies	0				0	
					0	
Other Goods & Services	0				0	
6903 Travel - Local	0				0	
A370 Policy, Reporting & Budget Office	1,270,500	1,431,307	1,464,959	1,640,367	209,060	14.6%
A304 Financial Reporting & Treasury	339,700	353,685	344,481	312,744	(40,941)	-11.6%
Expense	339,700	353,685	344,481	312,744	(40,941)	-11.6%
					0	
Compensation and Benefits	320,900	336,000	329,073	297,552	(38,448)	-11.4%
6001 Salaries - Regular	268,900	281,900	282,936	250,990	(30,910)	-11.0%
6005 PDP Increases	0	0	(7,544)		0	
6100 Benefits - Salaries	46,500	48,700	48,354	41,992	(6,708)	-13.8%
6152 Retirement Incentives	1,500	1,600	1,648	1,481	(119)	-7.4%
6154 Workers' Compensation	4,000	3,800	3,679	3,089	(711)	-18.7%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Office	3,600	3,550	2,071	3,444	(106)	-3.0%
6201 Telephone	1,200	1,200	1,156	1,114	(86)	-7.2%
6202 Courier/Postage	100	180	5	100	(80)	-44.4%
6203 Office Furniture and Equipment	600	540	211	600	60	11.1%
6204 Computer Software and Licenses	1,000	1,000	0	1,000	0	0.0%
6205 Printing & Reproduction		0	142		0	
6207 Office Supplies	700	630	558	630	0	0.0%
					0	
External Services	2,300	2,300	0	2,500	200	8.7%
6301 Professional Fees	2,300	2,300	0	2,500	200	8.7%
					0	
Other Goods & Services	12,900	11,835	13,337	9,248	(2,587)	-21.9%
6901 Membership Dues	3,300	3,300	3,089	3,000	(300)	-9.1%
6902 Conferences and Workshops	3,500	3,150	4,686	1,758	(1,392)	-44.2%
6903 Travel - Local	500	450	45	455	5	1.1%
6904 Travel - Out of Town	2,500	1,775	5,090	2,000	225	12.7%
6905 Training & Education	2,500	2,500	0	1,435	(1,065)	-42.6%
6917 Books and Periodicals	300	300	172	200	(100)	-33.3%
6918 Meals	0	0	(29)	200	200	
6938 Rewarding Excellence	0	0	149	200	200	
6999 Other Goods and Services	300	360	134	0	(360)	-100.0%
A351 Budget & Financial Analysis	609,600	790,437	840,536	1,039,852	249,415	31.6%
Expense	609,600	790,437	840,536	1,039,852	249,415	31.6%
					0	
Compensation and Benefits	583,200	771,100	817,206	1,023,840	252,740	32.8%
6001 Salaries - Regular	488,600	646,300	655,302	860,695	214,395	33.2%
6002 Salaries - Overtime	0	0	295	0	0	
6005 PDP Increases	0	0	(12,921)		0	
6100 Benefits - Salaries	84,200	112,100	108,102	146,741	34,641	30.9%
6110 Vacancy Management		0	54,201	0	0	
6152 Retirement Incentives	2,800	3,700	3,703	5,078	1,378	37.2%
6154 Workers' Compensation	7,600	9,000	8,524	11,326	2,326	25.8%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Office	8,300	4,400	3,612	4,220	(180)	-4.1%
6201 Telephone	2,650	2,650	2,786	2,470	(180)	-6.8%
6202 Courier/Postage	100	180	67	180	0	0.0%
6203 Office Furniture and Equipment	500	450	50	450	0	0.0%
6204 Computer Software and Licenses	350	400	200	400	0	0.0%
6205 Printing & Reproduction	2,800	180	(200)	180	0	0.0%
6207 Office Supplies	1,900	540	709	540	0	0.0%
					0	
External Services	0				0	
6301 Professional Fees	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6303 Consulting Fees	0				0	
6399 Contract Services	0				0	
Equipment & Communications		0	2,222		0	
6701 Equipment Purchase		0	100		0	
6703 Computer Equipment/Rentals		0	1,936		0	
6706 Computer Repair and Maintenance		0	186		0	
Vehicle Expense	0				0	
6802 Vehicle Repair and Maintenance	0				0	
					0	
Other Goods & Services	18,100	14,937	17,497	11,792	(3,145)	-21.1%
6901 Membership Dues	5,050	5,100	5,717	5,100	0	0.0%
6902 Conferences and Workshops	1,100	990	1,159	568	(422)	-42.6%
6903 Travel - Local	1,520	1,350	2,136	1,350	0	0.0%
6904 Travel - Out of Town	700	497	2,499	497	0	0.0%
6905 Training & Education	6,130	6,200	5,295	3,559	(2,641)	-42.6%
6911 Facilities Rental	400	400	0	400	0	0.0%
6912 Advertising and Promotion	2,800				0	
6917 Books and Periodicals	100	100	0	100	0	0.0%
6918 Meals	300	300	3	218	(82)	-27.3%
6933 Community Events		0	25		0	
6938 Rewarding Excellence	0	0	47		0	
6999 Other Goods and Services	0	0	616	0	0	
A810 Fiscal & Tax Policy	321,200	287,185	279,942	287,771	586	0.2%
Expense	321,200	287,185	279,942	287,771	586	0.2%
					0	
Compensation and Benefits	247,700	258,800	259,265	265,558	6,758	2.6%
6001 Salaries - Regular	209,600	219,600	210,878	225,248	5,648	2.6%
6002 Salaries - Overtime	0	0	131	0	0	
6005 PDP Increases	0	0	(3,976)		0	
6100 Benefits - Salaries	33,800	35,000	35,174	36,019	1,019	2.9%
6110 Vacancy Management		0	13,020	0	0	
6152 Retirement Incentives	1,100	1,200	1,240	1,234	34	2.8%
6154 Workers' Compensation	3,200	3,000	2,797	3,057	57	1.9%
6199 Comp & Benefits - Inter Dept, Exp/recv	0				0	
					0	
Office	6,700	3,300	2,394	3,978	678	20.5%
6201 Telephone	2,300	2,000	1,829	2,678	678	33.9%
6202 Courier/Postage	100	200	11	200	0	0.0%
6203 Office Furniture and Equipment	100	100	50	100	0	0.0%
6204 Computer Software and Licenses	300	300	0	300	0	0.0%
6205 Printing & Reproduction	3,100				0	
6207 Office Supplies	800	700	503	700	0	0.0%
					0	
External Services	11,800	8,900	3,754	8,000	(900)	-10.1%
6301 Professional Fees	5,400	4,500	0	4,000	(500)	-11.1%
6303 Consulting Fees	5,000	3,400	3,754	3,000	(400)	-11.8%
6399 Contract Services	1,400	1,000	0	1,000	0	0.0%
					0	
Materials	0				0	
6519 Welding Supplies	0				0	
					0	
Equipment & Communications	200	500	0	500	0	0.0%
6706 Computer Repair and Maintenance	200	500	0	500	0	0.0%
					0	
Other Goods & Services	54,800	15,685	14,529	9,735	(5,950)	-37.9%
6901 Membership Dues	1,600	2,500	3,023	2,900	400	16.0%
6902 Conferences and Workshops	500	500	995	287	(213)	-42.6%
6903 Travel - Local	100	700	281	700	0	0.0%
6904 Travel - Out of Town	1,500	1,800	1,580	1,800	0	0.0%
6905 Training & Education	3,100	2,500	203	1,435	(1,065)	-42.6%
6911 Facilities Rental	0	600	0	600	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6912 Advertising and Promotion	6,500				0	
6915 Research Data Acquisition	0	5,000	7,338	500	(4,500)	-90.0%
6917 Books and Periodicals	300	500	302	500	0	0.0%
6918 Meals	1,100	1,000	680	628	(372)	-37.2%
6938 Rewarding Excellence	0	0	123		0	
6999 Other Goods and Services	40,100	585	4	385	(200)	-34.2%
A380 Financial Services Division	1,767,250	26,659	(23,821)	2,934,096	2,907,437	10906.0%
A300 Financial Services Admin	(10)	(720)	0	(7,859)	(7,139)	991.5%
Expense	(10)	(720)	0	(7,859)	(7,139)	991.5%
					0	
Compensation and Benefits	108,000	117,600	0	119,227	1,627	1.4%
6001 Salaries - Regular	91,500	96,900	95,952	98,037	1,137	1.2%
6002 Salaries - Overtime	0	0	4,909	0	0	
6100 Benefits - Salaries	14,000	18,300	18,457	18,729	429	2.3%
6152 Retirement Incentives	700	500	514	520	20	4.0%
6154 Workers' Compensation	1,800	1,900	1,984	1,941	41	2.2%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(121,816)		0	
					0	
Other Fiscal	(116,500)	(126,100)	0	(127,086)	(986)	0.8%
8024 Transf to/fr Capital	(116,500)	(126,100)	0	(127,086)	(986)	0.8%
					0	
Office	7,700	6,980	0		(6,980)	-100.0%
6201 Telephone	500	500	0		(500)	-100.0%
6203 Office Furniture and Equipment	7,200	6,480	0		(6,480)	-100.0%
					0	
Other Goods & Services	790	800	0		(800)	-100.0%
6905 Training & Education	700	700	0		(700)	-100.0%
6938 Rewarding Excellence	90	100	0		(100)	-100.0%
A310 Revenue	(5,016,190)	(7,335,608)	(7,406,271)	(5,306,525)	2,029,083	-27.7%
Expense	3,329,110	3,467,350	3,521,993	3,621,475	154,125	4.4%
					0	
Compensation and Benefits	2,379,300	2,470,400	2,519,633	2,572,215	101,815	4.1%
6001 Salaries - Regular	1,931,500	2,004,500	1,986,645	2,091,934	87,434	4.4%
6002 Salaries - Overtime	10,200	10,700	12,563	6,260	(4,440)	-41.5%
6005 PDP Increases	0	0	(12,319)		0	
6100 Benefits - Salaries	380,600	400,700	403,355	417,971	17,271	4.3%
6110 Vacancy Management		0	75,486	0	0	
6152 Retirement Incentives	10,700	11,000	11,039	11,388	388	3.5%
6154 Workers' Compensation	45,000	42,200	42,664	43,362	1,162	2.8%
6155 Overtime Meals	775	800	87	800	0	0.0%
6156 Clothing Allowance	525	500	520	500	0	0.0%
6158 WCB Recoverable Earnings		0	(405)	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0			0	0	
9200 HR CATS Wage/Ben	0				0	
					0	
Interdepartmental	14,900	9,900	6,122	6,340	(3,560)	-36.0%
7001 Interdepartmental Equipment Charges	14,900	9,900	6,122	6,340	(3,560)	-36.0%
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0				0	
					0	
Office	219,715	153,615	160,067	150,147	(3,468)	-2.3%
6201 Telephone	97,000	97,000	82,992	95,812	(1,188)	-1.2%
6202 Courier/Postage	1,300	2,430	2,502	2,430	0	0.0%
6203 Office Furniture and Equipment	5,090	3,870	9,349	3,680	(190)	-4.9%
6204 Computer Software and Licenses	1,500	1,500	3,854	1,500	0	0.0%
6205 Printing & Reproduction	80,500	16,830	16,969	16,630	(200)	-1.2%
6207 Office Supplies	33,825	31,185	40,657	29,295	(1,890)	-6.1%
6299 Other Office Expenses	500	800	3,744	800	0	0.0%
					0	
External Services	592,900	706,950	737,441	805,217	98,267	13.9%
6301 Professional Fees	0	0	23,714	25,000	25,000	
6309 Litigation Disbursements		0	14		0	
6399 Contract Services	592,900	706,950	713,713	780,217	73,267	10.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Supplies	3,180	3,500	2,246	3,500	0	0.0%
6401 Uniforms & Clothing	3,000	3,000	1,872	3,000	0	0.0%
6402 Medical & First Aid Supplies		0	11		0	
6406 Bridge Tolls	180	500	362	500	0	0.0%
6409 Personal Protective Equipment	0				0	
					0	
Materials	56,450	55,000	20,772	30,000	(25,000)	-45.5%
6501 Asphalt			384		0	
6504 Hardware	56,450	55,000	20,388	30,000	(25,000)	-45.5%
6505 Lubricants	0				0	
6506 Lumber	0				0	
					0	
Equipment & Communications	34,800	37,300	50,848	32,700	(4,600)	-12.3%
6701 Equipment Purchase		0	14,980	0	0	
6705 Equipment - Repair and Maintenance	1,200	3,700	11,268	3,700	0	0.0%
6706 Computer Repair and Maintenance		0	469		0	
6711 Communication System	33,600	33,600	24,131	29,000	(4,600)	-13.7%
					0	
Vehicle Expense	0	0	50		0	
6802 Vehicle Repair and Maintenance	0				0	
6807 Vehicle Leases		0	0		0	
6899 Other Vehicle Expense		0	50		0	
					0	
Other Goods & Services	27,865	30,685	24,816	21,356	(9,329)	-30.4%
6901 Membership Dues	2,000	2,050	1,623	2,050	0	0.0%
6902 Conferences and Workshops	4,500	4,050	676	2,324	(1,726)	-42.6%
6903 Travel - Local	3,300	5,220	2,615	4,770	(450)	-8.6%
6904 Travel - Out of Town	0	1,065	2,078	1,065	0	0.0%
6905 Training & Education	9,635	15,200	14,695	9,725	(5,475)	-36.0%
6906 Licenses & Agreements				0	0	
6907 Commission Fees	500	0	6		0	
6912 Advertising and Promotion	5,200	0	0		0	
6918 Meals	200	300	243	218	(82)	-27.3%
6934 Refunds		0	20		0	
6937 Corporate Training	0				0	
6938 Rewarding Excellence	2,530	2,800	2,309	1,204	(1,596)	-57.0%
6999 Other Goods and Services	0	0	550	0	0	
Revenue	(8,345,300)	(10,802,958)	(10,929,423)	(8,928,000)	1,874,958	-17.4%
					0	
Tax Revenue		0	(1,159)		0	
4003 Business Occupancy Taxes		0	(1,159)		0	
					0	
Fee Revenues	(8,315,100)	(10,772,758)	(10,894,899)	(8,880,000)	1,892,758	-17.6%
4902 Fines Fees	(3,217,800)	(3,305,625)	(3,651,451)	(3,500,000)	(194,375)	5.9%
4909 False Alarm Ordinance	(151,700)	(125,000)	(121,564)	(125,000)	0	0.0%
4950 Other Licenses & Permits	0				0	
4951 By-Law F300 Revenue	(1,328,800)	(1,359,633)	(1,782,296)	(1,785,000)	(425,367)	31.3%
5205 Tax Certificates	(372,300)	(350,000)	(318,375)	(325,000)	25,000	-7.1%
5229 Tax Sale Administration Fees	(130,000)	(512,500)	(156,092)	(145,000)	367,500	-71.7%
5256 SOT Revenue	(3,114,500)	(5,120,000)	(4,865,121)	(3,000,000)	2,120,000	-41.4%
					0	
Other Revenue	(30,200)	(30,200)	(33,365)	(48,000)	(17,800)	58.9%
5503 Advertising Revenue		0	569		0	
5508 Recoveries from External Parties	(30,200)	(30,200)	(33,934)	(48,000)	(17,800)	58.9%
5600 Miscellaneous Revenue	0	0	0		0	
		0	1,159	0	0	
					0	
		0	1,159	0	0	
6709 Manholes and Manhole Equipment		0	1,159		0	
					0	
A320 Accounting	2,237,180	2,442,445	2,496,433	2,568,847	126,402	5.2%
Expense	2,237,180	2,457,445	2,519,603	2,583,847	126,402	5.1%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Compensation and Benefits	2,069,100	2,285,200	2,337,151	2,414,790	129,590	5.7%
6001 Salaries - Regular	1,679,500	1,863,600	1,764,951	1,932,938	69,338	3.7%
6002 Salaries - Overtime	20,800	21,200	92,884	57,000	35,800	168.9%
6005 PDP Increases	0	0	(24,262)		0	
6100 Benefits - Salaries	325,400	356,800	334,249	379,370	22,570	6.3%
6110 Vacancy Management		0	117,789	0	0	
6152 Retirement Incentives	9,200	9,800	9,154	10,723	923	9.4%
6154 Workers' Compensation	34,200	33,800	32,155	34,759	959	2.8%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	10,228		0	
9200 HR CATS Wage/Ben		0	2		0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Office	24,000	21,660	36,890	20,014	(1,646)	-7.6%
6201 Telephone	12,700	12,700	17,403	11,114	(1,586)	-12.5%
6202 Courier/Postage	500	450	422	400	(50)	-11.1%
6203 Office Furniture and Equipment	1,800	1,080	1,454	1,100	20	1.9%
6204 Computer Software and Licenses	2,000	500	3,222	500	0	0.0%
6205 Printing & Reproduction	0	0	2,200	0	0	
6207 Office Supplies	7,000	6,930	12,188	6,900	(30)	-0.4%
6299 Other Office Expenses				0	0	
					0	
External Services	120,000	128,000	129,669	133,100	5,100	4.0%
6301 Professional Fees	120,000	128,000	129,669	133,100	5,100	4.0%
6399 Contract Services	0				0	
					0	
Equipment & Communications	0	0	534		0	
6706 Computer Repair and Maintenance	0	0	534		0	
					0	
Other Goods & Services	24,080	22,585	15,359	15,943	(6,642)	-29.4%
6901 Membership Dues	3,300	3,300	1,557	3,900	600	18.2%
6902 Conferences and Workshops	2,000	1,800	0	1,000	(800)	-44.4%
6903 Travel - Local	1,900	1,710	1,881	1,800	90	5.3%
6904 Travel - Out of Town	2,500	1,775	2,032	1,800	25	1.4%
6905 Training & Education	12,000	12,100	7,665	6,900	(5,200)	-43.0%
6909 Cost of Sales		0	250	0	0	
6911 Facilities Rental	0				0	
6912 Advertising and Promotion	500				0	
6918 Meals	0	0	816		0	
6933 Community Events		0	1		0	
6938 Rewarding Excellence	1,880	1,900	184	543	(1,357)	-71.4%
6999 Other Goods and Services	0	0	975	0	0	
Revenue	0	(15,000)	(23,170)	(15,000)	0	0.0%
					0	
Other Revenue	0	(15,000)	(23,170)	(15,000)	0	0.0%
5508 Recoveries from External Parties	0	(15,000)	(23,170)	(15,000)	0	0.0%
A330 Procurement	3,291,270	3,616,542	3,611,676	4,328,735	712,193	19.7%
Expense	3,291,270	3,616,542	3,659,079	4,328,735	712,193	19.7%
					0	
Compensation and Benefits	3,123,800	3,443,950	3,657,621	4,086,787	642,837	18.7%
6001 Salaries - Regular	2,474,800	2,715,900	2,964,199	3,102,267	386,367	14.2%
6002 Salaries - Overtime	76,000	78,750	193,344	166,262	87,512	111.1%
6003 Wages - Regular	0				0	
6004 Wages - Overtime		0	0		0	
6005 PDP Increases	0	0	(17,388)		0	
6051 Shift Agreements	2,200	2,200	2,469	2,200	0	0.0%
6099 Other Allowances	20,600	20,600	690	50,600	30,000	145.6%
6100 Benefits - Salaries	475,800	549,100	585,800	632,352	83,252	15.2%
6101 Benefits - Wages	0				0	
6110 Vacancy Management		0	90,510	0	0	
6152 Retirement Incentives	14,100	16,200	16,752	19,069	2,869	17.7%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6154 Workers' Compensation	71,500	72,500	85,843	93,137	20,637	28.5%
6155 Overtime Meals	3,000	3,000	4,308	3,000	0	0.0%
6156 Clothing Allowance	1,800	1,800	2,470	1,800	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/revoc	0	0	(261,994)		0	
9200 HR CATS Wage/Ben	0	0	2,049		0	
9210 HR CATS OT Wage/Ben	(13,000)	(13,100)	(11,036)	13,100	26,200	-200.0%
9230 HR CATS OT Meals	(3,000)	(3,000)	(395)	3,000	6,000	-200.0%
					0	
Interdepartmental	8,400	8,800	(137,244)	6,186	(2,614)	-29.7%
7001 Interdepartmental Equipment Charges	8,400	8,800	7,334	6,186	(2,614)	-29.7%
7099 Interdepartmental Chargebacks	0	0	(144,650)		0	
9911 PM Labour-Reg	0	0	72	0	0	
					0	
Other Fiscal		0	(72,166)		0	
8008 Transfer to/from Reserves		0	(72,166)		0	
					0	
Office	58,600	55,315	99,610	71,300	15,985	28.9%
6201 Telephone	26,800	26,800	27,756	29,185	2,385	8.9%
6202 Courier/Postage	4,000	3,510	20,147	3,510	0	0.0%
6203 Office Furniture and Equipment	9,400	8,280	18,796	13,210	4,930	59.5%
6204 Computer Software and Licenses	500	500	100	500	0	0.0%
6205 Printing & Reproduction	200	180	238	180	0	0.0%
6207 Office Supplies	17,300	15,885	31,850	24,555	8,670	54.6%
6299 Other Office Expenses	400	160	723	160	0	0.0%
					0	
External Services	6,600	5,600	10,272	9,929	4,329	77.3%
6301 Professional Fees	600	600	72	600	0	0.0%
6303 Consulting Fees		0	155		0	
6308 Snow Removal	0				0	
6310 Outside Personnel	2,000	2,000	0	2,000	0	0.0%
6311 Security		0	10,867	0	0	
6399 Contract Services	4,000	3,000	(822)	7,329	4,329	144.3%
					0	
Supplies	10,800	10,850	17,904	25,970	15,120	139.4%
6401 Uniforms & Clothing	8,500	8,600	13,341	20,500	11,900	138.4%
6402 Medical & First Aid Supplies	0	0	33		0	
6403 Patrol Equip Supplies		0	0		0	
6404 Recreation Programming Supplies		0	(0)		0	
6406 Bridge Tolls	200	200	145	0	(200)	-100.0%
6407 Cleaning/Sanitary Supplies	400	400	1,911	400	0	0.0%
6409 Personal Protective Equipment	1,200	1,200	1,913	5,070	3,870	322.5%
6499 Other Supplies	500	450	562	0	(450)	-100.0%
					0	
Materials	3,000	3,000	3,627	4,700	1,700	56.7%
6502 Chemicals	0				0	
6504 Hardware	1,000	1,000	277	1,200	200	20.0%
6506 Lumber	0	0	247		0	
6517 Paint		0	33		0	
6599 Other Materials	2,000	2,000	3,070	3,500	1,500	75.0%
					0	
Building Costs	1,500	1,500	946	1,500	0	0.0%
6602 Electrical	0	0	138		0	
6608 Water		0	8		0	
6699 Other Building Cost	1,500	1,500	799	1,500	0	0.0%
					0	
Equipment & Communications	44,100	43,800	44,900	88,250	44,450	101.5%
6701 Equipment Purchase	10,000	10,000	3,491	42,350	32,350	323.5%
6702 Small Tools	2,000	2,000	390	2,000	0	0.0%
6703 Computer Equipment/Rentals	4,300	4,300	4,419	4,300	0	0.0%
6704 Equipment Rental	0	0	(145)		0	
6705 Equipment - Repair and Maintenance	27,300	27,000	35,691	34,100	7,100	26.3%
6706 Computer Repair and Maintenance	100	100	574	5,100	5,000	5000.0%
6711 Communication System	400	400	480	400	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Vehicle Expense	0	0	2,543	3,000	3,000	
6802 Vehicle Repair and Maintenance	0	0	2,312	3,000	3,000	
6804 Vehicle Fuel - Gasoline	0	0	22	0	0	
6807 Vehicle Leases		0	0		0	
6899 Other Vehicle Expense	0	0	209		0	
					0	
Other Goods & Services	34,470	43,727	31,067	31,113	(12,614)	-28.8%
6901 Membership Dues	2,600	2,600	3,062	2,600	0	0.0%
6902 Conferences and Workshops	3,200	2,880	579	1,653	(1,227)	-42.6%
6903 Travel - Local	9,900	8,910	11,281	12,990	4,080	45.8%
6904 Travel - Out of Town	2,200	1,562	3,126	1,562	0	0.0%
6905 Training & Education	9,900	9,900	4,498	8,814	(1,086)	-11.0%
6906 Licenses & Agreements	0			0	0	
6908 Medical Examinations		0	70		0	
6909 Cost of Sales	0	0	500	0	0	
6912 Advertising and Promotion	500	450	1,361	289	(161)	-35.8%
6913 Awards		0	23		0	
6917 Books and Periodicals	1,100	1,100	841	1,100	0	0.0%
6918 Meals	1,000	1,000	633	728	(272)	-27.2%
6938 Rewarding Excellence	1,970	2,050	1,981	1,377	(673)	-32.8%
6999 Other Goods and Services	2,100	13,275	3,111	0	(13,275)	-100.0%
Revenue	0	0	(47,402)	0	0	
					0	
Other Revenue	0	0	(47,402)	0	0	
5508 Recoveries from External Parties	0	0	(14,719)	0	0	
5600 Miscellaneous Revenue		0	(32,683)		0	
				0	0	
				0	0	
A675 Payroll Operations	1,255,000	1,304,000	1,274,340	1,350,898	46,898	3.6%
Expense	1,262,800	1,311,800	1,292,742	1,358,698	46,898	3.6%
					0	
Compensation and Benefits	1,208,600	1,264,200	1,247,717	1,317,655	53,455	4.2%
6001 Salaries - Regular	961,300	1,008,900	998,500	1,061,316	52,416	5.2%
6002 Salaries - Overtime	30,000	30,700	23,486	17,778	(12,922)	-42.1%
6005 PDP Increases	0	0	(7,971)		0	
6100 Benefits - Salaries	189,200	197,200	191,156	209,065	11,865	6.0%
6110 Vacancy Management		0	12,931	0	0	
6152 Retirement Incentives	5,200	5,500	5,370	5,814	314	5.7%
6153 Severance		0	1,562		0	
6154 Workers' Compensation	22,400	21,400	22,538	23,182	1,782	8.3%
6155 Overtime Meals	500	500	20	500	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	124		0	
					0	
Interdepartmental	0	0	36		0	
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0	0	36		0	
					0	
Office	31,200	25,300	37,151	24,789	(511)	-2.0%
6201 Telephone	7,300	7,300	7,620	6,989	(311)	-4.3%
6202 Courier/Postage	4,200	4,500	4,949	4,500	0	0.0%
6203 Office Furniture and Equipment	4,600	4,050	4,581	4,000	(50)	-1.2%
6205 Printing & Reproduction	5,000	180	667	0	(180)	-100.0%
6207 Office Supplies	10,100	9,270	19,334	9,300	30	0.3%
					0	
External Services	200	200	732	300	100	50.0%
6399 Contract Services	200	200	732	300	100	50.0%
					0	
Equipment & Communications	0	0	22	0	0	
6702 Small Tools		0	22		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6705 Equipment - Repair and Maintenance	0				0	
6706 Computer Repair and Maintenance				0	0	
					0	
Other Goods & Services	22,800	22,100	7,084	15,954	(6,146)	-27.8%
6901 Membership Dues	1,000	1,000	0	1,000	0	0.0%
6902 Conferences and Workshops	2,300	2,070	0	1,118	(952)	-46.0%
6903 Travel - Local	5,700	5,130	1,209	5,100	(30)	-0.6%
6904 Travel - Out of Town	0	0	1,414		0	
6905 Training & Education	10,500	10,600	1,560	6,085	(4,515)	-42.6%
6913 Awards	3,300	3,300	1,446	2,651	(649)	-19.7%
6918 Meals	0	0	820		0	
6938 Rewarding Excellence	0		91	0	0	
6999 Other Goods and Services	0	0	544	0	0	
Revenue	(7,800)	(7,800)	(18,402)	(7,800)	0	0.0%
					0	
Other Revenue	(7,800)	(7,800)	(18,402)	(7,800)	0	0.0%
5508 Recoveries from External Parties	(7,800)	(7,800)	(18,402)	(7,800)	0	0.0%
A390 PS TCA Project	188,300	172,650	86,481	0	(172,650)	-100.0%
A390 PS TCA Project	188,300	172,650	86,481	0	(172,650)	-100.0%
Expense	188,300	172,650	86,481	0	(172,650)	-100.0%
					0	
Compensation and Benefits	159,200	155,300	71,934		(155,300)	-100.0%
6001 Salaries - Regular	132,900	134,900	66,284		(134,900)	-100.0%
6002 Salaries - Overtime	0				0	
6005 PDP Increases	0	0	(4,719)		0	
6100 Benefits - Salaries	23,300	17,900	9,014		(17,900)	-100.0%
6152 Retirement Incentives	800	500	304		(500)	-100.0%
6154 Workers' Compensation	2,200	2,000	1,052		(2,000)	-100.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Office	4,600	4,950	2,469	0	(4,950)	-100.0%
6201 Telephone	2,000	2,000	2,210	0	(2,000)	-100.0%
6203 Office Furniture and Equipment	600	2,500	0		(2,500)	-100.0%
6207 Office Supplies	2,000	450	145		(450)	-100.0%
6299 Other Office Expenses	0	0	114		0	
					0	
Equipment & Communications	3,500	1,700	0		(1,700)	-100.0%
6703 Computer Equipment/Rentals	3,500	1,700	0		(1,700)	-100.0%
					0	
Other Goods & Services	21,000	10,700	12,078		(10,700)	-100.0%
6902 Conferences and Workshops	1,500	1,350	0		(1,350)	-100.0%
6903 Travel - Local	2,000	800	0		(800)	-100.0%
6905 Training & Education	1,500	1,250	0		(1,250)	-100.0%
6911 Facilities Rental	11,000	6,100	11,702		(6,100)	-100.0%
6917 Books and Periodicals	0				0	
6918 Meals	1,000	200	0		(200)	-100.0%
6938 Rewarding Excellence		0	361		0	
6999 Other Goods and Services	4,000	1,000	16		(1,000)	-100.0%
Revenue	0				0	
					0	
Other Revenue	0				0	
5508 Recoveries from External Parties	0				0	
Fire & Emergency Services	54,247,800	55,550,216	55,443,495	58,191,091	2,640,875	4.8%
FIOP Operations	42,108,900	43,244,560	43,073,435	45,678,949	2,434,389	5.6%
FIOP Operations	42,108,900	43,244,560	43,073,435	45,678,949	2,434,389	5.6%
Expense	42,203,400	43,598,060	43,409,023	46,032,449	2,434,389	5.6%
					0	
Compensation and Benefits	37,624,400	39,511,900	39,598,315	42,271,400	2,759,500	7.0%
6001 Salaries - Regular	30,274,000	31,636,000	30,282,965	32,403,900	767,900	2.4%
6002 Salaries - Overtime	206,700	217,700	1,358,167	1,622,700	1,405,000	645.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6003 Wages - Regular	0	0	2		0	
6099 Other Allowances	160,000	60,000	0	60,000	0	0.0%
6100 Benefits - Salaries	5,237,500	5,426,000	5,428,837	5,585,500	159,500	2.9%
6101 Benefits - Wages	0	0	44		0	
6110 Vacancy Management		0	349,343	0	0	
6150 Honorariums	904,300	1,304,300	1,262,016	1,704,300	400,000	30.7%
6151 Vehicle Allowance	0	0	3,108	0	0	
6152 Retirement Incentives	227,100	237,300	237,385	255,900	18,600	7.8%
6154 Workers' Compensation	531,200	547,000	544,024	555,500	8,500	1.6%
6156 Clothing Allowance	83,600	83,600	82,800	83,600	0	0.0%
6158 WCB Recoverable Earnings		0	0		0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	34,195	0	0	
9210 HR CATS OT Wage/Ben	0	0	15,430	0	0	
					0	
Interdepartmental	(2,000)	(2,000)	6,863	(2,000)	0	0.0%
7004 Other Interdepartmental charges (Rev)	(2,000)	(2,000)	0	(2,000)	0	0.0%
7099 Interdepartmental Chargebacks	0	0	1,785		0	
9910 PM Shop Expenses	0	0	200		0	
9911 PM Labour-Reg	0	0	4,878	0	0	
9971 Labour Chargeback RPS	0				0	
					0	
Debt Service	800,900	815,160	813,590	816,800	1,640	0.2%
8011 Interest on Debentures	188,100	181,960	180,370	176,700	(5,260)	-2.9%
8012 Principal on Debentures	612,800	633,200	633,220	640,100	6,900	1.1%
					0	
Other Fiscal	250,000	250,000	250,000	250,000	0	0.0%
8002 Insurance Claims				0	0	
8008 Transfer to/from Reserves	250,000	250,000	250,000	250,000	0	0.0%
					0	
Office	0	0	25,798	0	0	
6201 Telephone	0	0	63		0	
6202 Courier/Postage	0	0	2,155	0	0	
6203 Office Furniture and Equipment	0	0	13,067	0	0	
6204 Computer Software and Licenses	0	0	459	0	0	
6205 Printing & Reproduction	0	0	1,461	0	0	
6207 Office Supplies	0	0	8,578	0	0	
6299 Other Office Expenses	0	0	16		0	
					0	
External Services	235,900	185,900	64,363	108,400	(77,500)	-41.7%
6304 Janitorial Services	0				0	
6308 Snow Removal	100,000	50,000	6,678	50,000	0	0.0%
6309 Litigation Disbursements	0				0	
6311 Security	5,000	5,000	182	5,000	0	0.0%
6312 Refuse Collection	0	0	4,050	0	0	
6399 Contract Services	130,900	130,900	53,453	53,400	(77,500)	-59.2%
					0	
Supplies	220,800	220,800	128,356	220,800	0	0.0%
6401 Uniforms & Clothing	177,400	177,400	85,831	177,400	0	0.0%
6402 Medical & First Aid Supplies	16,800	16,800	969	16,800	0	0.0%
6404 Recreation Programming Supplies	0	0	224		0	
6405 Photography Supplies & Equipment		0	109		0	
6407 Cleaning/Sanitary Supplies	26,600	26,600	40,027	26,600	0	0.0%
6409 Personal Protective Equipment		0	158		0	
6499 Other Supplies	0	0	1,039	0	0	
					0	
Materials	0	0	9,652	0	0	
6502 Chemicals	0	0	2,515		0	
6504 Hardware	0	0	1,528		0	
6505 Lubricants	0	0	40		0	
6506 Lumber	0			0	0	
6507 Propane	0	0	5,359	0	0	
6517 Paint	0	0	210		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6599 Other Materials	0				0	
					0	
Building Costs	1,268,300	1,121,600	933,199	1,038,900	(82,700)	-7.4%
6602 Electrical	0	0	3,715	0	0	
6603 Grounds and Landscaping	0				0	
6606 Heating Fuel	281,000	214,300	221,347	231,900	17,600	8.2%
6607 Electricity	180,000	180,000	214,923	180,000	0	0.0%
6608 Water	18,500	18,500	19,933	18,500	0	0.0%
6609 Elevator & Escalator	0	0	5,297		0	
6610 Building - Exterior	0	0	2,215		0	
6611 Building - Interior	150,500	70,500	10,098	70,500	0	0.0%
6612 Safety Systems	0	0	99	0	0	
6613 Overhead Doors	0	0	2,738	0	0	
6616 Natural Gas-Buildings	0	0	4,266	0	0	
6699 Other Building Cost	638,300	638,300	448,567	538,000	(100,300)	-15.7%
					0	
Equipment & Communications	1,254,100	977,700	1,067,123	1,007,700	30,000	3.1%
6701 Equipment Purchase	1,151,100	874,700	941,256	889,700	15,000	1.7%
6702 Small Tools	18,000	18,000	23,978	33,000	15,000	83.3%
6703 Computer Equipment/Rentals	0	0	1,973	0	0	
6704 Equipment Rental	0	0	1,673	0	0	
6705 Equipment - Repair and Maintenance	55,000	55,000	81,116	55,000	0	0.0%
6706 Computer Repair and Maintenance	0	0	1,612		0	
6707 Plumbing & Heating	15,000	15,000	9,836	15,000	0	0.0%
6708 Mechanical Equipment	15,000	15,000	4,259	15,000	0	0.0%
6711 Communication System	0	0	1,420		0	
					0	
Vehicle Expense	161,500	127,500	142,191	0	(127,500)	-100.0%
6802 Vehicle Repair and Maintenance	0	0	677	0	0	
6803 Vehicle Fuel - Diesel	108,000	83,500	68,664		(83,500)	-100.0%
6804 Vehicle Fuel - Gasoline	53,500	44,000	72,014		(44,000)	-100.0%
6806 Long Term Fleet Rentals		0	836		0	
6899 Other Vehicle Expense	0				0	
					0	
Other Goods & Services	389,500	389,500	369,572	320,449	(69,051)	-17.7%
6901 Membership Dues		0	3,530	5,000	5,000	
6902 Conferences and Workshops		0	4		0	
6903 Travel - Local	0	0	784	0	0	
6904 Travel - Out of Town	0	0	10,764	0	0	
6905 Training & Education	302,100	302,100	182,232	200,859	(101,241)	-33.5%
6906 Licenses & Agreements	82,400	82,400	56,354	46,400	(36,000)	-43.7%
6907 Commission Fees	0				0	
6908 Medical Examinations	0	0	4,954	5,000	5,000	
6910 Signage	0	0	829		0	
6911 Facilities Rental	5,000	5,000	5,551	5,000	0	0.0%
6912 Advertising and Promotion	0	0	395		0	
6913 Awards	0	0	224	0	0	
6914 Recruiting	0	0	834		0	
6915 Research Data Acquisition	0			0	0	
6916 Public Education	0	0	166		0	
6917 Books and Periodicals	0	0	37,331	30,000	30,000	
6918 Meals	0	0	37,926	18,190	18,190	
6919 Special Projects	0				0	
6929 Visa Purchases	0	0	3,365		0	
6933 Community Events	0				0	
6943 Health and Wellness Initiatives	0				0	
6999 Other Goods and Services	0	0	24,330	10,000	10,000	
Revenue	(94,500)	(353,500)	(335,588)	(353,500)	0	0.0%
					0	
Fee Revenues	(70,000)	(70,000)	(82,411)	(70,000)	0	0.0%
4909 False Alarm Ordinance	(70,000)	(70,000)	(61,265)	(70,000)	0	0.0%
5102 Facilities Rentals	0	0	(21,146)	0	0	
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Other Revenue	(24,500)	(283,500)	(253,177)	(283,500)	0	0.0%
5508 Recoveries from External Parties	0	(259,000)	(253,177)	(259,000)	0	0.0%
5600 Miscellaneous Revenue	(24,500)	(24,500)	0	(24,500)	0	0.0%
	0			0	0	
	0			0	0	
6808 Natural Gas-Vehicles	0			0	0	
FIOS Operations Support	12,138,900	12,305,656	12,370,060	12,512,142	206,486	1.7%
FIOS Operations Support	12,138,900	12,305,656	12,370,060	12,512,142	206,486	1.7%
Expense	12,588,900	12,605,656	12,469,581	12,812,142	206,486	1.6%
					0	
Compensation and Benefits	6,968,500	7,398,000	7,714,469	7,603,100	205,100	2.8%
6001 Salaries - Regular	5,868,700	6,229,400	6,413,594	6,361,500	132,100	2.1%
6002 Salaries - Overtime	36,000	36,000	127,703	88,700	52,700	146.4%
6005 PDP Increases	0	0	(107,070)	0	0	
6099 Other Allowances	20,000	20,000	0	20,000	0	0.0%
6100 Benefits - Salaries	920,500	987,100	974,260	1,003,700	16,600	1.7%
6110 Vacancy Management		0	207,627	0	0	
6150 Honorariums	0	0	242		0	
6151 Vehicle Allowance	0				0	
6152 Retirement Incentives	37,100	39,300	39,870	41,400	2,100	5.3%
6153 Severance		0	15,649		0	
6154 Workers' Compensation	81,600	81,600	82,909	83,200	1,600	2.0%
6156 Clothing Allowance	4,600	4,600	5,000	4,600	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(30,822)	0	0	
9210 HR CATS OT Wage/Ben	0	0	(14,494)	0	0	
					0	
Interdepartmental	2,738,500	2,703,431	2,633,494	2,886,700	183,269	6.8%
7001 Interdepartmental Equipment Charges	2,245,100	2,210,031	2,142,150	2,393,300	183,269	8.3%
7005 Interdepartmental Expenditures	493,400	493,400	493,400	493,400	0	0.0%
7099 Interdepartmental Chargebacks	0	0	(2,308)		0	
9911 PM Labour-Reg	0	0	252	0	0	
					0	
Other Fiscal	126,000	101,000	43,004	83,500	(17,500)	-17.3%
8003 Insurance Policies and Premiums	60,000	60,000	2,875	0	(60,000)	-100.0%
8004 Grants	31,000	31,000	30,129	48,500	17,500	56.5%
8008 Transfer to/from Reserves	35,000	10,000	10,000	35,000	25,000	250.0%
8024 Transf to/fr Capital		0	0		0	
					0	
Office	330,500	321,280	440,989	314,400	(6,880)	-2.1%
6201 Telephone	72,900	105,300	218,027	98,300	(7,000)	-6.6%
6202 Courier/Postage	15,000	11,250	12,973	11,300	50	0.4%
6203 Office Furniture and Equipment	121,900	108,900	98,360	108,900	0	0.0%
6204 Computer Software and Licenses	10,500	6,100	5,430	6,100	0	0.0%
6205 Printing & Reproduction	10,000	1,800	7,015	1,800	0	0.0%
6207 Office Supplies	100,200	87,930	99,106	88,000	70	0.1%
6299 Other Office Expenses	0	0	78		0	
					0	
External Services	70,000	123,000	167,270	183,000	60,000	48.8%
6301 Professional Fees	5,000	5,000	81,797	65,000	60,000	1200.0%
6302 Legal Fees	25,000	25,000	3,368	25,000	0	0.0%
6303 Consulting Fees		0	3,135		0	
6304 Janitorial Services	0				0	
6308 Snow Removal	0	0	8,374		0	
6309 Litigation Disbursements	0				0	
6311 Security	4,800	4,800	17,950	4,800	0	0.0%
6312 Refuse Collection	0	0	0		0	
6399 Contract Services	35,200	88,200	52,646	88,200	0	0.0%
					0	
Supplies	620,400	612,350	481,116	462,400	(149,950)	-24.5%
6401 Uniforms & Clothing	492,900	492,900	378,421	342,900	(150,000)	-30.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6402 Medical & First Aid Supplies	0				0	
6403 Patrol Equip Supplies	0				0	
6404 Recreation Programming Supplies			32		0	
6405 Photography Supplies & Equipment	4,000	3,600	6,265	3,600	0	0.0%
6407 Cleaning/Sanitary Supplies	47,000	47,000	91,707	47,000	0	0.0%
6409 Personal Protective Equipment	0	0	112	0	0	
6499 Other Supplies	76,500	68,850	4,579	68,900	50	0.1%
					0	
Materials	0	0	1,787	0	0	
6504 Hardware	0	0	54		0	
6505 Lubricants	0				0	
6506 Lumber	0	0	276		0	
6511 Salt		0	95		0	
6517 Paint	0	0	1,362	0	0	
6599 Other Materials	0				0	
					0	
Building Costs	0	0	9,492	0	0	
6602 Electrical	0			0	0	
6603 Grounds and Landscaping	0				0	
6607 Electricity	0	0	973	0	0	
6608 Water	0	0	4,999	0	0	
6611 Building - Interior	0	0	69		0	
6612 Safety Systems		0	130		0	
6613 Overhead Doors	0				0	
6614 Environmental Assessment/Clean-up	0				0	
6699 Other Building Cost	0	0	3,321	0	0	
					0	
Equipment & Communications	892,300	688,600	311,970	643,600	(45,000)	-6.5%
6701 Equipment Purchase	705,000	505,000	91,687	460,000	(45,000)	-8.9%
6702 Small Tools	16,600	16,600	12,296	16,600	0	0.0%
6703 Computer Equipment/Rentals	10,000	6,500	11,365	6,500	0	0.0%
6704 Equipment Rental		0	32		0	
6705 Equipment - Repair and Maintenance	92,000	91,800	103,316	91,800	0	0.0%
6706 Computer Repair and Maintenance	3,700	3,700	2,122	3,700	0	0.0%
6707 Plumbing & Heating	0	0	17		0	
6708 Mechanical Equipment	0	0	5,478		0	
6711 Communication System	65,000	65,000	85,657	65,000	0	0.0%
					0	
Vehicle Expense	0	0	3,446	0	0	
6802 Vehicle Repair and Maintenance	0	0	2,262		0	
6803 Vehicle Fuel - Diesel	0				0	
6804 Vehicle Fuel - Gasoline	0	0	871		0	
6899 Other Vehicle Expense	0	0	313	0	0	
					0	
Other Goods & Services	842,700	657,995	662,544	635,442	(22,553)	-3.4%
6901 Membership Dues	7,200	7,200	16,181	7,200	0	0.0%
6902 Conferences and Workshops	0	0	580	0	0	
6903 Travel - Local	42,000	37,800	38,964	37,800	0	0.0%
6904 Travel - Out of Town	169,500	64,345	90,705	64,400	55	0.1%
6905 Training & Education	93,700	63,700	91,214	36,570	(27,130)	-42.6%
6906 Licenses & Agreements	5,300	5,300	38	5,300	0	0.0%
6907 Commission Fees		0	55		0	
6908 Medical Examinations	40,000	40,000	3,951	40,000	0	0.0%
6910 Signage	0	0	242	0	0	
6911 Facilities Rental	5,000	5,000	58,872	65,000	60,000	1200.0%
6912 Advertising and Promotion	20,000	18,000	20,203	11,550	(6,450)	-35.8%
6913 Awards	100,000	60,000	52,066	48,204	(11,796)	-19.7%
6914 Recruiting	25,000	25,000	5,514	65,000	40,000	160.0%
6915 Research Data Acquisition	40,500	26,500	2,910	2,650	(23,850)	-90.0%
6916 Public Education	25,000	25,000	57,457	25,000	0	0.0%
6917 Books and Periodicals	12,000	12,000	17,247	12,000	0	0.0%
6918 Meals	30,000	30,000	13,435	21,828	(8,172)	-27.2%
6919 Special Projects	0	0	2,606	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6928 Committee Expenses	10,000	10,000	25	7,500	(2,500)	-25.0%
6929 Visa Purchases		0	721		0	
6933 Community Events	10,200	10,200	8,476	10,200	0	0.0%
6938 Rewarding Excellence		40,000	17,034	17,200	(22,800)	-57.0%
6940 Fencing			323		0	
6943 Health and Wellness Initiatives	113,800	113,800	101,670	93,840	(19,960)	-17.5%
6999 Other Goods and Services	93,500	64,150	62,057	64,200	50	0.1%
Revenue	(450,000)	(300,000)	(99,521)	(300,000)	0	0.0%
					0	
Fee Revenues	0	0	(6,888)	0	0	
5102 Facilities Rentals	0	0	(6,888)	0	0	
					0	
Other Revenue	(450,000)	(300,000)	(92,634)	(300,000)	0	0.0%
5508 Recoveries from External Parties	(450,000)	(300,000)	(86,139)	(300,000)	0	0.0%
5600 Miscellaneous Revenue	0	0	(6,495)	0	0	
				0	0	
				0	0	
				0	0	
Fiscal Services	(323,190,288)	(325,631,395)	(339,714,475)	(353,489,842)	(27,858,447)	8.6%
M100 Debt Servicing	36,025,762	33,606,416	33,519,001	35,371,000	1,764,584	5.3%
M100 Debt Servicing	36,025,762	33,606,416	33,519,001	35,371,000	1,764,584	5.3%
Expense	41,444,761	38,494,539	49,818,416	40,214,086	1,719,547	4.5%
					0	
Interdepartmental		88,017	0		(88,017)	-100.0%
7002 Other Interdepartmental Charges		88,017	0		(88,017)	-100.0%
					0	
Debt Service	39,444,188	36,723,525	47,928,484	38,455,000	1,731,475	4.7%
8010 Other Interest	318,000	0	13,653		0	
8011 Interest on Debentures	9,956,126	8,398,351	13,158,681	8,245,000	(153,351)	-1.8%
8012 Principal on Debentures	29,170,062	28,325,174	34,756,150	30,210,000	1,884,826	6.7%
					0	
Other Fiscal	2,000,573	1,682,997	1,889,933	1,759,086	76,089	4.5%
8001 Transfer to Outside Agencies			966,250	0	0	
8015 Debenture Discount	372,073	280,288	318,474	340,000	59,712	21.3%
8017 Bank Charges	302,000	302,000	360,006	330,000	28,000	9.3%
8024 Transf to/fr Capital	1,326,500	1,100,709	52,922	1,089,086	(11,623)	-1.1%
9000 Prior Year Surplus/Deficit			192,280		0	
					0	
External Services		0	0		0	
6399 Contract Services		0	0		0	
Revenue	(5,418,999)	(4,888,123)	(16,299,416)	(4,843,086)	45,037	-0.9%
					0	
Tax Revenue	(2,454,892)	(2,363,891)	(2,427,585)	(2,737,000)	(373,109)	15.8%
4101 Capital Charges	(2,454,892)	(2,363,891)	(2,427,585)	(2,737,000)	(373,109)	15.8%
					0	
Area Rate Revenue	(1,326,500)	(1,188,726)	(1,115,665)	(1,089,086)	99,640	-8.4%
4201 Area Rate LIC Residential	(940,000)	(933,796)	(869,639)	(784,892)	148,904	-15.9%
4202 Area Rate LIC Commercial	(386,500)	(254,930)	(246,026)	(304,194)	(49,264)	19.3%
					0	
Interest Revenue	0				0	
4802 Interest Revenue - Investments	0				0	
					0	
Fee Revenues		0	0		0	
5202 Charter Revenue		0	0		0	
					0	
Other Revenue	(1,637,607)	(1,335,506)	(12,756,166)	(1,017,000)	318,506	-23.8%
5507 Overages and Shortages		0	125		0	
5508 Recoveries from External Parties	(1,637,607)	(1,335,506)	(12,756,321)	(1,017,000)	318,506	-23.8%
5600 Miscellaneous Revenue	0		31		0	
M200 Transfers To Outside Agencies	5,557,000	9,777,000	10,538,454	10,093,000	316,000	3.2%
M200 Transfers To Outside Agencies	5,557,000	9,777,000	10,538,454	10,093,000	316,000	3.2%
Expense	138,837,900	140,602,839	141,950,036	141,898,303	1,295,464	0.9%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Other Fiscal	138,837,900	140,602,839	141,950,036	141,898,303	1,295,464	0.9%
8001 Transfer to Outside Agencies	133,618,600	130,801,196	130,791,610	132,988,600	2,187,404	1.7%
8009 Fire Protection	9,802,500	9,442,000	10,013,700	9,694,000	252,000	2.7%
9000 Prior Year Surplus/Deficit	(4,583,200)	359,643	1,144,726	(784,297)	(1,143,940)	-318.1%
Revenue	(133,280,900)	(130,825,839)	(131,411,583)	(131,805,303)	(979,464)	0.7%
					0	
Area Rate Revenue	(133,280,900)	(130,825,839)	(131,411,583)	(131,805,303)	(979,464)	0.7%
4200 Area Rate Revenue	(133,280,900)	(130,825,839)	(131,411,583)	(131,805,303)	(979,464)	0.7%
M300 Other Fiscal Services	19,236,150	14,280,125	8,040,705	10,570,408	(3,709,717)	-26.0%
M300 Other Fiscal Services	19,236,150	14,280,125	8,040,705	10,570,408	(3,709,717)	-26.0%
Expense	19,671,150	14,690,590	8,541,679	11,070,408	(3,620,182)	-24.6%
					0	
Compensation and Benefits	6,465,400	1,707,141	(432,092)	1,150,578	(556,563)	-32.6%
6001 Salaries - Regular	4,245,270	3,072,141	1,243,760	3,267,578	195,437	6.4%
6002 Salaries - Overtime	0	0	527	0	0	
6005 PDP Increases	0	0	1,154,379		0	
6099 Other Allowances				200,000	200,000	
6100 Benefits - Salaries	0	0	222,732	0	0	
6110 Vacancy Management		(3,500,000)	(7,241,766)	(4,500,000)	(1,000,000)	28.6%
6152 Retirement Incentives	2,220,130	2,135,000	2,835,415	2,183,000	48,000	2.2%
6154 Workers' Compensation	0	0	78	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	1,352,783	0	0	
9200 HR CATS Wage/Ben	0				0	
					0	
Interdepartmental	87,700	87,700	87,700	288,000	200,300	228.4%
7006 Interdepartmental Revenues	87,700	87,700	87,700	88,000	300	0.3%
7099 Interdepartmental Chargebacks	0			200,000	200,000	
					0	
Debt Service	0	0	0		0	
8010 Other Interest	0	0	0		0	
8011 Interest on Debentures		0	0		0	
					0	
Other Fiscal	12,496,900	9,675,700	9,661,558	9,408,000	(267,700)	-2.8%
8001 Transfer to Outside Agencies	3,797,000	721,800	586,636	103,000	(618,800)	-85.7%
8004 Grants	1,572,700	572,700	490,848	573,000	300	0.1%
8005 Tax Exemptions	1,511,400	1,486,400	1,271,220	1,487,000	600	0.0%
8006 Tax Concessions - Non Profit	2,382,700	2,726,700	2,667,063	2,977,000	250,300	9.2%
8007 Tax Concessions - Commercial	133,100	668,100	190,107	768,000	99,900	15.0%
8008 Transfer to/from Reserves	0				0	
8016 Provision for Allowance	3,100,000	3,500,000	4,620,685	3,500,000	0	0.0%
8024 Transf to/fr Capital	0	0	0		0	
9000 Prior Year Surplus/Deficit	0	0	(165,000)		0	
					0	
Office	0	0	65,615	0	0	
6203 Office Furniture and Equipment	0				0	
6299 Other Office Expenses	0	0	65,615	0	0	
					0	
External Services	34,550	34,550	51,059	35,000	450	1.3%
6303 Consulting Fees				0	0	
6399 Contract Services	34,550	34,550	51,059	35,000	450	1.3%
					0	
Building Costs	0	0	232	0	0	
6602 Electrical	0				0	
6603 Grounds and Landscaping		0	0		0	
6607 Electricity	0	0	232	0	0	
					0	
Other Goods & Services	586,600	3,185,499	(892,393)	188,830	(2,996,669)	-94.1%
6912 Advertising and Promotion				0	0	
6999 Other Goods and Services	586,600	3,185,499	(892,393)	188,830	(2,996,669)	-94.1%
Revenue	(435,000)	(410,465)	(600,974)	(500,000)	(89,535)	21.8%
					0	
Interest Revenue	0	0	870		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
4860 Investment Income	0	0	870		0	
Fee Revenues		0	35		0	
5250 Sales of Services Other		0	35		0	
Other Revenue	(435,000)	(410,465)	(601,879)	(500,000)	(89,535)	21.8%
5508 Recoveries from External Parties	0	0	(5,836)	0	0	
5600 Miscellaneous Revenue	(435,000)	(410,465)	(596,043)	(500,000)	(89,535)	21.8%
		0	100,000		0	
		0	100,000		0	
8040 Operating Cost of Capital - Current Year		0	100,000		0	
M400 Transfers to/fr Other Funds	54,000,400	68,627,360	68,288,176	60,155,050	(8,472,310)	-12.3%
M400 Transfers to/fr Other Funds	54,000,400	68,627,360	68,288,176	60,155,050	(8,472,310)	-12.3%
Expense	54,000,400	68,627,360	68,479,814	60,155,050	(8,472,310)	-12.3%
					0	
Compensation and Benefits		0	4,434,894		0	
6110 Vacancy Management		0	901,206		0	
6199 Comp & Benefits - Inter Dept, Exp/recove		0	3,533,688		0	
					0	
Interdepartmental		0	2,538,190		0	
7099 Interdepartmental Chargebacks		0	2,538,190		0	
					0	
Other Fiscal	51,100,400	60,088,160	60,605,228	57,879,300	(2,208,860)	-3.7%
8001 Transfer to Outside Agencies				100,000	100,000	
8002 Insurance Claims	0	0	1,090,668	0	0	
8003 Insurance Policies and Premiums	4,200,000	4,550,600	2,640,278	4,321,000	(229,600)	-5.0%
8008 Transfer to/from Reserves	12,985,700	23,438,936	24,624,307	19,923,000	(3,515,936)	-15.0%
8009 Fire Protection	0				0	
8014 Capital from Operating	33,849,700	32,098,624	32,098,624	33,535,300	1,436,676	4.5%
8022 Transf to/fr Trust	65,000				0	
8024 Transf to/fr Capital			100,000		0	
8026 Property Damage	0	0	51,351	0	0	
					0	
Office	0	0	122,828	0	0	
6201 Telephone	0	0	1,726	0	0	
6202 Courier/Postage	0	0	75	0	0	
6203 Office Furniture and Equipment	0	0	387	0	0	
6204 Computer Software and Licenses	0		120,000	0	0	
6205 Printing & Reproduction	0				0	
6207 Office Supplies	0	0	639		0	
					0	
External Services	0	0	379,336	0	0	
6301 Professional Fees		0		0	0	
6302 Legal Fees	0	0	132,634	0	0	
6303 Consulting Fees	0	0	70,093	0	0	
6306 Property Survey	0				0	
6309 Litigation Disbursements	0				0	
6313 Investigative	0			0	0	
6399 Contract Services	0	0	176,610	0	0	
					0	
Supplies	0	0	3,632	0	0	
6499 Other Supplies	0	0	3,632	0	0	
					0	
Building Costs	0	0	0	0	0	
6602 Electrical	0				0	
					0	
Equipment & Communications	0	0	20,526	0	0	
6704 Equipment Rental	0	0	20,466	0	0	
6706 Computer Repair and Maintenance		0	60		0	
6711 Communication System	0				0	
					0	
Vehicle Expense	0	0	296,846	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6802 Vehicle Repair and Maintenance	0	0	296,846	0	0	0
Other Goods & Services	2,900,000	8,539,200	78,335	2,275,750	(6,263,450)	-73.3%
6901 Membership Dues	0	0	2,194	0	0	
6902 Conferences and Workshops	0	0	(6,448)		0	
6903 Travel - Local	0	0	1,712	0	0	
6904 Travel - Out of Town	0	0	2,345		0	
6905 Training & Education	0	0	6,569	0	0	
6908 Medical Examinations	0	0	67,423	0	0	
6909 Cost of Sales	0				0	
6912 Advertising and Promotion	0				0	
6917 Books and Periodicals	0	0	481	0	0	
6928 Committee Expenses		0	100		0	
6938 Rewarding Excellence	0	0	1,098		0	
6999 Other Goods and Services	2,900,000	8,539,200	2,860	2,275,750	(6,263,450)	-73.3%
Revenue	0	0	(91,639)	0	0	0
Interest Revenue	0	0	0		0	
4850 Interest Revenue - Other	0	0	0		0	
Other Revenue	0	0	(91,639)	0	0	0
5508 Recoveries from External Parties	0	0	(91,639)	0	0	
	0	0	(100,000)	0	0	0
	0	0	(100,000)	0	0	0
6808 Natural Gas-Vehicles	0				0	
8040 Operating Cost of Capital - Current Year	0	0	(100,000)		0	
				0	0	
M500 Non-Departmental Revenue	(438,009,600)	(451,922,296)	(460,100,810)	(455,907,800)	(3,985,504)	0.9%
M500 Non-Departmental Revenue	(438,009,600)	(451,922,296)	(460,100,810)	(455,907,800)	(3,985,504)	0.9%
Expense	1,554,200	1,554,200	1,807,040	1,700,000	145,800	9.4%
					0	
Interdepartmental	100	100	900		(100)	-100.0%
7001 Interdepartmental Equipment Charges	100	100	0		(100)	-100.0%
9910 PM Shop Expenses		0	900		0	
					0	
Debt Service		0	218	0	0	0
8010 Other Interest		0	218	0	0	
					0	
Other Fiscal	1,213,400	1,213,400	1,338,045	1,275,000	61,600	5.1%
8001 Transfer to Outside Agencies		0	0		0	
8008 Transfer to/from Reserves	223,800	223,800	223,800	223,800	0	0.0%
8017 Bank Charges		0	0		0	
8024 Transf to/fr Capital	989,600	989,600	1,114,245	1,051,200	61,600	6.2%
					0	
Office	0	0	0	0	0	0
6299 Other Office Expenses	0	0	0	0	0	
					0	
External Services	0	0	441		0	0
6399 Contract Services	0	0	441		0	
					0	
Vehicle Expense		0	(900)		0	0
6802 Vehicle Repair and Maintenance		0	(900)		0	
					0	
Other Goods & Services	340,700	340,700	468,336	425,000	84,300	24.7%
6906 Licenses & Agreements	0	0	0		0	
6909 Cost of Sales	340,700	340,700	468,336	425,000	84,300	24.7%
6912 Advertising and Promotion	0				0	
Revenue	(435,733,800)	(444,741,556)	(453,266,881)	(449,234,800)	(4,493,244)	1.0%
					0	
Tax Revenue	(389,905,600)	(401,495,000)	(405,820,185)	(400,426,000)	1,069,000	-0.3%
4001 Residential Property Taxes	(173,858,600)	(181,990,000)	(182,382,947)	(194,017,000)	(12,027,000)	6.6%
4002 Commercial Property Taxes	(167,207,000)	(175,632,000)	(174,430,741)	(158,212,000)	17,420,000	-9.9%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
4003 Business Occupancy Taxes	(14,881,000)	(5,079,000)	(4,830,377)	(4,759,000)	320,000	-6.3%
4005 Resource Property Taxes	(1,257,000)	(1,302,000)	(1,291,681)	(1,371,000)	(69,000)	5.3%
4006 Recreational Non Profit	0	0	(13,716)	(14,000)	(14,000)	
4007 Resource Forest Taxes	0	0	(43,497)	(43,000)	(43,000)	
4008 Commercial Forest Taxes	0	0	(115,394)	(115,000)	(115,000)	
4012 Fire Protection	(4,969,000)	(9,189,000)	(9,950,454)	(9,505,000)	(316,000)	3.4%
4013 Business Occupancy Appeals	123,000	123,000	138,006		(123,000)	-100.0%
4094 Allowance for Residential Appeals	417,000	417,000	18,659		(417,000)	-100.0%
4095 Allowance for Commercial Appeals	1,143,000	1,143,000	424,553		(1,143,000)	-100.0%
4096 Allowance for Resource Appeals	14,000	14,000	1,520		(14,000)	-100.0%
4100 Deed Transfer Taxes	(29,430,000)	(30,000,000)	(33,344,116)	(32,390,000)	(2,390,000)	8.0%
					0	
Payments in Lieu of taxes	(29,514,900)	(28,842,098)	(30,097,400)	(31,353,000)	(2,510,902)	8.7%
4601 Grant in Lieu - Federal	(17,651,600)	(18,081,000)	(18,510,448)	(19,253,000)	(1,172,000)	6.5%
4602 Grant in Lieu - Provincial	(6,007,700)	(6,029,500)	(6,739,195)	(7,336,000)	(1,306,500)	21.7%
4603 Grant in Lieu - Canada Post	(558,000)	(627,160)	(641,318)	(686,000)	(58,840)	9.4%
4605 Grant in Lieu - Halifax Ports Corporatio	(1,935,200)	(1,894,000)	(1,970,007)	(1,749,000)	145,000	-7.7%
4606 Grant in Lieu - CBC	(300,900)	(297,000)	(292,580)	(339,000)	(42,000)	14.1%
4607 Grant in Lieu - Via Rail	(140,600)	(167,000)	(167,130)	(167,000)	0	0.0%
4608 Grant in Lieu - WCB	(129,800)	(118,000)	(119,793)	(137,000)	(19,000)	16.1%
4609 Grant in Lieu - Citadel	(1,610,700)	(1,546,000)	(1,569,876)	(1,596,000)	(50,000)	3.2%
4610 Grant in Lieu NRC	0	(71,000)	(76,022)	(77,000)	(6,000)	8.5%
4611 Grant in Lieu - Autoport	0				0	
4650 Grant in Lieu - Other	(1,180,400)	(11,438)	(11,030)	(13,000)	(1,562)	13.7%
					0	
Transfers from other Gov't	(2,882,400)	(3,041,158)	(3,285,696)	(3,291,000)	(249,842)	8.2%
4706 Unconditional Grants NS (Other)	(2,800,000)	(3,000,000)	(3,244,538)	(3,250,000)	(250,000)	8.3%
4707 Public Housing Amortization	(82,400)	(41,158)	(41,158)	(41,000)	158	-0.4%
					0	
Interest Revenue	(5,715,000)	(3,632,000)	(5,884,691)	(6,150,000)	(2,518,000)	69.3%
4801 Interest Revenue - Taxes	(2,222,000)	(2,510,000)	(3,891,524)	(3,700,000)	(1,190,000)	47.4%
4802 Interest Revenue - Investments	(715,000)	0	0		0	
4803 Interest Revenue - Capital Charges	(413,000)	(440,000)	(521,990)	(450,000)	(10,000)	2.3%
4850 Interest Revenue - Other	(165,000)	(170,000)	(545,495)	(565,000)	(395,000)	232.4%
4860 Investment Income	(2,200,000)	(512,000)	(925,682)	(1,435,000)	(923,000)	180.3%
					0	
Fee Revenues	(4,179,100)	(4,184,100)	(4,587,234)	(4,450,000)	(265,900)	6.4%
4901 Parking Meters	(2,625,000)	(2,630,000)	(2,780,853)	(2,750,000)	(120,000)	4.6%
5101 Parking Rentals	(1,554,100)	(1,554,100)	(1,806,381)	(1,700,000)	(145,900)	9.4%
					0	
Other Revenue	(3,536,800)	(3,547,200)	(3,591,675)	(3,564,800)	(17,600)	0.5%
5502 Halifax Regional Water Commission Dividend	(3,700,000)	(3,700,000)	(3,749,237)	(3,700,000)	0	0.0%
5509 NSF Cheque Fee	(10,000)	(10,000)	(17,690)	(10,000)	0	0.0%
5600 Miscellaneous Revenue	(20,000)	(20,000)	(7,547)	(20,000)	0	0.0%
5803 Transfer - General Rate	37,800	27,400	27,400	9,800	(17,600)	-64.2%
5804 Transfer - Urban Rate	155,400	155,400	155,400	155,400	0	0.0%
	(3,830,000)	(8,734,940)	(8,640,968)	(8,373,000)	361,940	-4.1%
					0	
	(3,830,000)	(8,734,940)	(8,640,968)	(8,373,000)	361,940	-4.1%
4501 Tax Agreement - NSLC	(550,000)	(570,000)	(576,779)	(655,000)	(85,000)	14.9%
4502 Tax Agreement - NSPI	(2,132,000)	(2,162,500)	(2,170,476)	(2,163,000)	(500)	0.0%
4503 Tax Agreement - MT&T	(2,636,000)	(2,600,000)	(2,464,561)	(2,292,000)	308,000	-11.8%
4504 Tax Agreement - North Atlantic Marine	0	(6,440)	(6,784)	(7,000)	(560)	8.7%
4505 Tax Agreement - Imperial Oil	0	(3,608,000)	(3,608,000)	(3,608,000)	0	0.0%
4506 Tax Agreement - Maritimes Northeast	0	(1,248,000)	(1,281,394)	(1,286,000)	(38,000)	3.0%
4507 Tax Agreement - Heritage	0	(140,000)	(155,822)	(156,000)	(16,000)	11.4%
4550 Tax Agreement - Other	(6,000)				0	
4551 Halifax International Airport Tax Offset	1,494,000	1,600,000	1,623,083	1,794,000	194,000	12.1%
5401 Proceeds on Sales of Assets	0	0	(235)		0	
M700 Fiscal Transit				(13,771,500)	(13,771,500)	
M700 Fiscal Transit				(13,771,500)	(13,771,500)	
Expense				14,456,500	14,456,500	
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Other Fiscal				11,969,000	11,969,000	
8008 Transfer to/from Reserves				5,150,000	5,150,000	
8014 Capital from Operating				6,819,000	6,819,000	
					0	
Other Goods & Services				2,487,500	2,487,500	
6999 Other Goods and Services				2,487,500	2,487,500	
Revenue				(28,228,000)	(28,228,000)	
					0	
Tax Revenue				(28,066,000)	(28,066,000)	
4002 Commercial Property Taxes				(28,066,000)	(28,066,000)	
					0	
Fee Revenues				(162,000)	(162,000)	
5201 Bus Fare Revenue				(162,000)	(162,000)	
R755 Private Roads	0	0	0	0	0	
R755 Private Roads	0	0	0	0	0	
Expense	57,140	122,595	122,195	122,595	0	0.0%
					0	
Other Fiscal	57,140	122,595	52,750	121,995	(600)	-0.5%
8001 Transfer to Outside Agencies	57,140	122,595	52,750	121,995	(600)	-0.5%
					0	
External Services		0	69,445	600	600	
6399 Contract Services		0	69,445	600	600	
Revenue	(57,140)	(122,595)	(122,195)	(122,595)	0	0.0%
					0	
Area Rate Revenue	(57,140)	(122,595)	(122,195)	(122,595)	0	0.0%
4200 Area Rate Revenue	(57,140)	(122,595)	(122,195)	(122,595)	0	0.0%
Halifax Regional Library	15,148,000	15,541,750	15,480,244	17,535,154	1,993,404	12.8%
B010 Administration - Library	1,994,800	1,656,200	3,164,474	3,313,417	1,657,217	100.1%
B010 Administration - Library	1,994,800	1,656,200	3,164,474	3,313,417	1,657,217	100.1%
Expense	5,860,100	6,459,900	7,988,502	8,117,117	1,657,217	25.7%
					0	
Compensation and Benefits	4,177,300	4,369,600	4,230,714	4,513,239	143,639	3.3%
6001 Salaries - Regular	3,516,100	3,692,100	3,496,099	3,782,570	90,470	2.5%
6002 Salaries - Overtime	0	0	18,587	0	0	
6100 Benefits - Salaries	624,100	633,500	619,777	680,865	47,365	7.5%
6110 Vacancy Management		0	55,278		0	
6151 Vehicle Allowance	2,900	2,900	2,880	2,900	0	0.0%
6152 Retirement Incentives	18,700	19,600	21,119	22,317	2,717	13.9%
6154 Workers' Compensation	15,500	21,500	17,371	24,587	3,087	14.4%
6155 Overtime Meals	0	0	54	0	0	
6158 WCB Recoverable Earnings		0	0		0	
9200 HR CATS Wage/Ben	0	0	(450)		0	
					0	
Interdepartmental		0	18		0	
9911 PM Labour-Reg		0	18		0	
					0	
Other Fiscal	0	760,800	1,010,800	760,800	0	0.0%
8008 Transfer to/from Reserves	0	760,800	1,010,800	760,800	0	0.0%
8024 Transf to/fr Capital	0				0	
					0	
Office	393,000	419,630	320,180	421,274	1,644	0.4%
6201 Telephone	158,600	199,300	142,981	199,294	(6)	0.0%
6202 Courier/Postage	38,000	34,200	16,861	34,200	0	0.0%
6203 Office Furniture and Equipment	10,500	9,700	9,685	11,350	1,650	17.0%
6204 Computer Software and Licenses	40,000	40,000	16,612	40,000	0	0.0%
6205 Printing & Reproduction	72,000	72,000	71,125	72,000	0	0.0%
6206 Microfilms	0				0	
6207 Office Supplies	35,100	31,590	27,882	31,590	0	0.0%
6208 Binding	19,000	17,000	15,951	17,000	0	0.0%
6299 Other Office Expenses	19,800	15,840	19,083	15,840	0	0.0%
					0	
External Services	70,800	59,000	35,373	59,000	0	0.0%
6301 Professional Fees	12,000	12,000	15,361	12,000	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6302 Legal Fees	20,000	20,000	1,625	20,000	0	0.0%
6304 Janitorial Services	11,800	0	0		0	
6312 Refuse Collection	0	0	0		0	
6399 Contract Services	27,000	27,000	18,387	27,000	0	0.0%
					0	
Supplies	86,200	84,900	86,518	84,900	0	0.0%
6406 Bridge Tolls	0	0	350	0	0	
6407 Cleaning/Sanitary Supplies	1,300	0	41	0	0	
6499 Other Supplies	84,900	84,900	86,127	84,900	0	0.0%
					0	
Materials				0	0	
6505 Lubricants				0	0	
					0	
Building Costs	49,900	40,900	5,978	39,900	(1,000)	-2.4%
6605 Municipal Taxes	10,600				0	
6607 Electricity	19,900	0	0		0	
6612 Safety Systems	0				0	
6699 Other Building Cost	19,400	40,900	5,978	39,900	(1,000)	-2.4%
					0	
Equipment & Communications	441,600	266,600	261,227	341,600	75,000	28.1%
6701 Equipment Purchase	273,200	98,200	97,164	173,200	75,000	76.4%
6704 Equipment Rental		0	0		0	
6705 Equipment - Repair and Maintenance	1,500	1,500	98	1,500	0	0.0%
6706 Computer Repair and Maintenance	166,900	166,900	163,964	166,900	0	0.0%
					0	
Vehicle Expense	20,600	19,400	19,074	18,795	(605)	-3.1%
6802 Vehicle Repair and Maintenance	14,600	14,600	16,183	13,600	(1,000)	-6.8%
6804 Vehicle Fuel - Gasoline	6,000	4,800	2,891	5,195	395	8.2%
6805 Tires and Tubes				0	0	
					0	
Other Goods & Services	620,700	439,070	2,018,619	1,877,609	1,438,539	327.6%
6901 Membership Dues	12,500	12,500	11,344	12,500	0	0.0%
6903 Travel - Local	38,000	34,200	37,454	34,200	0	0.0%
6904 Travel - Out of Town	0	0	26,489	0	0	
6905 Training & Education	90,000	90,000	88,023	51,669	(38,331)	-42.6%
6906 Licenses & Agreements	0	0	512		0	
6911 Facilities Rental	159,700	0	0		0	
6912 Advertising and Promotion	31,300	31,300	17,915	20,085	(11,215)	-35.8%
6917 Books and Periodicals	277,900	259,895	1,822,969	1,750,480	1,490,585	573.5%
6918 Meals		0	1,876	0	0	
6928 Committee Expenses	10,000	10,000	11,488	7,500	(2,500)	-25.0%
6948 Arts/Performances Programming	0				0	
6949 Readers Services Programming	0				0	
6999 Other Goods and Services	1,300	1,175	548	1,175	0	0.0%
Revenue	(3,865,300)	(4,803,700)	(4,824,028)	(4,803,700)	0	0.0%
					0	
Transfers from other Gov't	(3,840,400)	(4,785,800)	(4,785,800)	(4,785,800)	0	0.0%
4703 Conditional Grants NS (Other)	(3,840,400)	(4,785,800)	(4,785,800)	(4,785,800)	0	0.0%
					0	
Fee Revenues	(7,900)	(7,900)	(6,140)	(7,900)	0	0.0%
4902 Fines Fees		0	200		0	
5102 Facilities Rentals	(7,900)	(7,900)	(6,340)	(7,900)	0	0.0%
					0	
Other Revenue	(17,000)	(10,000)	(32,088)	(10,000)	0	0.0%
5508 Recoveries from External Parties	0	0	(9,500)	0	0	
5520 Donations	(7,000)	(5,000)	(16,112)	(5,000)	0	0.0%
5600 Miscellaneous Revenue	(10,000)	(5,000)	(6,476)	(5,000)	0	0.0%
				0	0	
				0	0	
				0	0	
B020 Alderney Gate Library	1,592,100	1,638,962	1,459,050	1,533,147	(105,815)	-6.5%
B020 Alderney Gate Library	1,592,100	1,638,962	1,459,050	1,533,147	(105,815)	-6.5%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Expense	1,669,100	1,697,765	1,512,337	1,591,950	(105,815)	-6.2%
					0	
Compensation and Benefits	1,450,900	1,493,200	1,490,901	1,575,550	82,350	5.5%
6001 Salaries - Regular	1,222,000	1,262,700	1,262,941	1,321,326	58,626	4.6%
6002 Salaries - Overtime	0	0	2,114	0	0	
6100 Benefits - Salaries	217,000	216,500	212,622	237,839	21,339	9.9%
6152 Retirement Incentives	6,500	6,700	5,952	7,796	1,096	16.4%
6154 Workers' Compensation	5,400	7,300	7,272	8,589	1,289	17.7%
					0	
Interdepartmental				0	0	
9911 PM Labour-Reg				0	0	
					0	
Office	11,000	10,400	11,280	10,400	0	0.0%
6203 Office Furniture and Equipment	5,000	5,000	4,068	5,000	0	0.0%
6207 Office Supplies	6,000	5,400	7,213	5,400	0	0.0%
					0	
Building Costs	4,000	4,000	8,340	4,000	0	0.0%
6699 Other Building Cost	4,000	4,000	8,340	4,000	0	0.0%
					0	
Equipment & Communications	500	500	183	500	0	0.0%
6705 Equipment - Repair and Maintenance	500	500	183	500	0	0.0%
					0	
Other Goods & Services	202,700	189,665	1,632	1,500	(188,165)	-99.2%
6917 Books and Periodicals	201,200	188,165	0		(188,165)	-100.0%
6946 Branch Programming	1,500	1,500	1,632	1,500	0	0.0%
Revenue	(77,000)	(58,803)	(53,287)	(58,803)	0	0.0%
					0	
Fee Revenues	(77,000)	(58,803)	(53,287)	(58,803)	0	0.0%
4902 Fines Fees	(77,000)	(58,803)	(53,287)	(58,803)	0	0.0%
B030 Spring Garden Rd. Mem. Library	1,782,400	1,846,122	1,601,448	1,792,861	(53,261)	-2.9%
B030 Spring Garden Rd. Mem. Library	1,782,400	1,846,122	1,601,448	1,792,861	(53,261)	-2.9%
Expense	1,907,600	1,941,771	1,702,164	1,888,510	(53,261)	-2.7%
					0	
Compensation and Benefits	1,445,000	1,500,200	1,500,083	1,636,570	136,370	9.1%
6001 Salaries - Regular	1,217,200	1,268,600	1,263,188	1,372,501	103,901	8.2%
6002 Salaries - Overtime	0	0	6,350	0	0	
6100 Benefits - Salaries	216,000	217,500	209,451	247,050	29,550	13.6%
6152 Retirement Incentives	6,500	6,700	6,142	8,098	1,398	20.9%
6154 Workers' Compensation	5,300	7,400	7,323	8,921	1,521	20.6%
6155 Overtime Meals	0	0	10		0	
9200 HR CATS Wage/Ben	0	0	6,595	0	0	
9210 HR CATS OT Wage/Ben	0	0	1,024		0	
					0	
Interdepartmental	0	0	720	0	0	
9911 PM Labour-Reg	0	0	720	0	0	
					0	
Office	12,100	10,480	10,190	10,480	0	0.0%
6203 Office Furniture and Equipment	3,900	2,870	2,463	2,870	0	0.0%
6207 Office Supplies	8,200	7,610	7,728	7,610	0	0.0%
					0	
External Services	28,000	34,000	47,569	37,230	3,230	9.5%
6304 Janitorial Services	28,000	34,000	37,078	37,230	3,230	9.5%
6308 Snow Removal	0	0	5,214		0	
6312 Refuse Collection	0	0	2,931	0	0	
6399 Contract Services	0	0	2,345		0	
					0	
Supplies	5,500	5,500	5,404	5,500	0	0.0%
6401 Uniforms & Clothing	0				0	
6407 Cleaning/Sanitary Supplies	5,500	5,500	5,404	5,500	0	0.0%
					0	
Materials	0	0	210	0	0	
6504 Hardware	0	0	210	0	0	
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Building Costs	202,900	191,200	126,516	196,230	5,030	2.6%
6602 Electrical	0	0	294	0	0	
6606 Heating Fuel	72,900	61,200	43,590	66,230	5,030	8.2%
6607 Electricity	46,000	46,000	37,738	46,000	0	0.0%
6608 Water	2,000	2,000	5,033	2,000	0	0.0%
6609 Elevator & Escalator	0	0	1,422		0	
6612 Safety Systems	0	0	114	0	0	
6699 Other Building Cost	82,000	82,000	38,325	82,000	0	0.0%
					0	
Equipment & Communications	0	0	1,000		0	
6705 Equipment - Repair and Maintenance	0				0	
6707 Plumbing & Heating	0	0	661		0	
6708 Mechanical Equipment	0	0	339		0	
					0	
Vehicle Expense	0	0	7,836		0	
6802 Vehicle Repair and Maintenance	0	0	14		0	
6803 Vehicle Fuel - Diesel		0	7,821		0	
					0	
Other Goods & Services	214,100	200,391	2,637	2,500	(197,891)	-98.8%
6912 Advertising and Promotion	0	0	198		0	
6917 Books and Periodicals	211,600	197,891	0		(197,891)	-100.0%
6946 Branch Programming	2,500	2,500	2,322	2,500	0	0.0%
6999 Other Goods and Services	0	0	117		0	
Revenue	(125,200)	(95,649)	(100,716)	(95,649)	0	0.0%
					0	
Fee Revenues	(125,200)	(95,649)	(100,716)	(95,649)	0	0.0%
4902 Fines Fees	(125,200)	(95,649)	(100,716)	(95,649)	0	0.0%
					0	
Other Revenue			0	0	0	
5508 Recoveries from External Parties			0	0	0	
				0	0	
				0	0	
				0	0	
B040 Branch Libraries	9,778,700	10,400,466	9,255,271	10,895,729	495,263	4.8%
B040 Branch Libraries	9,778,700	10,400,466	9,255,271	10,895,729	495,263	4.8%
Expense	10,237,100	10,753,115	9,639,777	11,248,378	495,263	4.6%
					0	
Compensation and Benefits	7,498,400	7,830,266	7,940,601	8,931,932	1,101,666	14.1%
6001 Salaries - Regular	6,313,500	6,622,856	6,743,141	7,512,406	889,550	13.4%
6002 Salaries - Overtime	0	0	12,026	0	0	
6003 Wages - Regular		0	110		0	
6099 Other Allowances	0				0	
6100 Benefits - Salaries	1,120,600	1,131,300	1,120,190	1,325,595	194,295	17.2%
6101 Benefits - Wages		0	7		0	
6110 Vacancy Management		0	147,254		0	
6150 Honorariums	0	0	67	0	0	
6151 Vehicle Allowance	2,900	2,610	2,880	2,610	0	0.0%
6152 Retirement Incentives	33,600	35,000	33,723	43,451	8,451	24.1%
6154 Workers' Compensation	27,800	38,500	38,538	47,870	9,370	24.3%
6155 Overtime Meals	0	0	50	0	0	
6158 WCB Recoverable Earnings		0	0	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0		(176,120)		0	
9200 HR CATS Wage/Ben	0	0	15,426	0	0	
9210 HR CATS OT Wage/Ben	0	0	3,309	0	0	
					0	
Interdepartmental	0	0	(136,590)	0	0	
7099 Interdepartmental Chargebacks	0		(139,380)		0	
9911 PM Labour-Reg	0	0	2,790	0	0	
					0	
Other Fiscal	0	0	(351,584)	0	0	
8008 Transfer to/from Reserves		0	(351,022)		0	
8022 Transf to/fr Trust	0	0	(562)	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Office	68,300	62,920	68,593	69,070	6,150	9.8%
6203 Office Furniture and Equipment	22,600	20,000	20,004	23,150	3,150	15.8%
6204 Computer Software and Licenses		0	(0)	0	0	
6207 Office Supplies	45,700	42,920	48,590	45,920	3,000	7.0%
					0	
External Services	85,300	107,400	162,225	149,304	41,904	39.0%
6302 Legal Fees		0	0		0	
6304 Janitorial Services	85,300	107,400	128,209	149,304	41,904	39.0%
6308 Snow Removal	0	0	9,991		0	
6311 Security	0	0	164		0	
6312 Refuse Collection	0	0	10,145	0	0	
6399 Contract Services	0	0	13,717	0	0	
					0	
Supplies	13,600	15,400	17,045	18,400	3,000	19.5%
6401 Uniforms & Clothing	2,000	2,000	254	2,000	0	0.0%
6402 Medical & First Aid Supplies	0	0	38		0	
6406 Bridge Tolls	0	0	959	0	0	
6407 Cleaning/Sanitary Supplies	11,600	13,400	15,749	16,400	3,000	22.4%
6499 Other Supplies	0	0	44	0	0	
					0	
Materials	7,200	27,100	4,311	27,100	0	0.0%
6502 Chemicals		0	362		0	
6504 Hardware	0	0	2,655	0	0	
6507 Propane	7,200	27,100	1,114	27,100	0	0.0%
6517 Paint	0	0	39	0	0	
6599 Other Materials		0	141		0	
					0	
Building Costs	468,500	481,300	586,691	675,131	193,831	40.3%
6602 Electrical	0	0	4,133	0	0	
6605 Municipal Taxes	72,500	83,100	141,281	200,269	117,169	141.0%
6606 Heating Fuel	45,000	37,800	31,688	40,907	3,107	8.2%
6607 Electricity	182,100	185,100	220,821	210,500	25,400	13.7%
6608 Water	12,500	12,500	12,452	15,500	3,000	24.0%
6609 Elevator & Escalator	0	0	1,422		0	
6611 Building - Interior	0	0	5,673		0	
6612 Safety Systems	0	0	2,669		0	
6613 Overhead Doors			176		0	
6616 Natural Gas-Buildings	0	0	16,701	0	0	
6617 Pest Management				0	0	
6699 Other Building Cost	156,400	162,800	149,674	207,955	45,155	27.7%
					0	
Equipment & Communications	55,600	55,600	50,942	56,100	500	0.9%
6701 Equipment Purchase	35,000	35,000	44,920	35,000	0	0.0%
6702 Small Tools	0				0	
6704 Equipment Rental	0	0	480		0	
6705 Equipment - Repair and Maintenance	20,600	20,600	388	21,100	500	2.4%
6707 Plumbing & Heating		0	833	0	0	
6708 Mechanical Equipment	0	0	4,321	0	0	
					0	
Vehicle Expense	71,600	63,600	106,263	66,279	2,679	4.2%
6802 Vehicle Repair and Maintenance	31,000	31,000	62,384	31,000	0	0.0%
6803 Vehicle Fuel - Diesel	14,300	13,700	24,863	14,825	1,125	8.2%
6804 Vehicle Fuel - Gasoline	26,300	18,900	19,016	20,454	1,554	8.2%
					0	
Other Goods & Services	1,968,600	2,109,529	1,191,279	1,255,062	(854,467)	-40.5%
6904 Travel - Out of Town	0	0	512		0	
6906 Licenses & Agreements	0	0	1,502		0	
6910 Signage	0				0	
6911 Facilities Rental	815,300	995,000	1,139,229	1,207,162	212,162	21.3%
6912 Advertising and Promotion	0	0	198		0	
6917 Books and Periodicals	1,108,000	1,069,229	0		(1,069,229)	-100.0%
6933 Community Events	4,000	4,000	5,346	6,000	2,000	50.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6940 Fencing				0	0	
6946 Branch Programming	15,400	15,400	15,894	16,000	600	3.9%
6947 Literacy/Heritage Programming	4,500	4,500	3,034	4,500	0	0.0%
6948 Arts/Performances Programming	7,000	7,000	6,740	7,000	0	0.0%
6949 Readers Services Programming	3,400	3,400	2,073	3,400	0	0.0%
6950 Regional Services Programming	3,800	3,800	9,402	3,800	0	0.0%
6951 Reference Programming	200	200	0	200	0	0.0%
6952 Team Services Programming	7,000	7,000	6,365	7,000	0	0.0%
6999 Other Goods and Services	0	0	984		0	
Revenue	(458,400)	(352,649)	(384,505)	(352,649)	0	0.0%
					0	
Fee Revenues	(456,600)	(350,849)	(380,676)	(350,849)	0	0.0%
4902 Fines Fees	(447,400)	(341,649)	(371,094)	(341,649)	0	0.0%
5102 Facilities Rentals	(9,200)	(9,200)	(9,582)	(9,200)	0	0.0%
					0	
Other Revenue	(1,800)	(1,800)	(3,829)	(1,800)	0	0.0%
5508 Recoveries from External Parties	0	0	(3,830)	0	0	
5520 Donations	0	0	0		0	
5600 Miscellaneous Revenue	(1,800)	(1,800)	0	(1,800)	0	0.0%
	0	0	0	0	0	
	0	0	0	0	0	
8040 Operating Cost of Capital - Current Year	0	0	0		0	
				0	0	
B060 Restricted Funds	0	0		0	0	
B060 Restricted Funds	0	0		0	0	
Expense	0	0		0	0	
					0	
Compensation and Benefits	0	0		0	0	
6001 Salaries - Regular	0	0		0	0	
6002 Salaries - Overtime	0	0			0	
6003 Wages - Regular	0				0	
6099 Other Allowances	0	0		0	0	
6100 Benefits - Salaries	0	0		0	0	
6101 Benefits - Wages	0				0	
6152 Retirement Incentives	0	0		0	0	
6154 Workers' Compensation	0	0		0	0	
					0	
Other Fiscal	(100,000)				0	
8008 Transfer to/from Reserves	(100,000)				0	
					0	
Office	0	0			0	
6204 Computer Software and Licenses	0				0	
6205 Printing & Reproduction	0				0	
6207 Office Supplies	0	0			0	
					0	
External Services	100,000				0	
6303 Consulting Fees	100,000				0	
					0	
Equipment & Communications	0	0		0	0	
6701 Equipment Purchase	0	0		0	0	
					0	
Other Goods & Services	0	0		0	0	
6903 Travel - Local		0			0	
6904 Travel - Out of Town	0				0	
6905 Training & Education	0	0			0	
6912 Advertising and Promotion	0				0	
6917 Books and Periodicals	0	0		0	0	
6946 Branch Programming	0			0	0	
6947 Literacy/Heritage Programming	0	0		0	0	
6948 Arts/Performances Programming		0			0	
6949 Readers Services Programming	0	0		0	0	
6950 Regional Services Programming	0	0			0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6952 Team Services Programming	0	0		0	0	
Revenue	0	0		0		
					0	
Other Revenue	0	0		0		
5600 Miscellaneous Revenue	0	0		0	0	
Halifax Regional Municipality Police Services	66,381,740	69,168,989	68,884,278	75,015,400	5,846,411	8.5%
P100 Chief's Office	4,563,140	4,639,260	4,623,209	4,565,300	(73,960)	-1.6%
P150 Executive Office	2,887,300	2,925,670	2,985,724	2,983,400	57,730	2.0%
Expense	3,021,000	3,059,370	3,134,796	3,132,900	73,530	2.4%
					0	
Compensation and Benefits	1,357,300	1,444,200	1,393,493	1,425,200	(19,000)	-1.3%
6001 Salaries - Regular	1,130,000	1,203,700	1,059,124	1,122,800	(80,900)	-6.7%
6002 Salaries - Overtime	13,600	13,600	60,100	65,000	51,400	377.9%
6005 PDP Increases	0	0	(1,059)	0	0	
6050 Court Time	600	600	8,252	600	0	0.0%
6052 Shift Differentials	7,600	7,600	7,616	7,600	0	0.0%
6053 Extra Duty	0	0	5,051	0	0	
6099 Other Allowances	0	0	1,771	0	0	
6100 Benefits - Salaries	181,200	193,200	191,290	204,000	10,800	5.6%
6110 Vacancy Management		0	34,430	0	0	
6150 Honorariums	0				0	
6152 Retirement Incentives	6,600	8,400	7,470	8,100	(300)	-3.6%
6154 Workers' Compensation	13,500	12,900	9,584	12,900	0	0.0%
6156 Clothing Allowance	4,200	4,200	3,600	4,200	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	17,770	0	0	
9210 HR CATS OT Wage/Ben	0	0	(11,506)	0	0	
					0	
Interdepartmental	75,400	2,000	36	0	(2,000)	-100.0%
7002 Other Interdepartmental Charges	2,000	2,000	0		(2,000)	-100.0%
7005 Interdepartmental Expenditures	73,400				0	
9911 PM Labour-Reg	0	0	36	0	0	
					0	
Office	77,500	73,070	83,987	52,000	(21,070)	-28.8%
6201 Telephone	26,800	26,800	42,005	25,100	(1,700)	-6.3%
6202 Courier/Postage	7,600	5,170	20,148	7,700	2,530	48.9%
6203 Office Furniture and Equipment	24,100	24,100	10,315	13,100	(11,000)	-45.6%
6204 Computer Software and Licenses	9,400	9,400	632		(9,400)	-100.0%
6205 Printing & Reproduction	0	0	22	0	0	
6207 Office Supplies	9,600	7,600	10,864	6,100	(1,500)	-19.7%
					0	
External Services	1,133,200	1,161,100	1,339,920	1,277,800	116,700	10.1%
6304 Janitorial Services	0	0	171		0	
6312 Refuse Collection				0	0	
6399 Contract Services	1,133,200	1,161,100	1,339,750	1,277,800	116,700	10.1%
					0	
Supplies	243,200	238,200	229,257	255,400	17,200	7.2%
6401 Uniforms & Clothing	230,200	225,200	207,708	250,600	25,400	11.3%
6402 Medical & First Aid Supplies	1,000	1,000	88	300	(700)	-70.0%
6403 Patrol Equip Supplies	12,000	12,000	19,416	3,000	(9,000)	-75.0%
6405 Photography Supplies & Equipment	0				0	
6407 Cleaning/Sanitary Supplies	0	0	1,433	1,500	1,500	
6499 Other Supplies	0	0	612		0	
					0	
Materials	0				0	
6517 Paint	0				0	
					0	
Building Costs	50,000	50,000	56,677	67,800	17,800	35.6%
6611 Building - Interior	0				0	
6699 Other Building Cost	50,000	50,000	56,677	67,800	17,800	35.6%
					0	
Equipment & Communications	76,500	76,500	11,751	36,500	(40,000)	-52.3%
6701 Equipment Purchase	45,500	45,500	1,400	15,000	(30,500)	-67.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6703 Computer Equipment/Rentals	10,000	10,000	1,835	8,000	(2,000)	-20.0%
6704 Equipment Rental	0	0	1,089	0	0	
6705 Equipment - Repair and Maintenance	6,400	6,400	3,007	9,400	3,000	46.9%
6706 Computer Repair and Maintenance	0				0	
6708 Mechanical Equipment	0	0	4,421	4,100	4,100	
6711 Communication System	14,600	14,600	0		(14,600)	-100.0%
					0	
Vehicle Expense	800	600	0	600	0	0.0%
6803 Vehicle Fuel - Diesel	800	600	0	600	0	0.0%
					0	
Other Goods & Services	7,100	13,700	19,675	17,600	3,900	28.5%
6901 Membership Dues	100	100	0	100	0	0.0%
6903 Travel - Local	0	0	15		0	
6904 Travel - Out of Town	0	0	27		0	
6905 Training & Education	0	0	644	0	0	
6911 Facilities Rental	0	0	2,636		0	
6917 Books and Periodicals		0	24		0	
6918 Meals	6,500	6,500	12,421	17,500	11,000	169.2%
6938 Rewarding Excellence	0				0	
6940 Fencing	0				0	
6999 Other Goods and Services	500	7,100	3,909		(7,100)	-100.0%
Revenue	(133,700)	(133,700)	(149,072)	(149,500)	(15,800)	11.8%
					0	
Fee Revenues		0	0		0	
4902 Fines Fees		0	0		0	
					0	
Other Revenue	(133,700)	(133,700)	(149,072)	(149,500)	(15,800)	11.8%
5508 Recoveries from External Parties	(133,700)	(133,700)	(149,072)	(149,500)	(15,800)	11.8%
5600 Miscellaneous Revenue				0	0	
P170 Chief's Division	1,675,840	1,713,590	1,637,484	1,581,900	(131,690)	-7.7%
Expense	1,735,840	1,713,590	1,742,497	1,605,000	(108,590)	-6.3%
					0	
Compensation and Benefits	1,368,800	1,365,900	1,111,516	1,137,300	(228,600)	-16.7%
6001 Salaries - Regular	1,135,300	1,133,800	833,473	922,000	(211,800)	-18.7%
6002 Salaries - Overtime	29,200	29,200	51,391	51,300	22,100	75.7%
6005 PDP Increases	0	0	(14,811)		0	
6050 Court Time	1,200	1,200	304	1,200	0	0.0%
6052 Shift Differentials	1,800	1,800	0	1,800	0	0.0%
6053 Extra Duty	0				0	
6099 Other Allowances	0				0	
6100 Benefits - Salaries	173,200	175,200	131,364	140,100	(35,100)	-20.0%
6110 Vacancy Management		0	96,703	0	0	
6151 Vehicle Allowance	0				0	
6152 Retirement Incentives	8,700	7,600	5,315	6,000	(1,600)	-21.1%
6154 Workers' Compensation	12,100	11,400	7,266	9,200	(2,200)	-19.3%
6156 Clothing Allowance	7,300	5,700	5,100	5,700	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0				0	
9210 HR CATS OT Wage/Ben	0	0	(4,590)	0	0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Other Fiscal	75,000	75,000	80,486	80,500	5,500	7.3%
8003 Insurance Policies and Premiums	75,000	75,000	80,486	80,500	5,500	7.3%
					0	
Office	101,200	84,900	149,656	118,000	33,100	39.0%
6201 Telephone	15,700	15,700	28,927	30,500	14,800	94.3%
6202 Courier/Postage	0	0	19	0	0	
6203 Office Furniture and Equipment	2,400	2,400	478	2,400	0	0.0%
6204 Computer Software and Licenses	72,600	58,300	118,873	81,600	23,300	40.0%
6205 Printing & Reproduction	100	100	221	100	0	0.0%
6206 Microfilms	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6207 Office Supplies	10,400	8,400	1,138	3,400	(5,000)	-59.5%
External Services	106,000	106,000	349,376	226,000	120,000	113.2%
6303 Consulting Fees	0				0	
6399 Contract Services	106,000	106,000	349,376	226,000	120,000	113.2%
Supplies	0				0	
6499 Other Supplies	0				0	
Building Costs	0	0	318	0	0	
6605 Municipal Taxes	0				0	
6699 Other Building Cost	0	0	318	0	0	
Equipment & Communications	1,000	1,000	1,131	300	(700)	-70.0%
6701 Equipment Purchase	1,000	1,000	416	300	(700)	-70.0%
6706 Computer Repair and Maintenance		0	715		0	
Other Goods & Services	83,840	80,790	50,013	42,900	(37,890)	-46.9%
6901 Membership Dues	8,100	8,100	3,968	5,000	(3,100)	-38.3%
6902 Conferences and Workshops	4,700	4,700	1,525	3,400	(1,300)	-27.7%
6903 Travel - Local	700	700	1,565	500	(200)	-28.6%
6904 Travel - Out of Town	12,400	12,400	3,403	8,400	(4,000)	-32.3%
6905 Training & Education	1,300	1,300	0		(1,300)	-100.0%
6911 Facilities Rental	0				0	
6912 Advertising and Promotion	12,300	9,290	25,201	9,400	110	1.2%
6917 Books and Periodicals	100	100	529	200	100	100.0%
6918 Meals	4,800	4,800	5,852	6,000	1,200	25.0%
6938 Rewarding Excellence	39,340	39,300	6,617	10,000	(29,300)	-74.6%
6999 Other Goods and Services	100	100	1,355		(100)	-100.0%
Revenue	(60,000)	0	(105,013)	(23,100)	(23,100)	
Other Revenue	(60,000)	0	(105,013)	(23,100)	(23,100)	
5508 Recoveries from External Parties	(60,000)	0	(105,013)	(23,100)	(23,100)	
P200 Operations Support	18,504,640	18,710,999	17,773,507	19,979,500	1,268,501	6.8%
A400 Emergency 911 Communications	6,613,940	6,810,600	6,253,294	7,024,900	214,300	3.1%
Expense	6,613,940	6,810,600	6,325,386	7,024,900	214,300	3.1%
Compensation and Benefits	6,118,100	6,321,000	6,024,931	6,535,700	214,700	3.4%
6001 Salaries - Regular	4,867,000	5,039,500	4,678,074	5,208,700	169,200	3.4%
6002 Salaries - Overtime	139,500	139,500	153,358	145,700	6,200	4.4%
6005 PDP Increases	0	0	(4,968)		0	
6050 Court Time	42,900	42,900	9,902	42,900	0	0.0%
6051 Shift Agreements	0	0	59,780	0	0	
6052 Shift Differentials	64,800	64,800	0	64,800	0	0.0%
6099 Other Allowances	0				0	
6100 Benefits - Salaries	886,700	910,200	892,320	953,500	43,300	4.8%
6110 Vacancy Management		0	130,648	0	0	
6152 Retirement Incentives	28,200	41,000	32,183	35,300	(5,700)	-13.9%
6154 Workers' Compensation	87,400	81,500	78,276	83,200	1,700	2.1%
6156 Clothing Allowance	1,600	1,600	0	1,600	0	0.0%
9200 HR CATS Wage/Ben	0	0	0	0	0	
9210 HR CATS OT Wage/Ben	0	0	(4,642)	0	0	
Interdepartmental	214,500	214,500	214,500	214,500	0	0.0%
7002 Other Interdepartmental Charges	214,500	214,500	214,500	214,500	0	0.0%
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0				0	
Office	106,400	103,800	63,713	105,000	1,200	1.2%
6201 Telephone	47,100	47,100	50,889	46,700	(400)	-0.8%
6202 Courier/Postage	0	0	213	0	0	
6203 Office Furniture and Equipment	47,300	47,100	5,177	47,100	0	0.0%
6205 Printing & Reproduction	0	0	157	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6207 Office Supplies	12,000	9,600	7,278	11,200	1,600	16.7%
					0	
External Services	400	400	67	400	0	0.0%
6399 Contract Services	400	400	67	400	0	0.0%
					0	
Supplies	1,000	1,000	196	1,000	0	0.0%
6403 Patrol Equip Supplies	0				0	
6407 Cleaning/Sanitary Supplies	0				0	
6499 Other Supplies	1,000	1,000	196	1,000	0	0.0%
					0	
Building Costs	3,800	3,800	1,867	3,800	0	0.0%
6699 Other Building Cost	3,800	3,800	1,867	3,800	0	0.0%
					0	
Equipment & Communications	123,700	123,700	15,491	123,700	0	0.0%
6701 Equipment Purchase	3,700	3,700	2,997	3,700	0	0.0%
6703 Computer Equipment/Rentals	0	0	62		0	
6705 Equipment - Repair and Maintenance	0	0	93		0	
6706 Computer Repair and Maintenance				0	0	
6711 Communication System	120,000	120,000	12,338	120,000	0	0.0%
					0	
Other Goods & Services	46,040	42,400	4,621	40,800	(1,600)	-3.8%
6901 Membership Dues	0				0	
6902 Conferences and Workshops	20,000	17,000	355	17,000	0	0.0%
6903 Travel - Local	3,000	3,000	38	3,000	0	0.0%
6904 Travel - Out of Town	0	0	2,869		0	
6905 Training & Education	0				0	
6912 Advertising and Promotion	10,000	10,000	429	10,000	0	0.0%
6914 Recruiting	0				0	
6917 Books and Periodicals	0				0	
6918 Meals	5,000	5,000	492	5,000	0	0.0%
6919 Special Projects	2,000	2,000	0	2,000	0	0.0%
6937 Corporate Training	0				0	
6938 Rewarding Excellence	3,840	3,800	126	3,800	0	0.0%
6999 Other Goods and Services	2,200	1,600	312		(1,600)	-100.0%
Revenue	0	0	(72,093)	0	0	
					0	
Other Revenue	0	0	(72,093)	0	0	
5508 Recoveries from External Parties	0	0	(72,093)	0	0	
N710 Dispatch	77,800	77,800	40,472	77,800	0	0.0%
Expense	77,800	77,800	40,472	77,800	0	0.0%
					0	
Office		0	3,103		0	
6204 Computer Software and Licenses		0	3,103		0	
					0	
Equipment & Communications	76,900	76,900	37,370	76,900	0	0.0%
6705 Equipment - Repair and Maintenance	41,300	41,300	37,370	41,300	0	0.0%
6731 Airtime	35,600	35,600	0	35,600	0	0.0%
					0	
Other Goods & Services	900	900	0	900	0	0.0%
6906 Licenses & Agreements	900	900	0	900	0	0.0%
N720 Police	366,700	412,944	246,189	413,000	56	0.0%
Expense	366,700	412,944	246,189	413,000	56	0.0%
					0	
Other Fiscal		0	(76,165)		0	
8008 Transfer to/from Reserves		0	(76,165)		0	
					0	
Office	0	0	51,666		0	
6201 Telephone	0	0	51,666		0	
					0	
Supplies		0	5,727		0	
6403 Patrol Equip Supplies		0	5,727		0	
					0	
Equipment & Communications	347,600	393,844	261,926	393,900	56	0.0%

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6701 Equipment Purchase	30,000	30,000	24,572	30,000	0	0.0%
6705 Equipment - Repair and Maintenance	39,700	39,700	51,002	39,700	0	0.0%
6711 Communication System		28,572	0	28,600	28	0.1%
6731 Airtime	132,900	150,572	131,576	150,600	28	0.0%
6732 Mobile Data	145,000	145,000	54,777	145,000	0	0.0%
6733 Site Rentals	0				0	
					0	
Other Goods & Services	19,100	19,100	3,034	19,100	0	0.0%
6906 Licenses & Agreements	19,100	19,100	3,034	19,100	0	0.0%
N730 Fire	616,200	616,200	633,940	616,200	0	0.0%
Expense	616,200	616,200	633,940	616,200	0	0.0%
					0	
Equipment & Communications	574,000	574,000	606,491	574,000	0	0.0%
6705 Equipment - Repair and Maintenance	182,500	182,500	0	182,500	0	0.0%
6711 Communication System	0	0	404,020		0	
6730 Communication Circuits	111,800	111,800	36,288	111,800	0	0.0%
6731 Airtime	225,900	225,900	148,273	225,900	0	0.0%
6733 Site Rentals	53,800	53,800	17,909	53,800	0	0.0%
					0	
Other Goods & Services	42,200	42,200	27,449	42,200	0	0.0%
6906 Licenses & Agreements	42,200	42,200	27,449	42,200	0	0.0%
N740 Non-Emergency	0				0	
Expense	0				0	
					0	
Office	0				0	
6201 Telephone	0				0	
					0	
Equipment & Communications	0				0	
6706 Computer Repair and Maintenance	0				0	
					0	
Other Goods & Services	0				0	
6906 Licenses & Agreements	0				0	
P160 Deputy Operational Support	451,200	455,800	310,100	632,200	176,400	38.7%
Expense	926,800	931,400	777,185	849,400	(82,000)	-8.8%
					0	
Compensation and Benefits	511,400	518,000	435,246	403,500	(114,500)	-22.1%
6001 Salaries - Regular	431,200	436,200	353,291	337,800	(98,400)	-22.6%
6002 Salaries - Overtime	2,000	2,000	(142)	0	(2,000)	-100.0%
6005 PDP Increases	0	0	(6,231)		0	
6052 Shift Differentials		0	452		0	
6099 Other Allowances	0	0	22,920	0	0	
6100 Benefits - Salaries	67,700	69,400	56,237	56,900	(12,500)	-18.0%
6152 Retirement Incentives	2,200	2,600	2,173	2,200	(400)	-15.4%
6154 Workers' Compensation	6,700	6,200	4,947	5,000	(1,200)	-19.4%
6156 Clothing Allowance	1,600	1,600	1,600	1,600	0	0.0%
					0	
Office	9,300	9,300	7,852	9,000	(300)	-3.2%
6201 Telephone	7,400	7,400	7,575	7,100	(300)	-4.1%
6202 Courier/Postage	0				0	
6203 Office Furniture and Equipment		0	0		0	
6204 Computer Software and Licenses	200	200	100	200	0	0.0%
6207 Office Supplies	1,700	1,700	177	1,700	0	0.0%
					0	
External Services	334,600	334,600	282,556	376,000	41,400	12.4%
6302 Legal Fees	135,000	135,000	183,776	176,400	41,400	30.7%
6399 Contract Services	199,600	199,600	98,780	199,600	0	0.0%
					0	
Supplies	0				0	
6403 Patrol Equip Supplies	0				0	
					0	
Building Costs	0			0	0	
6699 Other Building Cost	0			0	0	
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Equipment & Communications	700	700	12,927	13,700	13,000	1857.1%
6701 Equipment Purchase	400	400	0	400	0	0.0%
6705 Equipment - Repair and Maintenance	300	300	12,927	13,300	13,000	4333.3%
					0	
Other Goods & Services	70,800	68,800	38,604	47,200	(21,600)	-31.4%
6901 Membership Dues	100	100	388	100	0	0.0%
6902 Conferences and Workshops	200	200	0	200	0	0.0%
6904 Travel - Out of Town	2,500	2,500	0	2,500	0	0.0%
6911 Facilities Rental	59,900	59,900	37,825	43,800	(16,100)	-26.9%
6912 Advertising and Promotion	500	500	0	500	0	0.0%
6918 Meals	100	100	297	100	0	0.0%
6919 Special Projects	0				0	
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	7,500	5,500	95		(5,500)	-100.0%
Revenue	(475,600)	(475,600)	(467,085)	(217,200)	258,400	-54.3%
					0	
Fee Revenues	(164,900)	(164,900)	(137,778)	(214,900)	(50,000)	30.3%
4904 Plumbing Permits	0				0	
4909 False Alarm Ordinance	(150,900)	(150,900)	(122,530)	(200,900)	(50,000)	33.1%
4910 NSLC Offences	(14,000)	(14,000)	(15,248)	(14,000)	0	0.0%
5250 Sales of Services Other	0				0	
					0	
Other Revenue	(310,700)	(310,700)	(329,308)	(2,300)	308,400	-99.3%
5508 Recoveries from External Parties	(308,400)	(308,400)	(329,308)	0	308,400	-100.0%
5600 Miscellaneous Revenue	(2,300)	(2,300)	0	(2,300)	0	0.0%
P300 Support Division	2,256,700	2,108,288	2,340,624	2,562,600	454,312	21.5%
Expense	2,490,700	2,379,288	2,855,482	2,926,900	547,612	23.0%
					0	
Compensation and Benefits	2,062,600	1,999,000	2,447,628	2,547,600	548,600	27.4%
6001 Salaries - Regular	1,695,800	1,638,900	1,977,154	2,097,600	458,700	28.0%
6002 Salaries - Overtime	9,100	9,100	26,635	23,400	14,300	157.1%
6005 PDP Increases	0	0	(5,779)		0	
6050 Court Time	0	0	7,777	0	0	
6052 Shift Differentials	2,600	2,600	1,184	2,600	0	0.0%
6053 Extra Duty	0	0	3,859	0	0	
6099 Other Allowances	0	0	667		0	
6100 Benefits - Salaries	315,300	311,800	358,909	382,700	70,900	22.7%
6110 Vacancy Management		0	44,140	0	0	
6152 Retirement Incentives	11,300	12,000	13,184	14,000	2,000	16.7%
6154 Workers' Compensation	24,500	22,200	17,549	24,900	2,700	12.2%
6156 Clothing Allowance	4,000	2,400	8,100	2,400	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(3,432)	0	0	
9210 HR CATS OT Wage/Ben	0	0	(2,321)	0	0	
					0	
Interdepartmental	0	0	0	0	0	
7099 Interdepartmental Chargebacks	0	0	0		0	
9911 PM Labour-Reg				0	0	
					0	
Other Fiscal	0				0	
8003 Insurance Policies and Premiums	0				0	
					0	
Office	49,900	46,900	60,085	50,200	3,300	7.0%
6201 Telephone	8,600	8,600	18,228	7,600	(1,000)	-11.6%
6202 Courier/Postage	1,200	1,200	784	1,000	(200)	-16.7%
6203 Office Furniture and Equipment	12,500	12,500	19,623	18,500	6,000	48.0%
6204 Computer Software and Licenses	7,900	7,900	0	4,400	(3,500)	-44.3%
6205 Printing & Reproduction	0	0	889		0	
6207 Office Supplies	19,700	16,700	20,561	18,700	2,000	12.0%
					0	
External Services	0	0	0		0	
6303 Consulting Fees		0	0		0	
6399 Contract Services	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Supplies	15,800	15,800	40,148	15,800	0	0.0%
6401 Uniforms & Clothing	1,800	1,800	3,235	1,800	0	0.0%
6403 Patrol Equip Supplies	14,000	14,000	36,159	14,000	0	0.0%
6405 Photography Supplies & Equipment		0	32		0	
6499 Other Supplies	0	0	722	0	0	
					0	
Materials		0	15		0	
6504 Hardware		0	15		0	
					0	
Building Costs	1,800	1,800	1,411	1,800	0	0.0%
6699 Other Building Cost	1,800	1,800	1,411	1,800	0	0.0%
					0	
Equipment & Communications	36,300	36,300	10,713	36,700	400	1.1%
6701 Equipment Purchase	1,000	1,000	1,964	1,000	0	0.0%
6704 Equipment Rental		0	6,957		0	
6705 Equipment - Repair and Maintenance	8,300	8,300	1,792	8,700	400	4.8%
6711 Communication System	27,000	27,000	0	27,000	0	0.0%
					0	
Vehicle Expense	3,100	3,100	0		(3,100)	-100.0%
6802 Vehicle Repair and Maintenance	0				0	
6804 Vehicle Fuel - Gasoline	0				0	
6806 Long Term Fleet Rentals	3,100	3,100	0		(3,100)	-100.0%
					0	
Other Goods & Services	321,200	276,388	295,482	274,800	(1,588)	-0.6%
6901 Membership Dues	400	400	634	400	0	0.0%
6902 Conferences and Workshops	1,100	1,100	14,363	1,100	0	0.0%
6903 Travel - Local	0	0	9		0	
6904 Travel - Out of Town	80,000	35,688	115,324	35,700	12	0.0%
6905 Training & Education	234,700	234,700	156,877	234,700	0	0.0%
6911 Facilities Rental		0	231		0	
6912 Advertising and Promotion	0				0	
6917 Books and Periodicals	1,700	1,700	3,634	1,700	0	0.0%
6918 Meals	1,200	1,200	804	1,200	0	0.0%
6937 Corporate Training	0	0	5,495	0	0	
6938 Rewarding Excellence	0	0	1,830		0	
6999 Other Goods and Services	2,100	1,600	(3,718)		(1,600)	-100.0%
Revenue	(234,000)	(271,000)	(514,857)	(364,300)	(93,300)	34.4%
					0	
Fee Revenues	(220,000)	(257,000)	(409,945)	(257,000)	0	0.0%
5250 Sales of Services Other	(220,000)	(257,000)	(409,945)	(257,000)	0	0.0%
					0	
Other Revenue	(14,000)	(14,000)	(104,913)	(107,300)	(93,300)	666.4%
5508 Recoveries from External Parties	(14,000)	(14,000)	(101,388)	(107,300)	(93,300)	666.4%
5600 Miscellaneous Revenue	0	0	(3,525)	0	0	
				0	0	
				0	0	
				0	0	
P950 Administration	3,157,500	3,209,164	3,485,226	3,465,300	256,136	8.0%
Expense	3,664,400	3,761,064	4,026,285	3,914,700	153,636	4.1%
					0	
Compensation and Benefits	1,695,200	1,959,900	1,869,608	1,967,000	7,100	0.4%
6001 Salaries - Regular	1,050,000	1,276,500	1,230,807	1,291,800	15,300	1.2%
6002 Salaries - Overtime	7,500	7,500	2,566	7,600	100	1.3%
6005 PDP Increases	0	0	(11,059)		0	
6050 Court Time	0	0	983		0	
6053 Extra Duty	400,000	400,000	(170,698)	400,000	0	0.0%
6099 Other Allowances	0	0	3,720		0	
6100 Benefits - Salaries	209,700	246,300	221,197	237,300	(9,000)	-3.7%
6110 Vacancy Management		0	92,054	0	0	
6152 Retirement Incentives	5,900	7,400	6,802	7,100	(300)	-4.1%
6154 Workers' Compensation	20,200	20,300	20,785	21,300	1,000	4.9%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6155 Overtime Meals	0	0	10		0	
6156 Clothing Allowance	1,900	1,900	3,500	1,900	0	0.0%
6157 Stipends		0	1,500		0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0			0	0	
9200 HR CATS Wage/Ben	0	0	457,857	0	0	
9210 HR CATS OT Wage/Ben	0	0	9,584	0	0	
					0	
Interdepartmental	1,859,900	1,701,264	1,918,191	1,813,800	112,536	6.6%
7001 Interdepartmental Equipment Charges	1,859,900	1,701,264	1,871,391	1,813,800	112,536	6.6%
7099 Interdepartmental Chargebacks	0	0	0		0	
9910 PM Shop Expenses	0	0	46,800	0	0	
					0	
Other Fiscal		0	0		0	
8024 Transf to/fr Capital		0	0		0	
					0	
Office	69,500	60,100	90,693	95,400	35,300	58.7%
6201 Telephone	8,400	8,400	12,132	7,900	(500)	-6.0%
6202 Courier/Postage	900	900	1,498	1,500	600	66.7%
6203 Office Furniture and Equipment	9,700	9,600	4,323	5,300	(4,300)	-44.8%
6204 Computer Software and Licenses	0	0	327		0	
6205 Printing & Reproduction	0	0		2,900	2,900	
6207 Office Supplies	50,500	41,200	72,413	77,800	36,600	88.8%
					0	
External Services	30,300	30,300	131,970	30,300	0	0.0%
6303 Consulting Fees	0	0	0		0	
6399 Contract Services	30,300	30,300	131,970	30,300	0	0.0%
					0	
Supplies	700	700	144	300	(400)	-57.1%
6401 Uniforms & Clothing	300	300	0	300	0	0.0%
6403 Patrol Equip Supplies	0	0	84		0	
6405 Photography Supplies & Equipment	0	0	0		0	
6406 Bridge Tolls	0				0	
6407 Cleaning/Sanitary Supplies				0	0	
6499 Other Supplies	400	400	60		(400)	-100.0%
					0	
Materials	0			0	0	
6504 Hardware				0	0	
6505 Lubricants	0				0	
					0	
Building Costs	0	0	3,923		0	
6699 Other Building Cost	0	0	3,923		0	
					0	
Equipment & Communications	0				0	
6701 Equipment Purchase	0				0	
6705 Equipment - Repair and Maintenance	0				0	
					0	
Vehicle Expense	0	0	4,633	0	0	
6802 Vehicle Repair and Maintenance	0	0	309	0	0	
6804 Vehicle Fuel - Gasoline	0	0	2,940	0	0	
6805 Tires and Tubes		0	1,383		0	
					0	
Other Goods & Services	8,800	8,800	7,124	7,900	(900)	-10.2%
6901 Membership Dues	500	500	1,944	500	0	0.0%
6902 Conferences and Workshops	0				0	
6903 Travel - Local	0	0	168	200	200	
6904 Travel - Out of Town	200	200	2,437	0	(200)	-100.0%
6905 Training & Education	4,400	4,400	727	4,400	0	0.0%
6911 Facilities Rental	0	0	150		0	
6912 Advertising and Promotion	300	300	888	300	0	0.0%
6917 Books and Periodicals	2,000	2,000	4,906	2,000	0	0.0%
6918 Meals	500	500	597	500	0	0.0%
6938 Rewarding Excellence	0	0	159		0	
6999 Other Goods and Services	900	900	(4,854)	0	(900)	-100.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Revenue	(506,900)	(551,900)	(541,059)	(449,400)	102,500	-18.6%
					0	
Fee Revenues	(94,500)	(139,500)	(128,372)	(37,000)	102,500	-73.5%
4902 Fines Fees	0				0	
5250 Sales of Services Other	(37,000)	(37,000)	(46,751)	(37,000)	0	0.0%
5254 SOT Cancellation Fees	(57,500)	(102,500)	(81,621)	0	102,500	-100.0%
					0	
Other Revenue	(412,400)	(412,400)	(412,687)	(412,400)	0	0.0%
5508 Recoveries from External Parties	0	0	(4,767)		0	
5600 Miscellaneous Revenue	(412,400)	(412,400)	(407,920)	(412,400)	0	0.0%
				0	0	
				0	0	
				0	0	
S100 General Admin C. Projects	408,600	381,130	289,459	380,300	(830)	-0.2%
Expense	408,600	381,130	297,151	380,300	(830)	-0.2%
					0	
Compensation and Benefits	324,400	300,710	281,661	300,100	(610)	-0.2%
6001 Salaries - Regular	265,700	248,862	197,872	250,500	1,638	0.7%
6002 Salaries - Overtime	2,000	5,000	1,037	0	(5,000)	-100.0%
6005 PDP Increases	0	0	(5,456)		0	
6099 Other Allowances	300				0	
6100 Benefits - Salaries	50,200	38,748	31,615	42,600	3,852	9.9%
6110 Vacancy Management		0	51,448	0	0	
6152 Retirement Incentives	1,700	1,700	1,103	1,500	(200)	-11.8%
6154 Workers' Compensation	4,200	4,400	2,441	3,500	(900)	-20.5%
6156 Clothing Allowance	300	2,000	1,600	2,000	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Office	16,300	18,590	4,888	18,400	(190)	-1.0%
6201 Telephone	1,900	1,900	907	1,700	(200)	-10.5%
6202 Courier/Postage	1,800	1,800	0	1,800	0	0.0%
6203 Office Furniture and Equipment	1,000	1,500	219	1,500	0	0.0%
6204 Computer Software and Licenses	1,000	5,500	575	5,500	0	0.0%
6205 Printing & Reproduction	5,000	4,390	3,045	4,400	10	0.2%
6207 Office Supplies	5,600	3,500	141	3,500	0	0.0%
					0	
External Services	38,000	38,000	0	38,000	0	0.0%
6399 Contract Services	38,000	38,000	0	38,000	0	0.0%
					0	
Supplies		0	0		0	
6401 Uniforms & Clothing		0	0		0	
					0	
Equipment & Communications	3,000	3,000	241	6,000	3,000	100.0%
6706 Computer Repair and Maintenance	3,000	3,000	241	6,000	3,000	100.0%
					0	
Other Goods & Services	26,900	20,830	10,362	17,800	(3,030)	-14.5%
6901 Membership Dues	0	0	502		0	
6903 Travel - Local	3,500	2,500	780	2,500	0	0.0%
6904 Travel - Out of Town	3,000	2,000	6,524	2,000	0	0.0%
6905 Training & Education	10,500	8,500	1,891	8,500	0	0.0%
6912 Advertising and Promotion	2,500	1,000	0	1,000	0	0.0%
6917 Books and Periodicals	300	300	0	300	0	0.0%
6918 Meals	2,000	2,000	198	2,000	0	0.0%
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	5,100	4,530	467	1,500	(3,030)	-66.9%
Revenue	0	0	(7,692)		0	
					0	
Other Revenue	0	0	(7,692)		0	
5508 Recoveries from External Parties	0	0	(7,692)		0	
S200 Operations	383,300	376,710	345,112	290,600	(86,110)	-22.9%
Expense	395,300	391,710	362,574	305,600	(86,110)	-22.0%
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Compensation and Benefits	247,700	255,600	245,183	260,800	5,200	2.0%
6001 Salaries - Regular	202,200	210,600	207,164	214,600	4,000	1.9%
6002 Salaries - Overtime	0				0	
6005 PDP Increases	0	0	(4,578)		0	
6100 Benefits - Salaries	40,100	39,900	37,771	40,900	1,000	2.5%
6152 Retirement Incentives	1,200	1,200	1,210	1,300	100	8.3%
6154 Workers' Compensation	4,200	3,900	3,615	4,000	100	2.6%
					0	
Office	10,500	7,000	3,897	6,800	(200)	-2.9%
6201 Telephone	5,000	5,000	2,994	4,800	(200)	-4.0%
6202 Courier/Postage	100	100	130	100	0	0.0%
6203 Office Furniture and Equipment	900	900	0	900	0	0.0%
6205 Printing & Reproduction	2,000				0	
6207 Office Supplies	2,500	1,000	773	1,000	0	0.0%
					0	
Supplies	20,100	16,100	16,738	16,100	0	0.0%
6401 Uniforms & Clothing	14,000	14,000	16,705	14,000	0	0.0%
6402 Medical & First Aid Supplies	800	800	0	800	0	0.0%
6406 Bridge Tolls	4,000	0	19		0	
6407 Cleaning/Sanitary Supplies	1,300	1,300	13	1,300	0	0.0%
					0	
Equipment & Communications	12,700	12,700	1,286	12,700	0	0.0%
6701 Equipment Purchase	5,700	5,700	456	5,700	0	0.0%
6704 Equipment Rental	6,000	6,000	830	6,000	0	0.0%
6705 Equipment - Repair and Maintenance	0				0	
6706 Computer Repair and Maintenance	1,000	1,000	0	1,000	0	0.0%
					0	
Vehicle Expense	91,100	91,100	84,044		(91,100)	-100.0%
6807 Vehicle Leases	91,100	91,100	84,044		(91,100)	-100.0%
					0	
Other Goods & Services	13,200	9,210	11,426	9,200	(10)	-0.1%
6903 Travel - Local	4,000	6,710	10,162	9,200	2,490	37.1%
6906 Licenses & Agreements	0				0	
6938 Rewarding Excellence	0			0	0	
6999 Other Goods and Services	9,200	2,500	1,264		(2,500)	-100.0%
Revenue	(12,000)	(15,000)	(17,462)	(15,000)	0	0.0%
					0	
Other Revenue	(12,000)	(15,000)	(17,462)	(15,000)	0	0.0%
5600 Miscellaneous Revenue	(12,000)	(15,000)	(17,462)	(15,000)	0	0.0%
S230 Facilities/Buildings	49,200	56,900	50,689	58,000	1,100	1.9%
Expense	49,200	56,900	50,689	58,000	1,100	1.9%
					0	
Compensation and Benefits	0	0	200	0	0	
9200 HR CATS Wage/Ben	0	0	200	0	0	
					0	
Interdepartmental	0	0	18	0	0	
9911 PM Labour-Reg	0	0	18	0	0	
					0	
Office	0	0	67		0	
6202 Courier/Postage	0	0	67		0	
					0	
External Services	6,500	10,500	8,538	10,500	0	0.0%
6308 Snow Removal	0	4,000	1,669	4,000	0	0.0%
6312 Refuse Collection	6,500	6,500	6,000	6,500	0	0.0%
6399 Contract Services		0	870		0	
					0	
Supplies	1,600	800	11	800	0	0.0%
6401 Uniforms & Clothing	0				0	
6402 Medical & First Aid Supplies	1,600	800	11	800	0	0.0%
					0	
Building Costs	34,200	43,600	38,636	46,700	3,100	7.1%
6602 Electrical	0	0	66		0	
6606 Heating Fuel	15,000	13,100	16,804	14,200	1,100	8.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6607 Electricity	7,500	10,500	10,245	10,500	0	0.0%
6608 Water	900	1,900	2,994	1,900	0	0.0%
6611 Building - Interior	4,000	8,000	1,401	8,000	0	0.0%
6612 Safety Systems	0	0	229		0	
6699 Other Building Cost	6,800	10,100	6,897	12,100	2,000	19.8%
					0	
Equipment & Communications	0	0	12	0	0	
6701 Equipment Purchase	0	0	12		0	
6707 Plumbing & Heating	0			0	0	
6708 Mechanical Equipment	0				0	
					0	
Vehicle Expense		0	2,503		0	
6803 Vehicle Fuel - Diesel		0	2,503		0	
					0	
Other Goods & Services	6,900	2,000	704	0	(2,000)	-100.0%
6999 Other Goods and Services	6,900	2,000	704	0	(2,000)	-100.0%
S240 Initiatives	373,900	371,563	323,439	386,500	14,937	4.0%
Expense	1,259,400	1,252,063	1,164,106	1,287,000	34,937	2.8%
					0	
Compensation and Benefits	870,000	862,763	816,780	875,400	12,637	1.5%
6001 Salaries - Regular	449,900	428,530	439,847	435,300	6,770	1.6%
6002 Salaries - Overtime	3,000	3,100	255	3,600	500	16.1%
6005 PDP Increases	0	0	(12,772)		0	
6100 Benefits - Salaries	110,000	99,933	82,104	106,100	6,167	6.2%
6152 Retirement Incentives	2,600	2,800	2,434	2,500	(300)	-10.7%
6154 Workers' Compensation	16,100	15,200	14,286	14,700	(500)	-3.3%
6157 Stipends	288,400	313,200	290,627	313,200	0	0.0%
					0	
Interdepartmental	(20,000)	(20,000)	(24,020)	0	20,000	-100.0%
9900 Rev/Exp.Vehicle Rental	0	0	(3,806)	0	0	
9981 Labour/Adm	0	0	(17,893)	0	0	
9983 YL Overhead	(20,000)	(20,000)	0		20,000	-100.0%
9985 Direct/Overhead Charges	0	0	(2,321)	0	0	
					0	
Office	4,900	5,400	3,552	5,400	0	0.0%
6201 Telephone	2,500	2,500	2,462	2,500	0	0.0%
6202 Courier/Postage	500	500	332	500	0	0.0%
6205 Printing & Reproduction		0	0		0	
6207 Office Supplies	1,900	2,400	758	2,400	0	0.0%
					0	
External Services	11,000	8,000	1,825	9,500	1,500	18.8%
6312 Refuse Collection	3,000	4,000	1,748	5,500	1,500	37.5%
6399 Contract Services	8,000	4,000	77	4,000	0	0.0%
					0	
Supplies	4,800	7,300	5,170	7,300	0	0.0%
6401 Uniforms & Clothing				0	0	
6407 Cleaning/Sanitary Supplies	4,800	7,300	5,170	7,300	0	0.0%
					0	
Materials	7,000	7,000	0	7,000	0	0.0%
6504 Hardware	2,000	2,000	0	2,000	0	0.0%
6506 Lumber	3,000	3,000	0	3,000	0	0.0%
6517 Paint	2,000	2,000	0	2,000	0	0.0%
					0	
Building Costs	0				0	
6611 Building - Interior	0				0	
					0	
Equipment & Communications	11,200	13,600	11,250	15,100	1,500	11.0%
6701 Equipment Purchase	4,000	5,000	4,896	5,500	500	10.0%
6704 Equipment Rental	2,000	2,000	149	2,000	0	0.0%
6705 Equipment - Repair and Maintenance	3,900	4,800	5,149	5,800	1,000	20.8%
6706 Computer Repair and Maintenance	1,300	1,800	1,056	1,800	0	0.0%
					0	
Other Goods & Services	370,500	368,000	349,550	367,300	(700)	-0.2%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6903 Travel - Local	0	0	0		0	
6905 Training & Education	0				0	
6906 Licenses & Agreements		0	0		0	
6909 Cost of Sales	325,000	310,000	283,821	310,000	0	0.0%
6911 Facilities Rental	42,000	55,000	60,467	57,300	2,300	4.2%
6913 Awards	0				0	
6999 Other Goods and Services	3,500	3,000	5,262	0	(3,000)	-100.0%
Revenue	(885,500)	(880,500)	(840,667)	(900,500)	(20,000)	2.3%
					0	
Fee Revenues	(805,000)	(810,000)	(779,246)	(810,000)	0	0.0%
5250 Sales of Services Other	(235,000)	(235,000)	(208,032)	(235,000)	0	0.0%
5251 Otter Paper Revenue	0				0	
5402 Sale of Bottles	(100,000)	(105,000)	(94,669)	(105,000)	0	0.0%
5403 Sales of Other Recyclables	(470,000)	(470,000)	(476,545)	(470,000)	0	0.0%
					0	
Other Revenue	(80,500)	(70,500)	(61,421)	(90,500)	(20,000)	28.4%
5507 Overages and Shortages	0	0	0	0	0	
5508 Recoveries from External Parties	(500)	(500)	0	(20,500)	(20,000)	4000.0%
5600 Miscellaneous Revenue	(80,000)	(70,000)	(61,421)	(70,000)	0	0.0%
				0	0	
				0	0	
				0	0	
S300 Contractual Services	1,117,000	1,157,200	1,039,027	1,219,700	62,500	5.4%
Expense	1,432,000	1,472,200	1,460,514	1,534,700	62,500	4.2%
					0	
Compensation and Benefits	906,700	946,000	954,414	964,100	18,100	1.9%
6001 Salaries - Regular	689,000	724,200	698,551	740,300	16,100	2.2%
6002 Salaries - Overtime	60,000	60,000	57,481	56,200	(3,800)	-6.3%
6005 PDP Increases	0	0	(4,909)		0	
6051 Shift Agreements	2,000	2,000	1,180	2,000	0	0.0%
6100 Benefits - Salaries	137,200	142,200	143,654	147,400	5,200	3.7%
6110 Vacancy Management		0	40,864	0	0	
6152 Retirement Incentives	3,800	3,900	3,781	4,100	200	5.1%
6154 Workers' Compensation	14,700	13,700	13,812	14,100	400	2.9%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Office	25,200	14,800	10,627	14,400	(400)	-2.7%
6201 Telephone	7,100	7,100	5,851	6,700	(400)	-5.6%
6202 Courier/Postage	2,000	1,500	220	1,500	0	0.0%
6204 Computer Software and Licenses	4,500				0	
6205 Printing & Reproduction	6,000	0	1,248		0	
6207 Office Supplies	5,600	6,200	3,308	6,200	0	0.0%
6299 Other Office Expenses	0				0	
					0	
External Services	476,600	489,200	486,400	534,000	44,800	9.2%
6399 Contract Services	476,600	489,200	486,400	534,000	44,800	9.2%
					0	
Supplies	9,000	9,000	4,416	9,000	0	0.0%
6401 Uniforms & Clothing	9,000	9,000	3,884	9,000	0	0.0%
6407 Cleaning/Sanitary Supplies		0	533		0	
					0	
Equipment & Communications	7,500	7,500	2,533	11,000	3,500	46.7%
6701 Equipment Purchase	2,500	3,500	2,163	3,500	0	0.0%
6705 Equipment - Repair and Maintenance		0	31		0	
6706 Computer Repair and Maintenance	5,000	4,000	339	7,500	3,500	87.5%
					0	
Other Goods & Services	7,000	5,700	2,122	2,200	(3,500)	-61.4%
6901 Membership Dues	400				0	
6903 Travel - Local	2,500	2,200	340	2,200	0	0.0%
6999 Other Goods and Services	4,100	3,500	1,782	0	(3,500)	-100.0%
Revenue	(315,000)	(315,000)	(421,487)	(315,000)	0	0.0%
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Fee Revenues	(315,000)	(315,000)	(383,743)	(315,000)	0	0.0%
4907 Taxi Licenses	(165,000)	(165,000)	(157,419)	(165,000)	0	0.0%
4908 Animal Licenses	(150,000)	(150,000)	(226,323)	(150,000)	0	0.0%
					0	
Other Revenue		0	(37,744)	0	0	
5508 Recoveries from External Parties		0	(37,744)	0	0	
S400 Community Standards	1,108,700	1,181,400	1,070,091	1,173,300	(8,100)	-0.7%
Expense	1,108,700	1,181,400	1,070,054	1,191,800	10,400	0.9%
					0	
Compensation and Benefits	1,052,000	1,128,700	1,082,470	1,121,200	(7,500)	-0.7%
6001 Salaries - Regular	830,400	895,300	830,895	908,300	13,000	1.5%
6002 Salaries - Overtime	30,000	30,000	2,826	3,000	(27,000)	-90.0%
6005 PDP Increases	0	0	(3,853)	0	0	
6051 Shift Agreements	700	700	5	700	0	0.0%
6100 Benefits - Salaries	168,600	180,500	167,727	186,800	6,300	3.5%
6110 Vacancy Management		0	64,418	0	0	
6152 Retirement Incentives	4,500	4,900	4,570	4,900	0	0.0%
6154 Workers' Compensation	17,800	17,300	15,881	17,500	200	1.2%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Interdepartmental	(18,500)	(18,500)	(37,080)	0	18,500	-100.0%
9981 Labour/Adm	0	0	(27,219)	0	0	
9983 YL Overhead	(18,500)	(18,500)	0		18,500	-100.0%
9985 Direct/Overhead Charges	0	0	(9,862)	0	0	
					0	
Office	26,300	22,300	12,103	21,700	(600)	-2.7%
6201 Telephone	6,300	6,300	8,102	5,700	(600)	-9.5%
6202 Courier/Postage	10,000	10,000	162	10,000	0	0.0%
6205 Printing & Reproduction	4,000				0	
6207 Office Supplies	6,000	6,000	3,839	6,000	0	0.0%
					0	
External Services	30,000	30,000	2,031	30,000	0	0.0%
6399 Contract Services	30,000	30,000	2,031	30,000	0	0.0%
					0	
Supplies	8,000	8,000	2,339	8,000	0	0.0%
6401 Uniforms & Clothing	8,000	8,000	2,339	8,000	0	0.0%
					0	
Building Costs	0				0	
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	7,000	7,000	5,955	9,000	2,000	28.6%
6701 Equipment Purchase	3,000	3,000	1,547	3,000	0	0.0%
6702 Small Tools	0				0	
6706 Computer Repair and Maintenance	4,000	4,000	4,408	6,000	2,000	50.0%
					0	
Vehicle Expense	0				0	
6807 Vehicle Leases	0				0	
					0	
Other Goods & Services	3,900	3,900	2,237	1,900	(2,000)	-51.3%
6901 Membership Dues	400	400	0	400	0	0.0%
6903 Travel - Local	1,500	1,500	1,299	500	(1,000)	-66.7%
6907 Commission Fees	0				0	
6938 Rewarding Excellence				0	0	
6999 Other Goods and Services	2,000	2,000	938	1,000	(1,000)	-50.0%
Revenue			0	38	(18,500)	
					0	
Other Revenue		0	38	(18,500)	(18,500)	
5508 Recoveries from External Parties		0	38	(18,500)	(18,500)	
					0	
					0	
					0	
					0	
S500 Contracted Services	1,523,900	1,495,300	1,345,845	1,679,100	183,800	12.3%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Expense	1,551,600	1,509,000	1,360,755	1,693,700	184,700	12.2%
					0	
Compensation and Benefits	1,541,500	1,499,000	1,353,972	1,683,700	184,700	12.3%
6001 Salaries - Regular	1,358,900	1,318,100	1,374,284	1,510,600	192,500	14.6%
6002 Salaries - Overtime	0	0	2,917		0	
6053 Extra Duty	0	0	4,651	0	0	
6099 Other Allowances	0	17,000	19,804	17,000	0	0.0%
6100 Benefits - Salaries	115,300	104,200	69,267	92,600	(11,600)	-11.1%
6152 Retirement Incentives	800	800	690	700	(100)	-12.5%
6154 Workers' Compensation	32,200	24,600	26,536	28,500	3,900	15.9%
6156 Clothing Allowance	34,300	34,300	25,250	34,300	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove		0	(163,700)		0	
9200 HR CATS Wage/Ben	0	0	(4,651)	0	0	
9210 HR CATS OT Wage/Ben		0	(1,076)		0	
					0	
Office	1,400	1,700	651	1,700	0	0.0%
6201 Telephone	1,100	1,100	456	1,100	0	0.0%
6202 Courier/Postage		0	5		0	
6203 Office Furniture and Equipment	0				0	
6205 Printing & Reproduction	0				0	
6207 Office Supplies	300	600	189	600	0	0.0%
					0	
External Services		0	0		0	
6399 Contract Services		0	0		0	
					0	
Supplies	1,900	1,800	1,203	1,800	0	0.0%
6401 Uniforms & Clothing	1,800	1,800	1,203	1,800	0	0.0%
6403 Patrol Equip Supplies	100				0	
					0	
Other Goods & Services	6,800	6,500	4,930	6,500	0	0.0%
6903 Travel - Local	4,500	4,500	4,330	4,500	0	0.0%
6911 Facilities Rental		1,000	128	1,000	0	0.0%
6912 Advertising and Promotion	1,300				0	
6918 Meals	1,000	1,000	453	1,000	0	0.0%
6999 Other Goods and Services	0	0	18		0	
Revenue	(27,700)	(13,700)	(14,910)	(14,600)	(900)	6.6%
					0	
Area Rate Revenue	(24,900)	(13,500)	(13,510)	(14,400)	(900)	6.7%
4200 Area Rate Revenue	(24,900)	(13,500)	(13,510)	(14,400)	(900)	6.7%
					0	
Other Revenue	(2,800)	(200)	(1,400)	(200)	0	0.0%
5508 Recoveries from External Parties	(200)	(200)	(1,400)	(200)	0	0.0%
5803 Transfer - General Rate	(2,600)				0	
P400 Operations Division	43,313,960	45,818,730	46,487,562	50,470,600	4,651,870	10.2%
P405 Deputy Operations	988,100	1,053,500	946,990	925,500	(128,000)	-12.1%
Expense	988,100	1,053,500	954,314	925,500	(128,000)	-12.1%
					0	
Compensation and Benefits	922,000	987,800	871,848	858,400	(129,400)	-13.1%
6001 Salaries - Regular	809,500	692,400	739,606	727,800	35,400	5.1%
6002 Salaries - Overtime	1,000	201,000	2,913	3,800	(197,200)	-98.1%
6005 PDP Increases	0	0	(19,041)		0	
6050 Court Time	2,000	2,000	1,480	2,000	0	0.0%
6052 Shift Differentials	0	0	951		0	
6053 Extra Duty	0	0	2,525	0	0	
6099 Other Allowances	0			0	0	
6100 Benefits - Salaries	92,200	78,900	103,295	108,300	29,400	37.3%
6110 Vacancy Management		0	29,569	0	0	
6152 Retirement Incentives	4,100	3,200	4,214	4,500	1,300	40.6%
6154 Workers' Compensation	6,200	5,200	5,368	6,900	1,700	32.7%
6156 Clothing Allowance	7,000	5,100	7,000	5,100	0	0.0%
9200 HR CATS Wage/Ben	0	0	(2,525)	0	0	
9210 HR CATS OT Wage/Ben	0	0	(3,506)	0	0	
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Office	7,400	7,000	6,196	5,700	(1,300)	-18.6%
6201 Telephone	3,000	3,000	5,898	3,000	0	0.0%
6202 Courier/Postage	400	400	33	100	(300)	-75.0%
6203 Office Furniture and Equipment	0				0	
6204 Computer Software and Licenses	2,000	1,600	0	600	(1,000)	-62.5%
6207 Office Supplies	2,000	2,000	264	2,000	0	0.0%
					0	
External Services	0				0	
6303 Consulting Fees	0				0	
6399 Contract Services	0				0	
					0	
Supplies	49,700	49,700	24,576	44,000	(5,700)	-11.5%
6401 Uniforms & Clothing		0	342		0	
6403 Patrol Equip Supplies	49,700	49,700	24,095	44,000	(5,700)	-11.5%
6405 Photography Supplies & Equipment	0				0	
6499 Other Supplies	0	0	139		0	
					0	
Building Costs		0	1,083		0	
6699 Other Building Cost		0	1,083		0	
					0	
Equipment & Communications	0	0	6,569	7,500	7,500	
6701 Equipment Purchase	0	0	1,665		0	
6703 Computer Equipment/Rentals	0				0	
6705 Equipment - Repair and Maintenance	0	0	174		0	
6711 Communication System		0	4,730	7,500	7,500	
					0	
Vehicle Expense	0				0	
6804 Vehicle Fuel - Gasoline	0				0	
					0	
Other Goods & Services	9,000	9,000	44,043	9,900	900	10.0%
6901 Membership Dues	500	500	2,226	2,500	2,000	400.0%
6902 Conferences and Workshops	0	0	70		0	
6903 Travel - Local				0	0	
6904 Travel - Out of Town	5,000	5,000	2,765	2,500	(2,500)	-50.0%
6905 Training & Education		0	68		0	
6911 Facilities Rental	2,500	2,500	1,774	3,900	1,400	56.0%
6912 Advertising and Promotion	0				0	
6917 Books and Periodicals	0	0	208		0	
6918 Meals	1,000	1,000	707	1,000	0	0.0%
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	0	0	36,224		0	
Revenue	0	0	(7,325)	0	0	
					0	
Other Revenue	0	0	(7,325)	0	0	
5508 Recoveries from External Parties	0	0	(7,325)	0	0	
P500 Criminal Investigations Division	11,007,800	11,561,930	14,876,371	15,464,200	3,902,270	33.8%
Expense	14,911,700	16,431,530	20,211,851	20,022,100	3,590,570	21.9%
					0	
Compensation and Benefits	14,027,600	15,497,500	18,563,558	18,450,200	2,952,700	19.1%
6001 Salaries - Regular	11,034,200	12,252,200	13,323,138	14,204,300	1,952,100	15.9%
6002 Salaries - Overtime	483,800	483,800	1,104,581	1,062,300	578,500	119.6%
6005 PDP Increases	0	0	(6,670)		0	
6050 Court Time	151,600	182,300	220,188	182,300	0	0.0%
6052 Shift Differentials	47,200	47,200	62,980	47,200	0	0.0%
6053 Extra Duty	0	0	89,926	0	0	
6099 Other Allowances	0				0	
6100 Benefits - Salaries	1,957,300	2,170,000	2,492,971	2,575,200	405,200	18.7%
6110 Vacancy Management		0	182,819	0	0	
6152 Retirement Incentives	99,200	97,400	96,648	103,000	5,600	5.7%
6154 Workers' Compensation	84,800	93,600	20,696	104,900	11,300	12.1%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6155 Overtime Meals	0	0	60		0	
6156 Clothing Allowance	169,500	171,000	215,348	171,000	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recover	0				0	
9200 HR CATS Wage/Ben	0	0	3,894	0	0	
9210 HR CATS OT Wage/Ben	0	0	756,981	0	0	
					0	
Interdepartmental	(107,500)	(121,500)	36	(121,500)	0	0.0%
7099 Interdepartmental Chargebacks	(107,500)	(121,500)	0	(121,500)	0	0.0%
9911 PM Labour-Reg	0	0	36		0	
					0	
Other Fiscal	343,700	343,700	358,700	343,700	0	0.0%
8008 Transfer to/from Reserves	343,700	343,700	358,700	343,700	0	0.0%
					0	
Office	198,200	179,230	230,521	290,100	110,870	61.9%
6201 Telephone	100,000	100,000	137,139	200,200	100,200	100.2%
6202 Courier/Postage	100	100	661	100	0	0.0%
6203 Office Furniture and Equipment	37,100	22,730	45,591	43,400	20,670	90.9%
6204 Computer Software and Licenses	27,100	26,700	18,062	16,700	(10,000)	-37.5%
6205 Printing & Reproduction	0	0	39		0	
6207 Office Supplies	33,900	29,700	29,030	29,700	0	0.0%
6299 Other Office Expenses	0	0	0		0	
					0	
External Services	140,800	(230,900)	199,117	240,800	471,700	-204.3%
6303 Consulting Fees	0	0	0	0	0	
6399 Contract Services	140,800	(230,900)	199,117	240,800	471,700	-204.3%
					0	
Supplies	114,700	109,070	81,413	88,900	(20,170)	-18.5%
6401 Uniforms & Clothing	3,000	3,000	1,456	2,000	(1,000)	-33.3%
6403 Patrol Equip Supplies	57,200	57,200	43,355	44,000	(13,200)	-23.1%
6404 Recreation Programming Supplies		0	4		0	
6405 Photography Supplies & Equipment	50,000	44,960	33,781	40,000	(4,960)	-11.0%
6406 Bridge Tolls		0	4		0	
6499 Other Supplies	4,500	3,910	2,813	2,900	(1,010)	-25.8%
					0	
Materials	0	0	825		0	
6504 Hardware	0	0	825		0	
					0	
Building Costs	0	0	80,473	0	0	
6699 Other Building Cost	0	0	80,473	0	0	
					0	
Equipment & Communications	39,700	38,100	14,977	80,600	42,500	111.5%
6701 Equipment Purchase	31,300	29,700	7,004	65,600	35,900	120.9%
6702 Small Tools		0		5,000	5,000	
6703 Computer Equipment/Rentals	0	0	2,967	5,000	5,000	
6704 Equipment Rental	0	0	464	0	0	
6705 Equipment - Repair and Maintenance	8,400	8,400	4,543	5,000	(3,400)	-40.5%
6707 Plumbing & Heating				0	0	
					0	
Vehicle Expense	47,300	47,300	77,448	57,300	10,000	21.1%
6801 Vehicle Purchase	0				0	
6803 Vehicle Fuel - Diesel		0	504		0	
6804 Vehicle Fuel - Gasoline		0	19		0	
6806 Long Term Fleet Rentals	47,300	47,300	76,924	57,300	10,000	21.1%
					0	
Other Goods & Services	107,200	569,030	604,783	592,000	22,970	4.0%
6901 Membership Dues	1,500	1,500	2,216	2,100	600	40.0%
6902 Conferences and Workshops		0	294	0	0	
6903 Travel - Local	2,000	2,000	6	500	(1,500)	-75.0%
6904 Travel - Out of Town	45,000	45,000	64,815	43,200	(1,800)	-4.0%
6905 Training & Education	0	0	659	1,200	1,200	
6906 Licenses & Agreements	0				0	
6911 Facilities Rental	353,400	524,230	535,545	544,700	20,470	3.9%
6917 Books and Periodicals	400	400	339		(400)	-100.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6918 Meals	500	500	776	300	(200)	-40.0%
6938 Rewarding Excellence	0				0	
6940 Fencing	(27,400)				0	
6999 Other Goods and Services	(268,200)	(4,600)	133		4,600	-100.0%
Revenue	(3,903,900)	(4,869,600)	(5,335,480)	(4,557,900)	311,700	-6.4%
					0	
Other Revenue	(3,903,900)	(4,869,600)	(5,335,480)	(4,557,900)	311,700	-6.4%
5508 Recoveries from External Parties	(3,900,000)	(4,865,700)	(5,335,480)	(4,554,000)	311,700	-6.4%
5600 Miscellaneous Revenue	(3,900)	(3,900)	0	(3,900)	0	0.0%
P910 Operations Central	11,216,600	12,688,200	11,454,307	13,248,900	560,700	4.4%
Expense	13,224,700	13,780,100	12,155,596	13,566,800	(213,300)	-1.5%
					0	
Compensation and Benefits	13,038,600	13,595,900	11,838,144	13,327,400	(268,500)	-2.0%
6001 Salaries - Regular	10,210,900	10,703,500	9,269,717	10,351,000	(352,500)	-3.3%
6002 Salaries - Overtime	327,600	327,600	524,158	490,900	163,300	49.8%
6005 PDP Increases	0	0	(1,809)		0	
6050 Court Time	281,900	281,900	308,420	281,900	0	0.0%
6051 Shift Agreements	21,000				0	
6052 Shift Differentials	62,800	83,800	95,678	83,800	0	0.0%
6053 Extra Duty	0	0	130,416	0	0	
6099 Other Allowances	0	0	3,900	0	0	
6100 Benefits - Salaries	1,875,100	1,940,400	1,676,606	1,878,300	(62,100)	-3.2%
6110 Vacancy Management		0	54,248	0	0	
6152 Retirement Incentives	85,300	88,800	67,642	75,500	(13,300)	-15.0%
6154 Workers' Compensation	74,100	72,500	4,199	68,600	(3,900)	-5.4%
6156 Clothing Allowance	99,900	97,400	80,400	97,400	0	0.0%
9200 HR CATS Wage/Ben	0	0	(104,519)	0	0	
9210 HR CATS OT Wage/Ben	0	0	(270,913)	0	0	
					0	
Interdepartmental	(70,800)	(70,800)	36	(70,800)	0	0.0%
7099 Interdepartmental Chargebacks	(70,800)	(70,800)	0	(70,800)	0	0.0%
9911 PM Labour-Reg	0	0	36		0	
					0	
Other Fiscal	4,100	4,100	10,000	4,100	0	0.0%
8003 Insurance Policies and Premiums	4,100	4,100	0	4,100	0	0.0%
8008 Transfer to/from Reserves			10,000		0	
					0	
Office	28,500	28,500	16,532	27,600	(900)	-3.2%
6201 Telephone	26,500	26,500	12,943	23,900	(2,600)	-9.8%
6202 Courier/Postage	0	0	167		0	
6203 Office Furniture and Equipment	1,200	1,200	84	200	(1,000)	-83.3%
6204 Computer Software and Licenses	0	0	1,717	1,500	1,500	
6207 Office Supplies	800	800	1,621	2,000	1,200	150.0%
					0	
External Services	99,600	99,600	116,181	99,600	0	0.0%
6304 Janitorial Services	0				0	
6399 Contract Services	99,600	99,600	116,181	99,600	0	0.0%
					0	
Supplies	29,400	29,400	46,230	56,100	26,700	90.8%
6401 Uniforms & Clothing	7,200	7,200	6,289	3,200	(4,000)	-55.6%
6402 Medical & First Aid Supplies		0	124		0	
6403 Patrol Equip Supplies	22,200	22,200	37,650	52,900	30,700	138.3%
6405 Photography Supplies & Equipment	0				0	
6406 Bridge Tolls		0	16		0	
6407 Cleaning/Sanitary Supplies	0	0	2,152	0	0	
6499 Other Supplies	0				0	
					0	
Materials	0	0	47		0	
6504 Hardware	0	0	47		0	
					0	
Building Costs	1,200	1,200	23,479	32,200	31,000	2583.3%
6605 Municipal Taxes	1,200	1,200	0		(1,200)	-100.0%
6607 Electricity	0	0	366	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6699 Other Building Cost	0	0	23,113	32,200	32,200	
					0	
Equipment & Communications	10,900	10,900	12,527	14,900	4,000	36.7%
6701 Equipment Purchase	7,300	7,300	10,348	12,500	5,200	71.2%
6703 Computer Equipment/Rentals	900	900	1,739	900	0	0.0%
6705 Equipment - Repair and Maintenance	2,700	2,700	440	1,500	(1,200)	-44.4%
6707 Plumbing & Heating	0			0	0	
					0	
Vehicle Expense	44,300	42,800	61,349	43,200	400	0.9%
6803 Vehicle Fuel - Diesel	6,300	4,800	1,331	5,200	400	8.3%
6804 Vehicle Fuel - Gasoline	0				0	
6805 Tires and Tubes		0	113		0	
6806 Long Term Fleet Rentals	38,000	38,000	59,906	38,000	0	0.0%
					0	
Other Goods & Services	38,900	38,500	31,072	32,500	(6,000)	-15.6%
6901 Membership Dues	0	0	388		0	
6903 Travel - Local	0				0	
6904 Travel - Out of Town	300	300	104	300	0	0.0%
6905 Training & Education	0	0	(1,606)	0	0	
6911 Facilities Rental	2,800	2,800	31,829	31,800	29,000	1035.7%
6912 Advertising and Promotion	100	100	0	100	0	0.0%
6918 Meals	300	300	0	300	0	0.0%
6938 Rewarding Excellence		0	124		0	
6999 Other Goods and Services	35,400	35,000	233		(35,000)	-100.0%
Revenue	(2,008,100)	(1,091,900)	(701,288)	(317,900)	774,000	-70.9%
					0	
Other Revenue	(2,008,100)	(1,091,900)	(701,288)	(317,900)	774,000	-70.9%
5508 Recoveries from External Parties	(1,817,300)	(914,100)	(504,676)	(118,900)	795,200	-87.0%
5600 Miscellaneous Revenue	(190,800)	(177,800)	(196,612)	(199,000)	(21,200)	11.9%
	0				0	
	0				0	
	0				0	
6808 Natural Gas-Vehicles	0				0	
P920 Operations East	9,662,800	10,001,300	8,756,122	9,085,100	(916,200)	-9.2%
Expense	9,662,800	10,062,600	8,756,122	9,085,100	(977,500)	-9.7%
					0	
Compensation and Benefits	9,625,100	10,026,100	8,645,006	8,998,700	(1,027,400)	-10.2%
6001 Salaries - Regular	7,585,700	7,943,800	6,675,539	6,924,300	(1,019,500)	-12.8%
6002 Salaries - Overtime	137,000	137,000	356,267	346,200	209,200	152.7%
6005 PDP Increases	0	0	(5,239)		0	
6050 Court Time	207,600	207,600	353,474	207,600	0	0.0%
6051 Shift Agreements	21,000				0	
6052 Shift Differentials	83,600	104,600	69,628	104,600	0	0.0%
6053 Extra Duty	0	0	169,928	0	0	
6099 Other Allowances	0	0	196	0	0	
6100 Benefits - Salaries	1,418,600	1,461,200	1,288,558	1,269,000	(192,200)	-13.2%
6110 Vacancy Management		0	95,016	0	0	
6152 Retirement Incentives	62,900	65,600	46,304	50,300	(15,300)	-23.3%
6154 Workers' Compensation	60,100	57,900	2,524	48,300	(9,600)	-16.6%
6156 Clothing Allowance	48,600	48,400	40,200	48,400	0	0.0%
9200 HR CATS Wage/Ben	0	0	(159,163)	0	0	
9210 HR CATS OT Wage/Ben	0	0	(288,226)	0	0	
					0	
Interdepartmental	11,400	11,400	11,454	11,400	0	0.0%
7005 Interdepartmental Expenditures	11,400	11,400	11,400	11,400	0	0.0%
9911 PM Labour-Reg	0	0	54	0	0	
					0	
Other Fiscal			10,000		0	
8008 Transfer to/from Reserves			10,000		0	
					0	
Office	11,000	11,000	23,805	14,300	3,300	30.0%
6201 Telephone	6,500	6,500	13,136	6,000	(500)	-7.7%
6202 Courier/Postage	100	100	225	300	200	200.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6203 Office Furniture and Equipment	1,900	1,900	3,565	3,500	1,600	84.2%
6204 Computer Software and Licenses	0	0	1,115	0	0	
6205 Printing & Reproduction		0	155		0	
6207 Office Supplies	2,500	2,500	5,609	4,500	2,000	80.0%
					0	
External Services	1,900	1,900	44,588	46,000	44,100	2321.1%
6304 Janitorial Services	900	900	41,994	45,000	44,100	4900.0%
6399 Contract Services	1,000	1,000	2,594	1,000	0	0.0%
					0	
Supplies	2,100	2,100	3,628	2,100	0	0.0%
6401 Uniforms & Clothing	1,000	1,000	145	500	(500)	-50.0%
6403 Patrol Equip Supplies	1,100	1,100	2,584	1,600	500	45.5%
6405 Photography Supplies & Equipment	0	0	30		0	
6407 Cleaning/Sanitary Supplies	0	0	682	0	0	
6499 Other Supplies	0	0	187	0	0	
					0	
Materials	0				0	
6504 Hardware	0				0	
					0	
Building Costs	1,800	1,800	7,584	1,800	0	0.0%
6605 Municipal Taxes	1,800	1,800	0	1,800	0	0.0%
6699 Other Building Cost	0	0	7,584	0	0	
					0	
Equipment & Communications	1,000	1,000	33	600	(400)	-40.0%
6701 Equipment Purchase	400	400	(1,645)		(400)	-100.0%
6704 Equipment Rental	0	0	615	0	0	
6705 Equipment - Repair and Maintenance	600	600	428	600	0	0.0%
6706 Computer Repair and Maintenance		0	16		0	
6707 Plumbing & Heating				0	0	
6708 Mechanical Equipment	0	0	400		0	
6711 Communication System	0	0	221		0	
					0	
Vehicle Expense				0	0	
6803 Vehicle Fuel - Diesel				0	0	
					0	
Other Goods & Services	8,500	7,300	10,024	10,200	2,900	39.7%
6901 Membership Dues	0	0	864		0	
6904 Travel - Out of Town	0	0	1,718		0	
6905 Training & Education	0	0	(1,606)	0	0	
6911 Facilities Rental	2,700	2,700	8,042	10,200	7,500	277.8%
6912 Advertising and Promotion	200	200	25		(200)	-100.0%
6917 Books and Periodicals	200	200	0		(200)	-100.0%
6918 Meals	500	500	271		(500)	-100.0%
6938 Rewarding Excellence	0	0	390		0	
6999 Other Goods and Services	4,900	3,700	321		(3,700)	-100.0%
Revenue	0	(61,300)	0		61,300	-100.0%
					0	
Other Revenue	0	(61,300)	0		61,300	-100.0%
5508 Recoveries from External Parties	0	(61,300)	0		61,300	-100.0%
P930 Operations West	8,001,600	8,037,500	7,707,121	8,845,000	807,500	10.0%
Expense	8,001,600	8,313,200	7,777,832	8,940,000	626,800	7.5%
					0	
Compensation and Benefits	7,919,300	8,230,900	7,701,884	8,851,400	620,500	7.5%
6001 Salaries - Regular	6,231,300	6,497,800	6,097,573	6,942,200	444,400	6.8%
6002 Salaries - Overtime	129,300	129,300	235,420	223,800	94,500	73.1%
6005 PDP Increases	0	0	(299)		0	
6050 Court Time	224,300	224,300	212,876	224,300	0	0.0%
6051 Shift Agreements	21,000				0	
6052 Shift Differentials	48,500	69,500	58,528	69,500	0	0.0%
6053 Extra Duty	0	0	131,181	0	0	
6099 Other Allowances	0	0	1,959		0	
6100 Benefits - Salaries	1,134,000	1,174,600	1,119,179	1,258,100	83,500	7.1%
6110 Vacancy Management		0	50,531	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6152 Retirement Incentives	51,600	53,600	46,303	50,600	(3,000)	-5.6%
6154 Workers' Compensation	44,500	44,400	762	45,500	1,100	2.5%
6156 Clothing Allowance	34,800	37,400	28,685	37,400	0	0.0%
9200 HR CATS Wage/Ben	0	0	(131,033)	0	0	
9210 HR CATS OT Wage/Ben	0	0	(149,783)	0	0	
					0	
Interdepartmental	25,700	25,700	25,700	25,700	0	0.0%
7005 Interdepartmental Expenditures	25,700	25,700	25,700	25,700	0	0.0%
9911 PM Labour-Reg	0				0	
					0	
Other Fiscal			5,000		0	
8008 Transfer to/from Reserves			5,000		0	
					0	
Office	16,000	16,000	12,004	12,500	(3,500)	-21.9%
6201 Telephone	9,600	9,600	3,118	4,700	(4,900)	-51.0%
6202 Courier/Postage	0	0	191	0	0	
6203 Office Furniture and Equipment	2,600	2,600	2,923	4,000	1,400	53.8%
6204 Computer Software and Licenses	0	0	2,269	0	0	
6205 Printing & Reproduction	0	0	0		0	
6207 Office Supplies	3,800	3,800	3,502	3,800	0	0.0%
					0	
External Services	3,500	3,500	7,088	6,800	3,300	94.3%
6303 Consulting Fees	0				0	
6304 Janitorial Services	1,000	1,000	3,200	4,300	3,300	330.0%
6308 Snow Removal	0				0	
6399 Contract Services	2,500	2,500	3,888	2,500	0	0.0%
					0	
Supplies	15,400	15,400	2,788	25,000	9,600	62.3%
6401 Uniforms & Clothing	10,000	10,000	66	10,000	0	0.0%
6403 Patrol Equip Supplies	5,400	5,400	2,722	15,000	9,600	177.8%
6407 Cleaning/Sanitary Supplies	0				0	
6499 Other Supplies	0				0	
					0	
Materials	0	0	90		0	
6504 Hardware	0	0	90		0	
					0	
Building Costs	0	0	2,536		0	
6699 Other Building Cost	0	0	2,536		0	
					0	
Equipment & Communications	800	800	3,871	1,600	800	100.0%
6701 Equipment Purchase	0	0	1,717	0	0	
6705 Equipment - Repair and Maintenance	800	800	2,154	1,600	800	100.0%
					0	
Other Goods & Services	20,900	20,900	16,872	17,000	(3,900)	-18.7%
6901 Membership Dues	0	0	388		0	
6904 Travel - Out of Town	0	0	1,255		0	
6905 Training & Education	0	0	(1,348)	0	0	
6911 Facilities Rental	20,000	20,000	16,098	16,700	(3,300)	-16.5%
6912 Advertising and Promotion	200	200	0		(200)	-100.0%
6917 Books and Periodicals	200	200	0		(200)	-100.0%
6918 Meals	100	100	175	300	200	200.0%
6999 Other Goods and Services	400	400	303		(400)	-100.0%
Revenue		(275,700)	(70,711)	(95,000)	180,700	-65.5%
					0	
Other Revenue		(275,700)	(70,711)	(95,000)	180,700	-65.5%
5508 Recoveries from External Parties		(275,700)	(70,711)	(95,000)	180,700	-65.5%
P940 Public Safety	2,437,060	2,476,300	2,746,651	2,901,900	425,600	17.2%
Expense	2,442,060	2,526,300	2,813,243	2,965,500	439,200	17.4%
					0	
Compensation and Benefits	2,274,900	2,364,500	2,714,976	2,808,400	443,900	18.8%
6001 Salaries - Regular	1,691,200	1,759,900	2,227,839	2,141,500	381,600	21.7%
6002 Salaries - Overtime	54,600	54,600	39,851	47,500	(7,100)	-13.0%
6005 PDP Increases	0	0	(8,049)		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6050 Court Time	165,800	165,800	33,813	165,800	0	0.0%
6051 Shift Agreements		0	854		0	
6052 Shift Differentials	21,800	21,800	1,535	21,800	0	0.0%
6053 Extra Duty	0	0	14,814	0	0	
6099 Other Allowances	0				0	
6100 Benefits - Salaries	306,500	324,200	411,029	390,300	66,100	20.4%
6110 Vacancy Management		0	16,645		0	
6152 Retirement Incentives	13,000	13,700	15,813	15,200	1,500	10.9%
6154 Workers' Compensation	16,900	15,600	5,465	17,400	1,800	11.5%
6156 Clothing Allowance	5,100	8,900	6,900	8,900	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(14,679)	0	0	
9210 HR CATS OT Wage/Ben	0	0	(36,854)	0	0	
					0	
Interdepartmental	8,900	0	0		0	
7001 Interdepartmental Equipment Charges	8,900				0	
7099 Interdepartmental Chargebacks	0	0	0		0	
					0	
Office	25,800	24,700	44,860	43,700	19,000	76.9%
6201 Telephone	12,600	12,600	34,489	31,900	19,300	153.2%
6202 Courier/Postage	100	100	100	100	0	0.0%
6203 Office Furniture and Equipment	2,800	2,800	2,301	2,400	(400)	-14.3%
6204 Computer Software and Licenses	2,500	2,500	4,379	5,000	2,500	100.0%
6205 Printing & Reproduction	2,100	1,000	750	1,000	0	0.0%
6207 Office Supplies	5,700	5,700	2,840	3,300	(2,400)	-42.1%
6299 Other Office Expenses	0				0	
					0	
External Services	0	0	124		0	
6303 Consulting Fees	0				0	
6399 Contract Services		0	124		0	
					0	
Supplies	2,000	2,000	1,768	2,000	0	0.0%
6401 Uniforms & Clothing	1,000	1,000	191	1,000	0	0.0%
6403 Patrol Equip Supplies	0	0	834		0	
6405 Photography Supplies & Equipment	400	400	0	400	0	0.0%
6406 Bridge Tolls	600	600	0	600	0	0.0%
6499 Other Supplies		0	744		0	
					0	
Building Costs	0	0	6,126	6,000	6,000	
6605 Municipal Taxes		0	486		0	
6607 Electricity	0	0	5,640	6,000	6,000	
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	61,100	61,100	16,824	48,700	(12,400)	-20.3%
6701 Equipment Purchase	4,000	4,000	6,029	4,400	400	10.0%
6703 Computer Equipment/Rentals	1,000	1,000	0	1,000	0	0.0%
6705 Equipment - Repair and Maintenance	5,300	5,300	0	5,300	0	0.0%
6706 Computer Repair and Maintenance	8,000	8,000	10,795	13,000	5,000	62.5%
6711 Communication System	42,800	42,800	0	25,000	(17,800)	-41.6%
					0	
Vehicle Expense	19,300	19,300	1,130	11,000	(8,300)	-43.0%
6802 Vehicle Repair and Maintenance	6,000	6,000	83	6,000	0	0.0%
6804 Vehicle Fuel - Gasoline	4,600	4,600	17	5,000	400	8.7%
6807 Vehicle Leases	8,700	8,700	1,030		(8,700)	-100.0%
					0	
Other Goods & Services	50,060	54,700	27,434	45,700	(9,000)	-16.5%
6901 Membership Dues	700	700	735	900	200	28.6%
6902 Conferences and Workshops	4,000	4,000	315	4,000	0	0.0%
6903 Travel - Local	2,000	2,000	3,645	1,700	(300)	-15.0%
6904 Travel - Out of Town	5,400	5,400	5,847	5,400	0	0.0%
6905 Training & Education	7,500	7,500	741	7,500	0	0.0%
6910 Signage	0				0	
6911 Facilities Rental	5,000	5,000	9,424	5,000	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6912 Advertising and Promotion	5,500	5,500	2,795	5,500	0	0.0%
6917 Books and Periodicals	500	500	173	500	0	0.0%
6918 Meals	3,700	3,700	5,471	3,700	0	0.0%
6919 Special Projects	12,000	10,600	90	10,600	0	0.0%
6928 Committee Expenses	500	500	0	500	0	0.0%
6929 Visa Purchases	0				0	
6938 Rewarding Excellence	360	400	0	400	0	0.0%
6999 Other Goods and Services	2,900	8,900	(1,800)		(8,900)	-100.0%
Revenue	(5,000)	(50,000)	(66,592)	(63,600)	(13,600)	27.2%
					0	
Other Revenue	(5,000)	(50,000)	(66,592)	(63,600)	(13,600)	27.2%
5508 Recoveries from External Parties	(5,000)	(50,000)	(66,592)	(63,600)	(13,600)	27.2%
					0	
					0	
					0	
Human Resources	4,772,160	4,980,629	4,882,164	5,021,770	41,141	0.8%
A205 Administration	407,100	409,315	427,782	401,941	(7,374)	-1.8%
A205 Administration	407,100	409,315	427,782	401,941	(7,374)	-1.8%
Expense	407,100	409,315	427,782	401,941	(7,374)	-1.8%
					0	
Compensation and Benefits	294,000	307,400	329,103	322,027	14,627	4.8%
6001 Salaries - Regular	252,400	264,600	283,292	278,033	13,433	5.1%
6002 Salaries - Overtime	0	0	(430)	0	0	
6005 PDP Increases	0	0	(8,343)		0	
6100 Benefits - Salaries	37,000	38,400	37,195	39,377	977	2.5%
6110 Vacancy Management		0	13,071		0	
6152 Retirement Incentives	1,500	1,500	1,573	1,640	140	9.3%
6154 Workers' Compensation	3,100	2,900	2,745	2,977	77	2.7%
9200 HR CATS Wage/Ben	0				0	
					0	
Interdepartmental	0				0	
9911 PM Labour-Reg	0				0	
					0	
Office	29,000	26,670	26,394	26,612	(58)	-0.2%
6201 Telephone	4,300	4,300	2,355	4,242	(58)	-1.3%
6202 Courier/Postage	2,500	2,250	1,211	2,250	0	0.0%
6203 Office Furniture and Equipment	1,500	1,350	3,653	1,350	0	0.0%
6204 Computer Software and Licenses	500	500	0	500	0	0.0%
6205 Printing & Reproduction	0	0	183	0	0	
6207 Office Supplies	20,200	18,270	18,984	18,270	0	0.0%
6299 Other Office Expenses	0	0	6		0	
					0	
External Services	14,600	9,160	393	9,160	0	0.0%
6301 Professional Fees				0	0	
6302 Legal Fees	0				0	
6303 Consulting Fees	10,000	4,560	0	4,560	0	0.0%
6399 Contract Services	4,600	4,600	393	4,600	0	0.0%
					0	
Materials		0	180		0	
6519 Welding Supplies		0	180		0	
					0	
Equipment & Communications	2,000	2,000	0	2,000	0	0.0%
6705 Equipment - Repair and Maintenance	2,000	2,000	0	2,000	0	0.0%
					0	
Other Goods & Services	67,500	64,085	71,711	42,142	(21,943)	-34.2%
6901 Membership Dues	3,000	3,000	5,574	3,000	0	0.0%
6902 Conferences and Workshops	0	0	1,113	0	0	
6903 Travel - Local	1,000	585	396	585	0	0.0%
6904 Travel - Out of Town	0	0	4,828	0	0	
6905 Training & Education	10,000	10,100	10,490	5,798	(4,302)	-42.6%
6907 Commission Fees	0				0	
6915 Research Data Acquisition	0	0	130		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6916 Public Education	0	0	5,103		0	
6917 Books and Periodicals	1,500	1,500	1,453	1,500	0	0.0%
6918 Meals	0	0	37		0	
6919 Special Projects	29,000	26,280	35,335	20,096	(6,184)	-23.5%
6928 Committee Expenses		0	947		0	
6937 Corporate Training	0	0	45		0	
6938 Rewarding Excellence	20,000	20,100	1,274	8,643	(11,457)	-57.0%
6999 Other Goods and Services	3,000	2,520	4,985	2,520	0	0.0%
A210 Organizational Development & Health	1,742,890	1,870,480	1,769,149	1,819,116	(51,364)	-2.7%
A210 Organizational Development & Health	1,742,890	1,870,480	1,769,149	1,819,116	(51,364)	-2.7%
Expense	1,742,890	1,870,480	1,769,721	1,819,116	(51,364)	-2.7%
					0	
Compensation and Benefits	1,162,000	1,307,500	1,178,448	1,321,571	14,071	1.1%
6001 Salaries - Regular	977,600	1,110,500	954,092	1,128,250	17,750	1.6%
6002 Salaries - Overtime	0	0	0	0	0	
6005 PDP Increases	0	0	(24,323)		0	
6099 Other Allowances		0	500		0	
6100 Benefits - Salaries	163,500	177,900	157,863	172,676	(5,224)	-2.9%
6110 Vacancy Management		0	71,497	0	0	
6152 Retirement Incentives	5,200	5,600	5,297	5,748	148	2.6%
6154 Workers' Compensation	15,700	13,500	13,521	14,897	1,397	10.3%
					0	
Other Fiscal	0				0	
8008 Transfer to/from Reserves	0				0	
					0	
Office	16,000	11,000	13,723	10,575	(425)	-3.9%
6201 Telephone	10,000	10,100	8,690	9,675	(425)	-4.2%
6202 Courier/Postage	0	0	371	0	0	
6203 Office Furniture and Equipment	1,000	900	3,013	900	0	0.0%
6204 Computer Software and Licenses	0				0	
6205 Printing & Reproduction	5,000	0	26	0	0	
6207 Office Supplies	0	0	614	0	0	
6299 Other Office Expenses	0	0	1,010	0	0	
					0	
External Services	146,000	163,300	251,594	163,300	0	0.0%
6301 Professional Fees	135,000	152,200	151,580	152,200	0	0.0%
6399 Contract Services	11,000	11,100	100,014	11,100	0	0.0%
					0	
Supplies	7,000	7,000	6,347	7,000	0	0.0%
6401 Uniforms & Clothing		0	35		0	
6402 Medical & First Aid Supplies	7,000	7,000	6,311	7,000	0	0.0%
					0	
Building Costs	0				0	
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	0	0	144		0	
6704 Equipment Rental	0				0	
6706 Computer Repair and Maintenance		0	44		0	
6711 Communication System		0	100		0	
					0	
Other Goods & Services	411,890	381,680	319,466	316,670	(65,010)	-17.0%
6901 Membership Dues	2,000	2,000	2,814	2,000	0	0.0%
6902 Conferences and Workshops	0	0	6,834	0	0	
6903 Travel - Local	8,000	6,700	12,533	6,700	0	0.0%
6904 Travel - Out of Town	0	0	4,591	0	0	
6905 Training & Education	18,000	18,100	10,683	10,391	(7,709)	-42.6%
6907 Commission Fees			168		0	
6908 Medical Examinations	0	0	1,104	0	0	
6917 Books and Periodicals	2,000	2,000	3,027	2,000	0	0.0%
6918 Meals	0	0	220		0	
6919 Special Projects	40,000	36,180	3,304	27,667	(8,513)	-23.5%
6928 Committee Expenses	13,000	13,100	7,096	9,825	(3,275)	-25.0%
6937 Corporate Training	325,000	300,000	263,938	255,000	(45,000)	-15.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6938 Rewarding Excellence	890	900	997	387	(513)	-57.0%
6939 Duty to Accomodate	0				0	
6943 Health and Wellness Initiatives			(131)		0	
6999 Other Goods and Services	3,000	2,700	2,288	2,700	0	0.0%
Revenue	0	0	(572)	0	0	
					0	
Other Revenue	0	0	(572)	0	0	
5508 Recoveries from External Parties	0	0	(572)	0	0	
A220 Client Services	1,434,390	1,390,940	1,433,734	1,429,492	38,552	2.8%
A220 Client Services	1,434,390	1,390,940	1,433,734	1,429,492	38,552	2.8%
Expense	1,434,390	1,390,940	1,433,734	1,429,492	38,552	2.8%
					0	
Compensation and Benefits	1,345,000	1,284,100	1,292,298	1,316,430	32,330	2.5%
6001 Salaries - Regular	1,125,600	1,082,300	1,047,661	1,103,605	21,305	2.0%
6002 Salaries - Overtime	0	0	(96)	0	0	
6005 PDP Increases	0	0	(34,437)	0	0	
6100 Benefits - Salaries	194,900	180,000	180,731	190,158	10,158	5.6%
6110 Vacancy Management		0	77,124	0	0	
6152 Retirement Incentives	6,400	5,900	6,245	6,511	611	10.4%
6154 Workers' Compensation	18,100	15,900	15,069	16,156	256	1.6%
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Office	11,500	10,090	13,653	9,658	(432)	-4.3%
6201 Telephone	8,100	8,200	8,132	7,768	(432)	-5.3%
6202 Courier/Postage	100	90	642	90	0	0.0%
6203 Office Furniture and Equipment	2,500	1,800	3,511	1,800	0	0.0%
6204 Computer Software and Licenses	0				0	
6205 Printing & Reproduction	800	0	1,229	0	0	
6207 Office Supplies	0	0	139		0	
					0	
External Services	0	0	0	78,200	78,200	
6303 Consulting Fees		0	0		0	
6399 Contract Services	0	0		78,200	78,200	
					0	
Supplies		0	269		0	
6402 Medical & First Aid Supplies		0	269		0	
					0	
Materials	0				0	
6509 Reagents	0				0	
					0	
Vehicle Expense	0				0	
6804 Vehicle Fuel - Gasoline	0				0	
					0	
Other Goods & Services	77,890	96,750	127,514	25,204	(71,546)	-73.9%
6901 Membership Dues	2,000	2,000	3,602	2,000	0	0.0%
6903 Travel - Local	8,000	6,700	10,155	6,700	0	0.0%
6904 Travel - Out of Town	0	0	6,285	0	0	
6905 Training & Education	20,000	20,100	16,388	11,539	(8,561)	-42.6%
6912 Advertising and Promotion	0	0	365		0	
6914 Recruiting	42,000	62,200	81,809		(62,200)	-100.0%
6915 Research Data Acquisition	0	0	0		0	
6917 Books and Periodicals	2,500	2,500	817	2,500	0	0.0%
6918 Meals	1,000	1,000	357	728	(272)	-27.2%
6919 Special Projects	0				0	
6937 Corporate Training		0	159		0	
6938 Rewarding Excellence	890	900	1,011	387	(513)	-57.0%
6999 Other Goods and Services	1,500	1,350	6,565	1,350	0	0.0%
Revenue	0	0	0		0	
					0	
Other Revenue	0	0	0		0	
5508 Recoveries from External Parties	0	0	0		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
				0	0	
				0	0	
				0	0	
A221 WCB	25,000	111,070	67,200	112,949	1,879	1.7%
A221 WCB	25,000	111,070	67,200	112,949	1,879	1.7%
Expense	25,000	111,070	67,200	112,949	1,879	1.7%
					0	
Compensation and Benefits	80,000	65,800	67,200	67,679	1,879	2.9%
6001 Salaries - Regular	66,500	54,000	56,206	55,460	1,460	2.7%
6005 PDP Increases	0	0	(1,655)		0	
6100 Benefits - Salaries	12,000	10,500	11,247	10,862	362	3.4%
6152 Retirement Incentives	400	300	342	327	27	9.0%
6154 Workers' Compensation	1,100	1,000	1,061	1,030	30	3.0%
					0	
Other Fiscal	(105,000)				0	
8008 Transfer to/from Reserves	(105,000)				0	
					0	
Other Goods & Services	50,000	45,270	0	45,270	0	0.0%
6999 Other Goods and Services	50,000	45,270	0	45,270	0	0.0%
A230 Total Compensation	718,890	628,774	642,684	701,925	73,151	11.6%
A230 Total Compensation	718,890	628,774	642,684	701,925	73,151	11.6%
Expense	718,890	708,774	716,904	781,925	73,151	10.3%
					0	
Compensation and Benefits	582,300	601,700	646,543	686,398	84,698	14.1%
6001 Salaries - Regular	480,500	496,700	525,381	568,277	71,577	14.4%
6002 Salaries - Overtime	10,000	10,200	1,228	9,067	(1,133)	-11.1%
6005 PDP Increases	0	0	(17,375)		0	
6100 Benefits - Salaries	81,600	85,000	89,519	97,591	12,591	14.8%
6110 Vacancy Management		0	37,354		0	
6152 Retirement Incentives	2,800	2,900	3,119	3,353	453	15.6%
6154 Workers' Compensation	7,400	6,900	7,318	8,110	1,210	17.5%
					0	
Office	8,000	5,950	4,295	5,770	(180)	-3.0%
6201 Telephone	5,500	5,500	2,897	5,320	(180)	-3.3%
6202 Courier/Postage	500	450	542	450	0	0.0%
6203 Office Furniture and Equipment	0				0	
6205 Printing & Reproduction	2,000				0	
6207 Office Supplies	0	0	856	0	0	
					0	
External Services	76,000	51,644	16,955	50,000	(1,644)	-3.2%
6301 Professional Fees	0				0	
6303 Consulting Fees	76,000	51,644	16,955	50,000	(1,644)	-3.2%
					0	
Other Goods & Services	52,590	49,480	49,111	39,757	(9,723)	-19.7%
6901 Membership Dues	10,800	10,900	12,221	12,544	1,644	15.1%
6902 Conferences and Workshops		0	1,280		0	
6903 Travel - Local	900	810	622	810	0	0.0%
6904 Travel - Out of Town	0	0	10,463	0	0	
6905 Training & Education	13,300	13,500	5,183	9,250	(4,250)	-31.5%
6912 Advertising and Promotion	1,000				0	
6917 Books and Periodicals	1,500	1,500	318		(1,500)	-100.0%
6918 Meals	0				0	
6919 Special Projects	24,000	21,690	15,215	16,586	(5,104)	-23.5%
6938 Rewarding Excellence	890	900	210	387	(513)	-57.0%
6999 Other Goods and Services	200	180	3,599	180	0	0.0%
Revenue	0	(80,000)	(74,220)	(80,000)	0	0.0%
					0	
Other Revenue	0	(80,000)	(74,220)	(80,000)	0	0.0%
5508 Recoveries from External Parties	0	0	(150)		0	
5521 CUPE Admin Fee	0	(80,000)	(74,070)	(80,000)	0	0.0%
					0	
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
				0	0	
				0	0	
A240 Labour Relations	443,890	570,050	541,616	556,347	(13,703)	-2.4%
A240 Labour Relations	443,890	570,050	541,616	556,347	(13,703)	-2.4%
Expense	443,890	570,050	541,616	556,347	(13,703)	-2.4%
					0	
Compensation and Benefits	409,300	536,900	513,201	526,614	(10,286)	-1.9%
6001 Salaries - Regular	353,900	452,100	415,858	441,620	(10,480)	-2.3%
6002 Salaries - Overtime	0	0	98	0	0	
6005 PDP Increases	0	0	(7,969)	0	0	
6100 Benefits - Salaries	48,800	74,700	65,089	74,634	(66)	-0.1%
6110 Vacancy Management		0	30,496	0	0	
6152 Retirement Incentives	1,400	2,600	2,328	2,605	5	0.2%
6154 Workers' Compensation	5,200	7,500	7,302	7,755	255	3.4%
					0	
Office	3,400	2,700	3,749	2,563	(137)	-5.1%
6201 Telephone	1,800	1,800	2,607	1,663	(137)	-7.6%
6202 Courier/Postage	100	90	35	90	0	0.0%
6203 Office Furniture and Equipment	1,000	810	100	810	0	0.0%
6205 Printing & Reproduction	500				0	
6207 Office Supplies	0	0	1,008	0	0	
6299 Other Office Expenses	0				0	
					0	
External Services	10,000	10,100	3,918	5,500	(4,600)	-45.5%
6301 Professional Fees	10,000	10,100	3,722	5,500	(4,600)	-45.5%
6302 Legal Fees	0				0	
6303 Consulting Fees		0	196		0	
					0	
Vehicle Expense	0				0	
6802 Vehicle Repair and Maintenance	0				0	
					0	
Other Goods & Services	21,190	20,350	20,747	21,670	1,320	6.5%
6901 Membership Dues	5,800	5,800	784	2,000	(3,800)	-65.5%
6902 Conferences and Workshops	0	0	12	0	0	
6903 Travel - Local	6,000	5,200	4,961	4,200	(1,000)	-19.2%
6904 Travel - Out of Town	0	0	2,952	2,000	2,000	
6905 Training & Education	6,500	6,500	7,762	7,232	732	11.3%
6912 Advertising and Promotion		0	365		0	
6915 Research Data Acquisition	0				0	
6917 Books and Periodicals	1,500	1,500	2,767	2,401	901	60.1%
6918 Meals	0	0	172	3,000	3,000	
6929 Visa Purchases	0				0	
6938 Rewarding Excellence	890	900	732	387	(513)	-57.0%
6999 Other Goods and Services	500	450	240	450	0	0.0%
Infrastructure & Asset Management	8,116,000	8,283,127	8,104,499	8,262,939	(20,188)	-0.2%
CCCI CCC Implementation Project	304,400	314,872	350,069	348,078	33,206	10.5%
CCCI CCC Implementation Project	304,400	314,872	350,069	348,078	33,206	10.5%
Expense	304,400	314,872	350,069	348,078	33,206	10.5%
					0	
Compensation and Benefits	494,300	370,326	394,708	323,861	(46,465)	-12.5%
6001 Salaries - Regular	414,200	309,437	337,747	271,967	(37,470)	-12.1%
6002 Salaries - Overtime	0	0	(380)	178	178	
6005 PDP Increases	0	0	(6,615)	0	0	
6100 Benefits - Salaries	71,200	54,375	57,240	46,301	(8,074)	-14.8%
6152 Retirement Incentives	2,400	1,758	1,902	1,574	(184)	-10.5%
6154 Workers' Compensation	6,500	4,756	4,813	3,841	(915)	-19.2%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Other Fiscal	(219,800)	(84,235)	(110,547)	(11,530)	72,705	-86.3%
8008 Transfer to/from Reserves	(119,800)	(84,235)	(110,547)	(11,530)	72,705	-86.3%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
8024 Transf to/fr Capital	(100,000)				0	
					0	
Office	6,400	7,498	6,985	7,081	(417)	-5.6%
6201 Telephone	2,800	4,190	2,093	4,000	(190)	-4.5%
6202 Courier/Postage	100	90	120	100	10	11.1%
6203 Office Furniture and Equipment	700	206	852	200	(6)	-2.9%
6204 Computer Software and Licenses	500	503	1,027	500	(3)	-0.6%
6205 Printing & Reproduction	600	363	1,756	400	37	10.2%
6207 Office Supplies	1,700	2,146	1,136	1,881	(265)	-12.3%
					0	
External Services	1,200	1,050	47,117	13,130	12,080	1150.5%
6301 Professional Fees	0	0	961		0	
6312 Refuse Collection	1,200	1,050	2,709	1,000	(50)	-4.8%
6399 Contract Services		0	43,447	12,130	12,130	
					0	
Equipment & Communications		0	339		0	
6703 Computer Equipment/Rentals		0	339		0	
					0	
Other Goods & Services	22,300	20,233	11,466	15,536	(4,697)	-23.2%
6901 Membership Dues	3,000	3,016	1,721	3,000	(16)	-0.5%
6902 Conferences and Workshops	5,000	4,528	1,049	2,570	(1,958)	-43.2%
6903 Travel - Local	2,000	1,810	2,161	1,800	(10)	-0.6%
6904 Travel - Out of Town	5,000	3,570	4,007	3,600	30	0.8%
6905 Training & Education	1,100	1,457	205	879	(578)	-39.7%
6912 Advertising and Promotion	3,000	2,710	0	1,729	(981)	-36.2%
6915 Research Data Acquisition	1,000	1,005	0	95	(910)	-90.5%
6917 Books and Periodicals	1,000	1,000	0	1,000	0	0.0%
6918 Meals	500	503	784	863	360	71.6%
6919 Special Projects	0				0	
6929 Visa Purchases	0	0	1,539		0	
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	700	634	0		(634)	-100.0%
				0	0	
				0	0	
				0	0	
CPRJ Facility Development	1,444,100	1,569,279	1,864,040	1,538,816	(30,463)	-1.9%
CPRJ Facility Development	1,444,100	1,569,279	1,864,040	1,538,816	(30,463)	-1.9%
Expense	1,444,100	1,569,279	1,873,498	1,538,816	(30,463)	-1.9%
					0	
Compensation and Benefits	1,334,900	1,380,304	1,737,577	1,353,389	(26,915)	-1.9%
6001 Salaries - Regular	1,120,400	1,155,809	1,350,716	1,131,058	(24,751)	-2.1%
6002 Salaries - Overtime	2,000	2,036	9,198	3,022	986	48.4%
6005 PDP Increases	0	0	(25,343)		0	
6100 Benefits - Salaries	188,100	199,023	231,045	196,555	(2,468)	-1.2%
6110 Vacancy Management		0	66,930		0	
6150 Honorariums	0	0	450	0	0	
6152 Retirement Incentives	6,100	6,546	7,603	6,475	(71)	-1.1%
6154 Workers' Compensation	18,300	16,890	19,873	16,279	(611)	-3.6%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(103,064)		0	
9200 HR CATS Wage/Ben	0	0	158,549		0	
9210 HR CATS OT Wage/Ben	0	0	21,621		0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0				0	
					0	
Other Fiscal	(53,600)	(56,500)	0	(56,500)	0	0.0%
8008 Transfer to/from Reserves	0				0	
8024 Transf to/fr Capital	(53,600)	(56,500)	0	(56,500)	0	0.0%
					0	
Office	34,300	30,542	42,332	37,030	6,488	21.2%
6201 Telephone	6,000	6,782	8,913	6,000	(782)	-11.5%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6202 Courier/Postage	600	543	219	160	(383)	-70.5%
6203 Office Furniture and Equipment	18,600	15,759	20,327	20,000	4,241	26.9%
6204 Computer Software and Licenses	1,900	1,910	1,449	2,200	290	15.2%
6205 Printing & Reproduction	1,800	819	7,615	5,720	4,901	598.4%
6207 Office Supplies	3,900	3,529	3,280	2,950	(579)	-16.4%
6299 Other Office Expenses	1,500	1,200	528	0	(1,200)	-100.0%
					0	
External Services	67,000	67,018	23,657	88,510	21,492	32.1%
6302 Legal Fees	0				0	
6303 Consulting Fees	1,400	1,070	10,240	10,000	8,930	834.6%
6307 Design Services	0				0	
6311 Security	0	0	309		0	
6399 Contract Services	65,600	65,948	13,109	78,510	12,562	19.0%
					0	
Supplies	700	800	808	600	(200)	-25.0%
6401 Uniforms & Clothing	700	800	125	0	(800)	-100.0%
6407 Cleaning/Sanitary Supplies	0				0	
6409 Personal Protective Equipment		0	683	600	600	
					0	
Materials	1,500	1,500	0		(1,500)	-100.0%
6504 Hardware	1,500	1,500	0		(1,500)	-100.0%
					0	
Building Costs	13,100	13,200	765		(13,200)	-100.0%
6602 Electrical	13,100	13,200	0		(13,200)	-100.0%
6611 Building - Interior			192		0	
6699 Other Building Cost	0		574		0	
					0	
Equipment & Communications	0	0	2,849		0	
6701 Equipment Purchase	0	0	981		0	
6702 Small Tools	0				0	
6705 Equipment - Repair and Maintenance			724		0	
6706 Computer Repair and Maintenance		0	1,143		0	
6711 Communication System	0	0	0		0	
					0	
Other Goods & Services	46,200	132,415	65,510	115,787	(16,628)	-12.6%
6901 Membership Dues	2,000	2,011	2,878	1,558	(453)	-22.5%
6902 Conferences and Workshops	800	725	294	191	(534)	-73.7%
6903 Travel - Local	33,400	30,223	39,837	30,456	233	0.8%
6904 Travel - Out of Town	1,000	714	720	700	(14)	-2.0%
6905 Training & Education	5,500	5,533	1,092	289	(5,244)	-94.8%
6910 Signage	0				0	
6911 Facilities Rental			185	0	0	
6912 Advertising and Promotion	1,300	1,175	925	2,111	936	79.7%
6913 Awards	0	0	440		0	
6914 Recruiting	0	0	2,190		0	
6917 Books and Periodicals	400	400	600	150	(250)	-62.5%
6918 Meals	700	728	1,622	1,405	677	93.0%
6919 Special Projects	400	362	844	78,927	78,565	21703.0%
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	700	90,544	13,884	0	(90,544)	-100.0%
Revenue	0	0	(9,458)		0	
					0	
Other Revenue	0	0	(9,458)		0	
5508 Recoveries from External Parties	0	0	(9,458)		0	
					0	
					0	
					0	
6709 Manholes and Manhole Equipment	0				0	
IADM IAM Admin	386,120	406,373	335,616	410,701	4,328	1.1%
IADM IAM Admin	386,120	406,373	335,616	410,701	4,328	1.1%
Expense	386,120	406,373	335,616	410,701	4,328	1.1%
					0	
Compensation and Benefits	286,300	547,287	315,435	631,572	84,285	15.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6001 Salaries - Regular	246,700	464,333	519,814	534,101	69,768	15.0%
6002 Salaries - Overtime	0	0	273	400	400	
6005 PDP Increases	0	0	(12,548)		0	
6100 Benefits - Salaries	35,100	74,377	80,735	86,851	12,474	16.8%
6110 Vacancy Management		0	7,857	0	0	
6152 Retirement Incentives	1,400	2,668	2,917	3,088	420	15.7%
6154 Workers' Compensation	3,100	5,909	6,621	7,132	1,223	20.7%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(290,234)	0	0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Other Fiscal	0	(245,189)	0	(316,553)	(71,364)	29.1%
8008 Transfer to/from Reserves	0				0	
8024 Transf to/fr Capital	0	(245,189)	0	(316,553)	(71,364)	29.1%
					0	
Office	6,600	5,780	5,686	6,201	421	7.3%
6201 Telephone	1,100	1,600	1,263	1,521	(79)	-4.9%
6202 Courier/Postage	500	450	287	450	0	0.0%
6203 Office Furniture and Equipment	500	180	0	180	0	0.0%
6204 Computer Software and Licenses	500	500	294	500	0	0.0%
6205 Printing & Reproduction	500	0	658	500	500	
6207 Office Supplies	2,500	2,250	2,017	2,250	0	0.0%
6299 Other Office Expenses	1,000	800	1,168	800	0	0.0%
					0	
External Services	4,000	3,280	0	3,280	0	0.0%
6301 Professional Fees	1,000	1,000	0	1,000	0	0.0%
6303 Consulting Fees	3,000	2,280	0	2,280	0	0.0%
					0	
Supplies		0	12		0	
6402 Medical & First Aid Supplies		0	12		0	
					0	
Equipment & Communications		0	21		0	
6706 Computer Repair and Maintenance		0	21		0	
					0	
Other Goods & Services	89,220	95,215	14,461	86,201	(9,014)	-9.5%
6901 Membership Dues	2,000	2,010	1,841	2,010	0	0.0%
6902 Conferences and Workshops	5,000	4,500	2,708	2,582	(1,918)	-42.6%
6903 Travel - Local	2,400	2,160	3,073	2,160	0	0.0%
6904 Travel - Out of Town	5,000	3,550	0	3,550	0	0.0%
6905 Training & Education	5,000	5,000	0	2,870	(2,130)	-42.6%
6917 Books and Periodicals	300	300	357	300	0	0.0%
6918 Meals	500	500	39	364	(136)	-27.2%
6919 Special Projects		0		70,238	70,238	
6938 Rewarding Excellence	4,920	4,946	4,855	2,127	(2,819)	-57.0%
6999 Other Goods and Services	64,100	72,249	1,588	0	(72,249)	-100.0%
PRKPLN Parks Planning	1,219,100	1,219,775	1,019,753	1,197,427	(22,348)	-1.8%
PRKPLN Parks Planning	1,219,100	1,219,775	1,019,753	1,197,427	(22,348)	-1.8%
Expense	1,219,100	1,219,775	1,027,574	1,197,427	(22,348)	-1.8%
					0	
Compensation and Benefits	971,800	1,058,138	871,922	1,033,707	(24,431)	-2.3%
6001 Salaries - Regular	804,300	874,338	820,714	862,059	(12,279)	-1.4%
6002 Salaries - Overtime	3,000	3,055	(1,819)	1,311	(1,744)	-57.1%
6005 PDP Increases	0	0	(11,657)		0	
6100 Benefits - Salaries	140,200	156,194	140,276	151,758	(4,436)	-2.8%
6110 Vacancy Management		0	61,926		0	
6151 Vehicle Allowance	6,000	6,000	0		(6,000)	-100.0%
6152 Retirement Incentives	4,200	4,835	4,322	4,553	(282)	-5.8%
6154 Workers' Compensation	14,100	13,716	12,808	14,026	310	2.3%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(154,648)		0	
9200 HR CATS Wage/Ben	0				0	
					0	
Interdepartmental	0	0	18		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg		0	18		0	
					0	
Other Fiscal	(70,900)	(149,000)	0	(149,600)	(600)	0.4%
8024 Transf to/fr Capital	(70,900)	(149,000)	0	(149,600)	(600)	0.4%
					0	
Office	18,900	15,725	28,423	26,100	10,375	66.0%
6201 Telephone	3,800	3,821	6,501	6,500	2,679	70.1%
6202 Courier/Postage	1,100	995	117	400	(595)	-59.8%
6203 Office Furniture and Equipment	2,000	1,811	5,752	6,000	4,189	231.3%
6204 Computer Software and Licenses	400	402	2,468	3,000	2,598	646.3%
6205 Printing & Reproduction	4,100	1,910	2,191	3,000	1,090	57.1%
6207 Office Supplies	7,500	6,786	11,395	7,200	414	6.1%
					0	
External Services	258,700	259,082	83,006	224,591	(34,491)	-13.3%
6301 Professional Fees	2,000	2,000	0	2,000	0	0.0%
6303 Consulting Fees	5,100	3,894	0	0	(3,894)	-100.0%
6305 Property Appraisal	11,600	11,916	5,944	11,916	0	0.0%
6399 Contract Services	240,000	241,272	77,061	210,675	(30,597)	-12.7%
					0	
Supplies	600	550	0	650	100	18.2%
6401 Uniforms & Clothing	100	100	0	200	100	100.0%
6405 Photography Supplies & Equipment	500	450	0	450	0	0.0%
6499 Other Supplies	0				0	
					0	
Materials		0	4,530		0	
6504 Hardware		0	4,530		0	
					0	
Equipment & Communications	12,800	10,755	5,587	5,515	(5,240)	-48.7%
6701 Equipment Purchase				0	0	
6702 Small Tools				0	0	
6703 Computer Equipment/Rentals	2,500	411	0	411	0	0.0%
6704 Equipment Rental	100	100	62	100	0	0.0%
6706 Computer Repair and Maintenance	1,000	1,004	1,446	1,004	0	0.0%
6711 Communication System	9,200	9,240	4,079	4,000	(5,240)	-56.7%
					0	
Other Goods & Services	27,200	24,525	34,088	56,464	31,939	130.2%
6901 Membership Dues	1,100	1,106	2,549	2,700	1,594	144.1%
6902 Conferences and Workshops	3,000	2,717	402	1,542	(1,175)	-43.2%
6903 Travel - Local	6,100	5,520	10,551	11,000	5,480	99.3%
6904 Travel - Out of Town	2,600	1,857	108	1,857	0	0.0%
6905 Training & Education	1,200	1,207	1,564	693	(514)	-42.6%
6906 Licenses & Agreements	100	100	0	25,000	24,900	24900.0%
6911 Facilities Rental	1,000	1,005	11,013	11,000	9,995	994.5%
6912 Advertising and Promotion	4,000	3,614	1,989	2,319	(1,295)	-35.8%
6917 Books and Periodicals	200	200	0	200	0	0.0%
6918 Meals	500	503	221	153	(350)	-69.6%
6919 Special Projects	1,000	905	0		(905)	-100.0%
6933 Community Events	0				0	
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	6,400	5,791	5,690	0	(5,791)	-100.0%
					0	
Revenue	0	0	(7,822)	0	0	
					0	
Other Revenue	0	0	(7,822)	0	0	
5508 Recoveries from External Parties	0	0	(7,822)	0	0	
RDEC Design & Construction	4,036,880	4,158,569	3,983,053	4,139,592	(18,977)	-0.5%
RDEC Design & Construction	4,036,880	4,158,569	3,983,053	4,139,592	(18,977)	-0.5%
Expense	4,106,880	4,249,369	4,110,928	4,209,978	(39,391)	-0.9%
					0	
Compensation and Benefits	3,721,500	3,897,025	3,821,794	3,871,139	(25,886)	-0.7%
6001 Salaries - Regular	3,067,500	3,219,867	3,113,636	3,194,839	(25,028)	-0.8%
6002 Salaries - Overtime	4,000	4,073	79,169	54,248	50,175	1231.9%
6005 PDP Increases	0	0	(26,113)		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6100 Benefits - Salaries	570,400	599,843	578,586	608,582	8,739	1.5%
6110 Vacancy Management		0	83,843	0	0	
6151 Vehicle Allowance	2,600				0	
6152 Retirement Incentives	16,300	17,058	16,505	17,075	17	0.1%
6154 Workers' Compensation	60,700	56,184	54,776	55,931	(253)	-0.5%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(347)	(59,536)	(59,536)	
9200 HR CATS Wage/Ben	0	0	75		0	
9210 HR CATS OT Wage/Ben	0	0	(78,337)	0	0	
					0	
Interdepartmental	22,900	17,487	32,869	28,222	10,735	61.4%
7001 Interdepartmental Equipment Charges	22,900	17,487	32,833	28,222	10,735	61.4%
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0	0	36		0	
					0	
Office	131,600	116,894	97,258	114,491	(2,403)	-2.1%
6201 Telephone	29,600	28,823	23,220	26,041	(2,782)	-9.7%
6202 Courier/Postage	2,300	2,084	1,458	2,376	292	14.0%
6203 Office Furniture and Equipment	9,700	8,782	7,473	8,123	(659)	-7.5%
6204 Computer Software and Licenses	49,000	43,264	41,535	46,196	2,932	6.8%
6205 Printing & Reproduction	23,200	16,879	11,659	14,495	(2,384)	-14.1%
6206 Microfilms	9,500	9,551	6,247	9,550	(1)	0.0%
6207 Office Supplies	8,300	7,511	5,666	7,710	199	2.6%
6299 Other Office Expenses	0				0	
					0	
External Services	0				0	
6303 Consulting Fees	0				0	
					0	
Supplies	9,900	9,560	5,260	9,060	(500)	-5.2%
6401 Uniforms & Clothing	5,700	5,700	3,307	5,200	(500)	-8.8%
6405 Photography Supplies & Equipment	1,000	900	307	900	0	0.0%
6406 Bridge Tolls	800	800	872	800	0	0.0%
6499 Other Supplies	2,400	2,160	774	2,160	0	0.0%
					0	
Materials	800	800	870	800	0	0.0%
6502 Chemicals	0				0	
6517 Paint	800	800	870	800	0	0.0%
					0	
Equipment & Communications	32,800	31,543	19,769	34,310	2,767	8.8%
6701 Equipment Purchase	5,000	3,722	1,765	3,720	(2)	-0.1%
6702 Small Tools	2,500	2,510	1,577	2,530	20	0.8%
6703 Computer Equipment/Rentals	22,300	22,298	16,222	25,050	2,752	12.3%
6705 Equipment - Repair and Maintenance	3,000	3,013	204	3,010	(3)	-0.1%
					0	
Vehicle Expense	4,800	4,800	4,785	4,800	0	0.0%
6804 Vehicle Fuel - Gasoline				0	0	
6807 Vehicle Leases	4,800	4,800	4,785	4,800	0	0.0%
					0	
Other Goods & Services	182,580	171,260	128,325	147,156	(24,104)	-14.1%
6901 Membership Dues	14,100	14,178	7,497	14,201	23	0.2%
6902 Conferences and Workshops	14,000	12,679	6,322	7,106	(5,573)	-44.0%
6903 Travel - Local	107,000	100,762	97,717	101,984	1,222	1.2%
6904 Travel - Out of Town	4,000	3,566	3,881	3,568	2	0.1%
6905 Training & Education	29,500	29,660	7,387	14,974	(14,686)	-49.5%
6906 Licenses & Agreements	0				0	
6912 Advertising and Promotion	8,000	3,607	0	2,309	(1,298)	-36.0%
6918 Meals	0	0	39	0	0	
6928 Committee Expenses	1,300	1,308	347	975	(333)	-25.5%
6938 Rewarding Excellence	2,680	3,688	4,102	2,039	(1,649)	-44.7%
6999 Other Goods and Services	2,000	1,812	1,032	0	(1,812)	-100.0%
Revenue	(70,000)	(90,800)	(127,875)	(70,386)	20,414	-22.5%
					0	
Fee Revenues	(70,000)	(90,800)	(126,828)	(70,386)	20,414	-22.5%
5255 Engineering Fees	(70,000)	(90,800)	(126,828)	(70,386)	20,414	-22.5%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Other Revenue	0	0	(1,048)	0	0	
5508 Recoveries from External Parties	0	0	(1,048)	0	0	
SEMO Sustainable Environment	725,400	614,259	551,970	628,325	14,066	2.3%
SEMO Sustainable Environment	725,400	614,259	551,970	628,325	14,066	2.3%
Expense	725,400	614,259	574,738	628,325	14,066	2.3%
					0	
Compensation and Benefits	317,300	341,235	393,538	369,581	28,346	8.3%
6001 Salaries - Regular	266,100	285,651	334,655	306,163	20,512	7.2%
6002 Salaries - Overtime	0	0	1,003	889	889	
6005 PDP Increases	0	0	(3,237)		0	
6100 Benefits - Salaries	45,700	49,339	54,717	56,033	6,694	13.6%
6110 Vacancy Management				0	0	
6152 Retirement Incentives	1,500	1,539	1,480	1,674	135	8.8%
6154 Workers' Compensation	4,000	4,706	5,512	4,822	116	2.5%
6199 Comp & Benefits - Inter Dept, Exp/recove	0		(12,108)		0	
9200 HR CATS Wage/Ben		0	11,517	0	0	
					0	
Interdepartmental	5,100	5,100	5,412	5,100	0	0.0%
7001 Interdepartmental Equipment Charges		0	312	0	0	
7002 Other Interdepartmental Charges	5,100	5,100	5,100	5,100	0	0.0%
7099 Interdepartmental Chargebacks	0				0	
					0	
Other Fiscal	(289,200)	(290,733)	(198,182)	(290,433)	300	-0.1%
8008 Transfer to/from Reserves	(289,200)	(290,733)	(199,182)	(290,433)	300	-0.1%
8024 Transf to/fr Capital		0	1,000		0	
					0	
Office	11,300	10,969	11,038	12,226	1,257	11.5%
6201 Telephone	7,200	7,928	6,193	7,000	(928)	-11.7%
6202 Courier/Postage	0	0	859	0	0	
6203 Office Furniture and Equipment	1,500	638	786	726	88	13.8%
6204 Computer Software and Licenses	500	503	458	2,000	1,497	297.6%
6205 Printing & Reproduction	0				0	
6207 Office Supplies	2,100	1,900	2,704	2,500	600	31.6%
6299 Other Office Expenses	0	0	39		0	
					0	
External Services	383,200	253,098	170,618	271,098	18,000	7.1%
6301 Professional Fees			111		0	
6303 Consulting Fees	73,800	56,357	56,645	20,000	(36,357)	-64.5%
6312 Refuse Collection	0	0	630		0	
6399 Contract Services	309,400	196,741	113,231	251,098	54,357	27.6%
					0	
Supplies	0	0	4,704	1,300	1,300	
6401 Uniforms & Clothing	0	0	2,818	1,300	1,300	
6402 Medical & First Aid Supplies		0	35		0	
6404 Recreation Programming Supplies		0	896		0	
6405 Photography Supplies & Equipment	0		47		0	
6406 Bridge Tolls	0	0	45	0	0	
6407 Cleaning/Sanitary Supplies	0	0	28		0	
6408 Pre School Nutrition Supplies		0	464		0	
6499 Other Supplies	0	0	371	0	0	
					0	
Materials		0	12		0	
6599 Other Materials		0	12		0	
					0	
Equipment & Communications	0	0	2,318	153,161	153,161	
6701 Equipment Purchase	0	0	149	147,161	147,161	
6704 Equipment Rental		0	1,195	5,000	5,000	
6705 Equipment - Repair and Maintenance	0	0	974	1,000	1,000	
					0	
Vehicle Expense	0	0	5,864	0	0	
6804 Vehicle Fuel - Gasoline	0	0	404		0	
6899 Other Vehicle Expense	0	0	5,460	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Other Goods & Services	297,700	294,590	179,416	106,292	(188,298)	-63.9%
6901 Membership Dues	1,000	1,006	5,483	1,006	0	0.0%
6902 Conferences and Workshops	0	0	5,480	2,000	2,000	
6903 Travel - Local	11,500	10,406	3,548	10,406	0	0.0%
6904 Travel - Out of Town	1,500	1,071	12,403	1,071	0	0.0%
6905 Training & Education	3,600	3,622	17,672	4,457	835	23.1%
6911 Facilities Rental	36,600	36,794	36,565		(36,794)	-100.0%
6912 Advertising and Promotion	3,600	3,253	1,142	3,834	581	17.9%
6914 Recruiting	0				0	
6915 Research Data Acquisition	34,200	34,381	26,739	28,438	(5,943)	-17.3%
6916 Public Education	15,000	15,080	57,342	45,080	30,000	198.9%
6917 Books and Periodicals	0	0	403	0	0	
6918 Meals		0	1,042		0	
6919 Special Projects		0	5,000	10,000	10,000	
6999 Other Goods and Services	190,700	188,977	6,596	0	(188,977)	-100.0%
Revenue	0	0	(22,768)	0	0	
					0	
Other Revenue	0	0	(22,768)	0	0	
5508 Recoveries from External Parties	0	0	(22,768)	0	0	
					0	
					0	
					0	
Legal Services & Risk Management	2,194,390	2,228,105	2,238,804	2,425,595	197,490	8.9%
A110 Legal Services	2,194,490	2,228,105	2,218,894	2,425,595	197,490	8.9%
A110 Legal Services	2,194,490	2,228,105	2,218,894	2,425,595	197,490	8.9%
Expense	2,338,490	2,456,105	2,467,518	2,619,695	163,590	6.7%
					0	
Compensation and Benefits	1,807,080	1,926,500	1,893,479	2,083,079	156,579	8.1%
6001 Salaries - Regular	1,539,460	1,650,800	1,651,443	1,778,172	127,372	7.7%
6002 Salaries - Overtime	1,000	1,000	683	889	(111)	-11.1%
6005 PDP Increases	0	0	(45,949)		0	
6100 Benefits - Salaries	237,050	245,600	253,216	272,078	26,478	10.8%
6110 Vacancy Management		0	4,847		0	
6152 Retirement Incentives	8,930	8,900	8,830	10,267	1,367	15.4%
6154 Workers' Compensation	20,640	20,200	20,411	21,673	1,473	7.3%
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Office	71,100	67,630	65,264	72,469	4,839	7.2%
6201 Telephone	10,400	8,950	10,905	9,000	50	0.6%
6202 Courier/Postage	3,500	3,240	4,058	3,600	360	11.1%
6203 Office Furniture and Equipment	8,200	7,290	4,942	7,907	617	8.5%
6204 Computer Software and Licenses	23,000	24,300	28,141	30,562	6,262	25.8%
6205 Printing & Reproduction	7,200	6,480	1,245	4,400	(2,080)	-32.1%
6207 Office Supplies	18,800	17,370	15,533	17,000	(370)	-2.1%
6299 Other Office Expenses	0	0	440		0	
					0	
External Services	329,970	331,700	385,374	341,813	10,113	3.0%
6301 Professional Fees	0	0	1,209		0	
6302 Legal Fees	260,000	123,500	205,959	160,813	37,313	30.2%
6303 Consulting Fees	10,000				0	
6309 Litigation Disbursements	35,000	35,000	30,403	25,000	(10,000)	-28.6%
6314 Prosecution Services	0	173,200	147,804	156,000	(17,200)	-9.9%
6399 Contract Services	24,970			0	0	
					0	
Supplies		0		0	0	
6499 Other Supplies		0		0	0	
					0	
Building Costs	10,000	10,000	10,860	10,000	0	0.0%
6607 Electricity	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6699 Other Building Cost	10,000	10,000	10,860	10,000	0	0.0%
Equipment & Communications	0	0	372		0	
6706 Computer Repair and Maintenance		0	372		0	
6711 Communication System	0				0	
Other Goods & Services	120,340	120,275	112,169	112,334	(7,941)	-6.6%
6901 Membership Dues	55,000	58,000	51,714	58,000	0	0.0%
6902 Conferences and Workshops	0	0	566		0	
6903 Travel - Local	6,000	5,400	6,764	6,000	600	11.1%
6904 Travel - Out of Town	8,500	6,035	7,296	6,035	0	0.0%
6905 Training & Education	17,000	17,100	8,660	9,817	(7,283)	-42.6%
6910 Signage		0	0		0	
6917 Books and Periodicals	30,000	30,000	33,623	30,000	0	0.0%
6918 Meals	800	800	604	582	(218)	-27.3%
6928 Committee Expenses	250	250	0		(250)	-100.0%
6938 Rewarding Excellence	1,790	1,790	706	1,000	(790)	-44.1%
6999 Other Goods and Services	1,000	900	2,236	900	0	0.0%
Revenue	(144,000)	(228,000)	(248,624)	(194,100)	33,900	-14.9%
					0	
Fee Revenues	(144,000)	(144,000)	(190,544)	(144,100)	(100)	0.1%
4909 False Alarm Ordinance	0				0	
5250 Sales of Services Other	(144,000)	(144,000)	(190,544)	(144,100)	(100)	0.1%
					0	
Other Revenue	0	(84,000)	(58,080)	(50,000)	34,000	-40.5%
5508 Recoveries from External Parties	0	(84,000)	(58,080)	(50,000)	34,000	-40.5%
		0	0		0	
		0	0		0	
6709 Manholes and Manhole Equipment		0	0		0	
A303 Insurance & Risk Management	(100)	0	19,910	0	0	
A303 Insurance & Risk Management	(100)	0	19,910	0	0	
Expense	(100)	0	19,910	0	0	
					0	
Compensation and Benefits	332,700	348,950	367,734	367,086	18,136	5.2%
6001 Salaries - Regular	276,900	290,400	312,798	305,371	14,971	5.2%
6002 Salaries - Overtime	0				0	
6005 PDP Increases	0	0	(4,751)		0	
6100 Benefits - Salaries	49,500	52,500	53,331	55,289	2,789	5.3%
6152 Retirement Incentives	1,600	1,600	1,668	1,722	122	7.6%
6154 Workers' Compensation	4,700	4,450	4,688	4,704	254	5.7%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Other Fiscal	(335,500)	(353,200)	(353,200)	(371,336)	(18,136)	5.1%
8008 Transfer to/from Reserves	(335,500)	(353,200)	(353,200)	(371,336)	(18,136)	5.1%
					0	
Office	2,700	4,250	3,867	4,250	0	0.0%
6201 Telephone	2,700	4,250	3,677	4,250	0	0.0%
6202 Courier/Postage	0	0	190	0	0	
					0	
Other Goods & Services	0	0	1,509		0	
6903 Travel - Local	0		1,434		0	
6999 Other Goods and Services		0	75		0	
Office of the Auditor General	615,100	659,494	538,726	793,300	133,806	20.3%
AGBU Auditor General	615,100	659,494	538,726	793,300	133,806	20.3%
AGBU Office of the Auditor General	615,100	659,494	538,726	793,300	133,806	20.3%
Expense	615,100	659,494	548,403	793,300	133,806	20.3%
					0	
Compensation and Benefits	463,800	585,129	500,251	668,916	83,787	14.3%
6001 Salaries - Regular	388,700	479,100	439,819	590,964	111,864	23.3%
6002 Salaries - Overtime	0	0	(485)		0	
6005 PDP Increases	0	0	(9,217)		0	
6100 Benefits - Salaries	70,800	95,495	63,365	69,510	(25,985)	-27.2%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6152 Retirement Incentives	1,200	1,634	1,539	2,023	389	23.8%
6154 Workers' Compensation	3,100	8,900	5,230	6,419	(2,481)	-27.9%
9200 HR CATS Wage/Ben	0				0	
9210 HR CATS OT Wage/Ben	0				0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0				0	
Other Fiscal	0	(60,000)	(9,842)	(50,000)	10,000	-16.7%
8008 Transfer to/from Reserves	0	(60,000)	(9,842)	(50,000)	10,000	-16.7%
Office	21,900	24,010	18,868	24,029	19	0.1%
6201 Telephone	6,400	3,800	3,388	3,819	19	0.5%
6202 Courier/Postage	100	450	422	450	0	0.0%
6203 Office Furniture and Equipment	11,400	6,210	5,360	6,210	0	0.0%
6204 Computer Software and Licenses	1,500	5,000	2,743	5,000	0	0.0%
6205 Printing & Reproduction	0				0	
6207 Office Supplies	2,500	8,550	6,516	8,550	0	0.0%
6299 Other Office Expenses		0	438		0	
External Services	61,300	16,400	7,929	56,400	40,000	243.9%
6301 Professional Fees	4,500	4,500	46	44,500	40,000	888.9%
6302 Legal Fees				0	0	
6303 Consulting Fees	0		17	0	0	
6399 Contract Services	56,800	11,900	7,866	11,900	0	0.0%
Supplies	10,000	0	381	0	0	
6499 Other Supplies	10,000	0	381	0	0	
Materials	0				0	
6504 Hardware	0				0	
6517 Paint	0				0	
Equipment & Communications	2,500	1,200	6,317	1,200	0	0.0%
6703 Computer Equipment/Rentals	2,500	1,200	4,522	1,200	0	0.0%
6706 Computer Repair and Maintenance		0	1,795		0	
Vehicle Expense		0	27		0	
6802 Vehicle Repair and Maintenance		0	27		0	
Other Goods & Services	55,600	92,755	24,471	92,755	0	0.0%
6901 Membership Dues	2,000	5,000	6,493	5,000	0	0.0%
6902 Conferences and Workshops	3,500	7,650	2,532	7,650	0	0.0%
6903 Travel - Local	3,500	3,600	2,424	3,600	0	0.0%
6904 Travel - Out of Town	500	355	965	355	0	0.0%
6905 Training & Education	10,100	20,200	0	20,200	0	0.0%
6911 Facilities Rental	35,000				0	
6912 Advertising and Promotion	500	450	0	450	0	0.0%
6917 Books and Periodicals	500	1,500	636	1,500	0	0.0%
6918 Meals	0	0	114	0	0	
6919 Special Projects		54,000	9,842	54,000	0	0.0%
6938 Rewarding Excellence	0	0	518		0	
6999 Other Goods and Services	0		948		0	
Revenue		0	(9,678)	0	0	
Other Revenue		0	(9,678)	0	0	
5508 Recoveries from External Parties		0	(9,678)	0	0	
Office of the Chief Administrator	9,910,990	10,391,427	10,378,591	10,804,308	412,881	4.0%
A470 Marketing, Design, Print Services	1,843,600	2,072,677	2,089,927	2,055,820	(16,857)	-0.8%
A470 Marketing, Design, Print Services	1,843,600	2,072,677	2,089,927	2,055,820	(16,857)	-0.8%
Expense	2,100,600	2,122,677	2,125,059	2,105,820	(16,857)	-0.8%
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Compensation and Benefits	1,236,300	1,189,755	1,186,333	1,150,569	(39,186)	-3.3%
6001 Salaries - Regular	1,007,200	973,440	988,257	940,406	(33,034)	-3.4%
6002 Salaries - Overtime	8,000	8,600	13,416	10,533	1,933	22.5%
6005 PDP Increases	0	0	(4,489)		0	
6100 Benefits - Salaries	194,700	184,700	182,338	177,325	(7,375)	-4.0%
6110 Vacancy Management		0	6,571	0	0	
6152 Retirement Incentives	5,400	5,035	4,902	4,770	(265)	-5.3%
6154 Workers' Compensation	20,600	17,580	18,319	17,135	(445)	-2.5%
6155 Overtime Meals	400	400	0	400	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(22,982)	0	0	
					0	
Interdepartmental	(143,900)	0	18		0	
7099 Interdepartmental Chargebacks	(143,900)				0	
9911 PM Labour-Reg	0	0	18		0	
					0	
Office	723,600	716,677	760,511	751,620	34,943	4.9%
6201 Telephone	4,800	4,800	11,443	6,800	2,000	41.7%
6202 Courier/Postage	556,200	563,967	551,132	561,910	(2,057)	-0.4%
6203 Office Furniture and Equipment	95,100	91,800	96,202	119,800	28,000	30.5%
6204 Computer Software and Licenses	7,600	7,600	3,519	7,600	0	0.0%
6205 Printing & Reproduction	51,100	40,590	85,525	47,590	7,000	17.2%
6207 Office Supplies	8,800	7,920	12,691	7,920	0	0.0%
					0	
External Services	32,500	43,000	28,146	43,000	0	0.0%
6399 Contract Services	32,500	43,000	28,146	43,000	0	0.0%
					0	
Supplies	118,700	106,860	105,463	92,860	(14,000)	-13.1%
6401 Uniforms & Clothing	300	300	526	300	0	0.0%
6405 Photography Supplies & Equipment	1,000	900	985	900	0	0.0%
6499 Other Supplies	117,400	105,660	103,952	91,660	(14,000)	-13.3%
					0	
Equipment & Communications	33,600	33,600	29,054	33,600	0	0.0%
6701 Equipment Purchase		0	47		0	
6705 Equipment - Repair and Maintenance	32,500	32,500	29,008	32,500	0	0.0%
6706 Computer Repair and Maintenance	1,100	1,100	0	1,100	0	0.0%
6711 Communication System				0	0	
					0	
Other Goods & Services	99,800	32,785	15,533	34,171	1,386	4.2%
6902 Conferences and Workshops	6,000	5,400	4,369	3,099	(2,301)	-42.6%
6903 Travel - Local	4,000	3,600	1,663	3,600	0	0.0%
6904 Travel - Out of Town	500	355	0	355	0	0.0%
6905 Training & Education	3,700	3,700	1,020	2,550	(1,150)	-31.1%
6912 Advertising and Promotion	53,700	1,800	399	17,198	15,398	855.4%
6915 Research Data Acquisition	4,400	4,400	3,078	2,440	(1,960)	-44.5%
6916 Public Education			(471)		0	
6917 Books and Periodicals	1,000	1,000	168	1,000	0	0.0%
6918 Meals	300	300	16	218	(82)	-27.3%
6938 Rewarding Excellence	8,400	8,630	3,941	3,711	(4,919)	-57.0%
6999 Other Goods and Services	17,800	3,600	1,352	0	(3,600)	-100.0%
Revenue	(257,000)	(50,000)	(35,132)	(50,000)	0	0.0%
					0	
Other Revenue	(257,000)	(50,000)	(35,132)	(50,000)	0	0.0%
5505 Environmental Protection Levies	0				0	
5508 Recoveries from External Parties	(257,000)	(50,000)	(35,132)	(50,000)	0	0.0%
					0	
					0	
					0	
E001 CAO Office	446,290	420,385	414,498	518,489	98,104	23.3%
E001 CAO Office	446,290	420,385	414,498	518,489	98,104	23.3%
Expense	446,290	420,385	414,498	518,489	98,104	23.3%
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Compensation and Benefits	341,900	347,450	345,090	457,034	109,584	31.5%
6001 Salaries - Regular	289,000	293,920	295,990	402,400	108,480	36.9%
6002 Salaries - Overtime		0	1,132		0	
6005 PDP Increases	0	0	(3,492)		0	
6100 Benefits - Salaries	46,300	47,110	45,674	48,109	999	2.1%
6110 Vacancy Management		0	1,302	0	0	
6151 Vehicle Allowance	2,900	2,900	960	2,900	0	0.0%
6152 Retirement Incentives	600	600	539	628	28	4.7%
6154 Workers' Compensation	3,100	2,920	2,985	2,997	77	2.6%
					0	
Interdepartmental	0	0	18		0	
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg		0	18		0	
					0	
Other Fiscal		(225,000)	(36,029)	(225,000)	0	0.0%
8008 Transfer to/from Reserves		(225,000)	(36,029)	(225,000)	0	0.0%
					0	
Office	15,000	30,420	33,408	33,420	3,000	9.9%
6201 Telephone	4,500	4,500	6,036	5,500	1,000	22.2%
6202 Courier/Postage	1,000	900	4,494	900	0	0.0%
6203 Office Furniture and Equipment	2,500	2,250	479	2,250	0	0.0%
6205 Printing & Reproduction	4,000	10,620	18,120	10,620	0	0.0%
6206 Microfilms			147		0	
6207 Office Supplies	3,000	12,150	4,133	14,150	2,000	16.5%
					0	
External Services	35,200	127,360	19,199	135,665	8,305	6.5%
6303 Consulting Fees	35,200	27,360	0	35,665	8,305	30.4%
6399 Contract Services		100,000	19,199	100,000	0	0.0%
					0	
Supplies		0	(1,369)		0	
6499 Other Supplies		0	(1,369)		0	
					0	
Vehicle Expense				0	0	
6804 Vehicle Fuel - Gasoline				0	0	
					0	
Other Goods & Services	54,190	140,155	54,181	117,370	(22,785)	-16.3%
6901 Membership Dues	2,700	2,500	4,768	4,500	2,000	80.0%
6902 Conferences and Workshops	5,000	9,000	2,315	5,165	(3,835)	-42.6%
6903 Travel - Local	800	450	142	450	0	0.0%
6904 Travel - Out of Town	5,000	21,300	8,640	21,300	0	0.0%
6905 Training & Education	2,000	2,500	0	1,435	(1,065)	-42.6%
6912 Advertising and Promotion	1,000	14,400	8,238	9,241	(5,159)	-35.8%
6913 Awards	4,000	4,000	5,829	5,214	1,214	30.4%
6915 Research Data Acquisition	10,000				0	
6917 Books and Periodicals	1,000	1,000	323	1,000	0	0.0%
6918 Meals				0	0	
6919 Special Projects	3,000	2,700	2,271	2,065	(635)	-23.5%
6936 Staff Relations	1,000	4,500	1,383	8,500	4,000	88.9%
6938 Rewarding Excellence	890	0	178		0	
6999 Other Goods and Services	17,800	77,805	20,094	58,500	(19,305)	-24.8%
Revenue	0	0	0	0	0	
					0	
Other Revenue	0	0	0	0	0	
5508 Recoveries from External Parties	0	0	0	0	0	
					0	
					0	
					0	
E002 DCAO Corporate Services & Strategy	1,419,320	1,465,878	1,469,284	1,582,042	116,164	7.9%
E002 DCAO Corporate Services & Strategy	1,419,320	1,465,878	1,469,284	1,582,042	116,164	7.9%
Expense	1,419,320	1,465,878	1,469,339	1,582,042	116,164	7.9%
					0	
Compensation and Benefits	965,300	1,016,220	1,039,471	1,127,245	111,025	10.9%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6001 Salaries - Regular	787,800	834,060	860,472	929,424	95,364	11.4%
6002 Salaries - Overtime	25,800	26,000	9,948	22,500	(3,500)	-13.5%
6003 Wages - Regular	0				0	
6005 PDP Increases	0	0	(24,059)		0	
6100 Benefits - Salaries	130,800	136,090	129,989	153,125	17,035	12.5%
6101 Benefits - Wages	0				0	
6110 Vacancy Management		0	53,959	0	0	
6151 Vehicle Allowance	2,900	2,900	0	2,900	0	0.0%
6152 Retirement Incentives	4,500	4,600	4,566	5,351	751	16.3%
6153 Severance		0	3,335		0	
6154 Workers' Compensation	13,500	12,570	12,697	13,945	1,375	10.9%
6199 Comp & Benefits - Inter Dept, Exp/recove		0	(10,228)		0	
9200 HR CATS Wage/Ben	0	0	(1,206)	0	0	
					0	
Interdepartmental	0	0	36		0	
9911 PM Labour-Reg	0	0	36		0	
					0	
Other Fiscal	202,000	203,100	203,100	203,100	0	0.0%
8008 Transfer to/from Reserves	202,000	203,100	203,100	203,100	0	0.0%
					0	
Office	49,400	45,900	46,673	48,468	2,568	5.6%
6201 Telephone	14,400	14,400	16,264	13,968	(432)	-3.0%
6202 Courier/Postage	10,100	9,090	13,059	12,090	3,000	33.0%
6203 Office Furniture and Equipment	2,100	1,890	1,218	1,890	0	0.0%
6204 Computer Software and Licenses	0	0	11		0	
6205 Printing & Reproduction	9,100	8,190	3,632	8,190	0	0.0%
6207 Office Supplies	13,700	12,330	12,431	12,330	0	0.0%
6299 Other Office Expenses	0	0	57	0	0	
					0	
External Services	39,000	40,000	27,727	40,000	0	0.0%
6301 Professional Fees	0				0	
6310 Outside Personnel	0				0	
6399 Contract Services	39,000	40,000	27,727	40,000	0	0.0%
					0	
Materials		0	11		0	
6504 Hardware		0	11		0	
					0	
Building Costs	0				0	
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	3,300	3,300	530	3,300	0	0.0%
6703 Computer Equipment/Rentals	0				0	
6705 Equipment - Repair and Maintenance	2,400	2,400	137	2,400	0	0.0%
6706 Computer Repair and Maintenance	0				0	
6711 Communication System	900	900	393	900	0	0.0%
					0	
Other Goods & Services	160,320	157,358	151,790	159,929	2,571	1.6%
6901 Membership Dues	115,000	115,000	118,824	118,500	3,500	3.0%
6902 Conferences and Workshops	2,900	2,790	897	2,330	(460)	-16.5%
6903 Travel - Local	6,100	5,490	1,528	5,490	0	0.0%
6904 Travel - Out of Town	800	568	909	953	385	67.8%
6905 Training & Education	8,000	8,300	0	8,172	(128)	-1.5%
6911 Facilities Rental	600	600	467	600	0	0.0%
6912 Advertising and Promotion	20,700	18,630	23,215	18,630	0	0.0%
6917 Books and Periodicals	0	0		375	375	
6918 Meals	5,000	4,000	3,037	4,364	364	9.1%
6922 Grading				0	0	
6933 Community Events		0	585		0	
6938 Rewarding Excellence	720	720	357	515	(205)	-28.5%
6999 Other Goods and Services	500	1,260	1,972	0	(1,260)	-100.0%
Revenue	0	0	(55)		0	
					0	
Other Revenue	0	0	(55)		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010-11
5508 Recoveries from External Parties	0	0	(55)		0	
				0	0	
				0	0	
				0	0	
E003 DCAO Operations	484,080	497,784	519,669	514,840	17,056	3.4%
E003 DCAO Operations	484,080	497,784	519,669	514,840	17,056	3.4%
Expense	484,080	497,784	519,669	514,840	17,056	3.4%
					0	
Compensation and Benefits	342,300	356,840	387,301	378,009	21,169	5.9%
6001 Salaries - Regular	296,100	311,220	349,448	328,833	17,613	5.7%
6002 Salaries - Overtime		0	136		0	
6005 PDP Increases	0	0	(9,993)		0	
6100 Benefits - Salaries	38,400	38,000	39,902	41,347	3,347	8.8%
6151 Vehicle Allowance	2,800	2,800	2,640	2,800	0	0.0%
6152 Retirement Incentives	1,700	1,800	1,948	1,940	140	7.8%
6154 Workers' Compensation	3,300	3,020	3,155	3,089	69	2.3%
9200 HR CATS Wage/Ben		0	65		0	
					0	
Interdepartmental	0	0	18		0	
7099 Interdepartmental Chargebacks	0				0	
9911 PM Labour-Reg	0	0	18		0	
					0	
Office	7,200	6,694	6,793	8,786	2,092	31.3%
6201 Telephone	3,400	3,400	2,956	3,400	0	0.0%
6202 Courier/Postage	200	180	89	200	20	11.1%
6205 Printing & Reproduction		0		1,200	1,200	
6207 Office Supplies	3,600	3,114	3,747	3,986	872	28.0%
					0	
External Services	116,200	116,200	120,032	116,200	0	0.0%
6399 Contract Services	116,200	116,200	120,032	116,200	0	0.0%
					0	
Materials		0	257		0	
6504 Hardware		0	257		0	
					0	
Equipment & Communications	0				0	
6702 Small Tools	0				0	
					0	
Other Goods & Services	18,380	18,050	5,268	11,845	(6,205)	-34.4%
6901 Membership Dues	4,200	4,200	304	4,200	0	0.0%
6902 Conferences and Workshops	1,600	1,440	0	836	(604)	-41.9%
6903 Travel - Local	900	810	2,154	800	(10)	-1.2%
6905 Training & Education	3,200	3,200	0	1,837	(1,363)	-42.6%
6918 Meals		0		1,800	1,800	
6919 Special Projects		1,350	0	1,082	(268)	-19.9%
6938 Rewarding Excellence	3,580	3,000	17	1,290	(1,710)	-57.0%
6999 Other Goods and Services	4,900	4,050	2,794	0	(4,050)	-100.0%
E005 External & Corp. Affairs	902,800	974,807	1,007,532	964,246	(10,561)	-1.1%
E005 External & Corp. Affairs	902,800	974,807	1,007,532	964,246	(10,561)	-1.1%
Expense	902,800	974,807	1,005,892	964,246	(10,561)	-1.1%
					0	
Compensation and Benefits	479,800	726,185	751,667	740,242	14,057	1.9%
6001 Salaries - Regular	406,300	612,240	639,092	623,344	11,104	1.8%
6002 Salaries - Overtime		0	57	0	0	
6005 PDP Increases	0	0	(13,265)		0	
6100 Benefits - Salaries	65,700	102,400	106,420	104,983	2,583	2.5%
6110 Vacancy Management		0	7,065		0	
6152 Retirement Incentives	2,400	3,515	3,150	3,678	163	4.6%
6154 Workers' Compensation	5,400	8,030	8,617	8,237	207	2.6%
9200 HR CATS Wage/Ben		0	476	0	0	
9210 HR CATS OT Wage/Ben		0	55		0	
					0	
Interdepartmental		0	18	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
9911 PM Labour-Reg		0	18		0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Office	14,500	13,670	17,299	13,562	(108)	-0.8%
6201 Telephone	3,100	3,100	2,429	2,992	(108)	-3.5%
6202 Courier/Postage	100	0	17	0	0	
6203 Office Furniture and Equipment	1,000	900	14,070	900	0	0.0%
6205 Printing & Reproduction	9,400	8,550	15	8,550	0	0.0%
6207 Office Supplies	400	720	43	720	0	0.0%
6299 Other Office Expenses	500	400	724	400	0	0.0%
					0	
External Services	10,000	7,600	1,727	7,600	0	0.0%
6303 Consulting Fees	10,000	7,600	1,727	7,600	0	0.0%
6399 Contract Services	0				0	
					0	
Materials		0	143		0	
6506 Lumber		0	191		0	
6510 Road Oils		0	(48)		0	
					0	
Other Goods & Services	398,500	227,352	235,039	202,842	(24,510)	-10.8%
6901 Membership Dues	300	390	405	390	0	0.0%
6902 Conferences and Workshops	16,400	9,360	9,485	5,371	(3,989)	-42.6%
6903 Travel - Local	3,000	1,350	92	1,350	0	0.0%
6904 Travel - Out of Town	5,400	3,692	1,199	3,692	0	0.0%
6905 Training & Education	1,500	9,000	1,293	5,167	(3,833)	-42.6%
6912 Advertising and Promotion	19,900	17,910	18,986	11,493	(6,417)	-35.8%
6913 Awards	0	0	(0)		0	
6917 Books and Periodicals	0	0	1,717	0	0	
6918 Meals	0	0	122		0	
6919 Special Projects	48,500	43,650	27,873	175,379	131,729	301.8%
6999 Other Goods and Services	303,500	142,000	173,866	0	(142,000)	-100.0%
Revenue	0	0	1,640		0	
					0	
Other Revenue	0	0	1,640		0	
5508 Recoveries from External Parties	0	0	1,640		0	
GOVA HRM Council Support & Partners	4,814,900	4,959,896	4,877,680	5,168,871	208,975	4.2%
GOVA HRM Council Support & Partners	4,814,900	4,959,896	4,877,680	5,168,871	208,975	4.2%
Expense	4,845,300	5,026,296	5,025,368	5,199,471	173,175	3.4%
					0	
Compensation and Benefits	2,913,000	3,133,450	3,093,698	3,246,299	112,849	3.6%
6001 Salaries - Regular	2,472,700	2,667,420	2,693,361	2,750,102	82,682	3.1%
6002 Salaries - Overtime	6,500	6,500	1,022	3,500	(3,000)	-46.2%
6003 Wages - Regular	0				0	
6005 PDP Increases	0	0	(21,307)		0	
6100 Benefits - Salaries	380,100	407,500	375,962	436,607	29,107	7.1%
6110 Vacancy Management		0	16,171	0	0	
6152 Retirement Incentives	11,300	12,250	13,059	15,324	3,074	25.1%
6154 Workers' Compensation	42,400	39,780	15,356	40,766	986	2.5%
9200 HR CATS Wage/Ben		0	73		0	
					0	
Interdepartmental	0				0	
7099 Interdepartmental Chargebacks	0				0	
					0	
Other Fiscal	1,400,000	1,400,000	1,490,000	1,400,000	0	0.0%
8004 Grants	1,400,000	1,400,000	1,490,000	1,400,000	0	0.0%
					0	
Office	110,100	102,616	108,430	116,279	13,663	13.3%
6201 Telephone	56,700	57,700	57,017	68,914	11,214	19.4%
6202 Courier/Postage	7,000	4,950	5,076	5,700	750	15.2%
6203 Office Furniture and Equipment	3,000	2,160	2,778	2,160	0	0.0%
6204 Computer Software and Licenses		0	278		0	
6205 Printing & Reproduction	2,700	1,800	508	1,800	0	0.0%
6207 Office Supplies	31,700	29,286	36,410	30,985	1,699	5.8%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6299 Other Office Expenses	9,000	6,720	6,363	6,720	0	0.0%
External Services	2,500	2,500	1,100	2,500	0	0.0%
6399 Contract Services	2,500	2,500	1,100	2,500	0	0.0%
Supplies	0	0	126	500	500	
6402 Medical & First Aid Supplies	0				0	
6406 Bridge Tolls		0	126	500	500	
Materials				0	0	
6513 Seeds & Plants				0	0	
Equipment & Communications	1,800	1,000	318	500	(500)	-50.0%
6701 Equipment Purchase	1,000	500	0		(500)	-100.0%
6702 Small Tools		0	(363)		0	
6703 Computer Equipment/Rentals	800	500	0	500	0	0.0%
6704 Equipment Rental		0	0		0	
6706 Computer Repair and Maintenance		0	464		0	
6711 Communication System	0	0	217		0	
Vehicle Expense		0		50,301	50,301	
6899 Other Vehicle Expense		0		50,301	50,301	
Other Goods & Services	417,900	386,730	331,696	383,092	(3,638)	-0.9%
6901 Membership Dues	900	900	1,810	900	0	0.0%
6902 Conferences and Workshops	25,500	23,400	20,173	23,400	0	0.0%
6903 Travel - Local	50,000	45,000	51,892	46,500	1,500	3.3%
6904 Travel - Out of Town	52,000	35,500	41,031	36,850	1,350	3.8%
6905 Training & Education	6,500	6,500	4,122	6,500	0	0.0%
6911 Facilities Rental	400	410	305	410	0	0.0%
6912 Advertising and Promotion	116,300	108,720	93,972	110,832	2,112	1.9%
6913 Awards	5,000	4,500	4,378	4,500	0	0.0%
6916 Public Education		40,000	21,476	38,800	(1,200)	-3.0%
6917 Books and Periodicals	1,500	4,000	2,126	4,000	0	0.0%
6918 Meals	16,000	15,000	16,118	15,000	0	0.0%
6929 Visa Purchases	0	0	64		0	
6933 Community Events	8,800	93,800	64,183	95,400	1,600	1.7%
6999 Other Goods and Services	135,000	9,000	10,046	0	(9,000)	-100.0%
Revenue	(30,400)	(66,400)	(147,688)	(30,600)	35,800	-53.9%
Fee Revenues	(30,400)	(30,600)	(41,462)	(30,600)	0	0.0%
5206 Stipends	(30,400)	(30,600)	(41,462)	(30,600)	0	0.0%
Other Revenue	0	(35,800)	(106,226)	0	35,800	-100.0%
5508 Recoveries from External Parties	0	(35,800)	(106,226)	0	35,800	-100.0%
				0	0	
				0	0	
				0	0	
RCMP	20,353,100	20,621,300	20,623,155	21,714,200	1,092,900	5.3%
P700 RCMP	20,353,100	20,621,300	20,623,155	21,714,200	1,092,900	5.3%
P700 RCMP	20,353,100	20,621,300	20,623,155	21,714,200	1,092,900	5.3%
Expense	20,353,100	20,621,300	20,624,300	21,714,200	1,092,900	5.3%
Office	0	0	3,000		0	
6201 Telephone		0	(500)		0	
6204 Computer Software and Licenses	0	0	3,500		0	
External Services	20,353,100	20,621,300	20,621,300	21,714,200	1,092,900	5.3%
6399 Contract Services	20,353,100	20,621,300	20,621,300	21,714,200	1,092,900	5.3%
Revenue	0	0	(1,145)		0	
Fee Revenues	0	0	(1,145)		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
4902 Fines Fees	0	0	(1,145)		0	
				0	0	
				0	0	
				0	0	
Transportation & Public Works	99,028,770	96,393,423	110,451,969	108,973,613	12,580,190	13.1%
FLTE Fleet Services	520,120	422,985	438,062	579,346	156,361	37.0%
R910 Fleet: Administration	521,420	422,985	419,392	579,418	156,433	37.0%
Expense	521,420	422,985	419,392	579,418	156,433	37.0%
					0	
Compensation and Benefits	493,720	399,453	392,438	557,113	157,660	39.5%
6001 Salaries - Regular	401,700	318,471	355,114	389,880	71,409	22.4%
6002 Salaries - Overtime	600	612	(146)	81,344	80,732	13191.5%
6005 PDP Increases	0	0	(8,059)		0	
6100 Benefits - Salaries	74,020	63,520	62,141	69,397	5,877	9.3%
6110 Vacancy Management		0	25,213	0	0	
6152 Retirement Incentives	2,100	1,824	2,046	2,272	448	24.6%
6154 Workers' Compensation	15,300	15,026	12,564	14,220	(806)	-5.4%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(56,435)		0	
					0	
Interdepartmental	1,900	0	1,634	855	855	
7001 Interdepartmental Equipment Charges	1,900	0	1,616	855	855	
9911 PM Labour-Reg		0	18		0	
					0	
Office	8,900	8,200	7,554	8,211	11	0.1%
6201 Telephone	500	500	2,484	500	0	0.0%
6202 Courier/Postage	0	0	451	11	11	
6203 Office Furniture and Equipment	3,000	2,700	1,094	2,700	0	0.0%
6204 Computer Software and Licenses	1,400	1,400	0	1,400	0	0.0%
6205 Printing & Reproduction	400	360	188	360	0	0.0%
6207 Office Supplies	3,600	3,240	3,336	3,240	0	0.0%
					0	
External Services	400	400	0	400	0	0.0%
6310 Outside Personnel	400	400	0	400	0	0.0%
6399 Contract Services				0	0	
					0	
Supplies	0	0	73	40	40	
6402 Medical & First Aid Supplies	0				0	
6406 Bridge Tolls	0	0	73	40	40	
					0	
Equipment & Communications	1,900	1,900	2,067	1,900	0	0.0%
6701 Equipment Purchase	1,900	1,900	2,067	1,900	0	0.0%
6703 Computer Equipment/Rentals	0				0	
					0	
Vehicle Expense	0				0	
6802 Vehicle Repair and Maintenance	0				0	
6807 Vehicle Leases	0				0	
					0	
Other Goods & Services	14,600	13,032	15,626	10,899	(2,133)	-16.4%
6901 Membership Dues	500	500	685	500	0	0.0%
6902 Conferences and Workshops	3,500	3,150	3,111	1,808	(1,342)	-42.6%
6903 Travel - Local	2,900	2,610	1,371	2,610	0	0.0%
6904 Travel - Out of Town	3,200	2,272	6,804	2,272	0	0.0%
6905 Training & Education	1,400	1,400	2,835	804	(596)	-42.6%
6906 Licenses & Agreements		0	89		0	
6917 Books and Periodicals	3,100	3,100	0	2,733	(367)	-11.8%
6918 Meals	0			172	172	
6936 Staff Relations	0				0	
6938 Rewarding Excellence	0	0	732		0	
6999 Other Goods and Services		0	0		0	
Revenue				0	0	
					0	
Other Revenue				0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
5600 Miscellaneous Revenue				0	0	
R979 Fleet: Turner Site	(900)	0	836	0	0	
Expense	(900)	0	48,763	0	0	
					0	
Compensation and Benefits	2,717,700	2,847,100	2,855,175	2,782,659	(64,441)	-2.3%
6001 Salaries - Regular	2,072,600	2,176,953	1,972,871	2,130,329	(46,624)	-2.1%
6002 Salaries - Overtime	142,200	145,044	186,550	128,928	(16,116)	-11.1%
6005 PDP Increases	0	0	(6,147)		0	
6051 Shift Agreements	20,000	20,102	23,715	20,102	0	0.0%
6099 Other Allowances		0	800		0	
6100 Benefits - Salaries	414,000	438,686	415,265	438,243	(443)	-0.1%
6110 Vacancy Management		0	186,485	0	0	
6152 Retirement Incentives	15,400	15,887	15,003	15,470	(417)	-2.6%
6154 Workers' Compensation	43,800	40,675	37,609	39,834	(841)	-2.1%
6155 Overtime Meals	9,700	9,753	7,684	9,753	0	0.0%
6156 Clothing Allowance	0	0	8,750		0	
6158 WCB Recoverable Earnings	0	0	(47)		0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	4,438	0	0	
9210 HR CATS OT Wage/Ben	0	0	2,198		0	
					0	
Interdepartmental	(6,041,700)	(5,216,479)	(6,823,619)	(5,228,904)	(12,425)	0.2%
7001 Interdepartmental Equipment Charges	76,200	52,447	57,891	41,370	(11,077)	-21.1%
7003 Fleet Long Term (Rev)	(6,117,900)	(5,268,926)	(6,881,843)	(5,270,274)	(1,348)	0.0%
9900 Rev/Exp. Vehicle Rental		0	20	0	0	
9910 PM Shop Expenses	0	0	313	0	0	
9911 PM Labour-Reg	0			0	0	
					0	
Office	17,300	16,650	13,747	16,427	(223)	-1.3%
6201 Telephone	10,800	10,800	5,384	10,577	(223)	-2.1%
6202 Courier/Postage	1,000	900	1,592	900	0	0.0%
6203 Office Furniture and Equipment	1,500	1,350	3,033	1,350	0	0.0%
6204 Computer Software and Licenses	0				0	
6205 Printing & Reproduction	0				0	
6207 Office Supplies	4,000	3,600	3,738	3,600	0	0.0%
					0	
External Services	2,200	2,200	3,880	2,200	0	0.0%
6399 Contract Services	2,200	2,200	3,880	2,200	0	0.0%
					0	
Supplies	28,500	28,150	28,486	28,150	0	0.0%
6401 Uniforms & Clothing	21,000	21,000	26,461	21,000	0	0.0%
6402 Medical & First Aid Supplies	1,000	1,000	416	1,000	0	0.0%
6405 Photography Supplies & Equipment		0	117		0	
6406 Bridge Tolls	3,000	3,000	735	3,000	0	0.0%
6407 Cleaning/Sanitary Supplies	0	0	271	0	0	
6409 Personal Protective Equipment				0	0	
6499 Other Supplies	3,500	3,150	487	3,150	0	0.0%
					0	
Materials	9,500	9,500	6,168	9,500	0	0.0%
6502 Chemicals	0			0	0	
6504 Hardware	0	0	362	0	0	
6505 Lubricants	0	0	(435)	0	0	
6506 Lumber	0				0	
6508 Ready Mix Concrete		0	401		0	
6516 Topsoil	0				0	
6517 Paint	0	0	41		0	
6519 Welding Supplies	4,000	4,000	5,800	4,000	0	0.0%
6599 Other Materials	5,500	5,500	0	5,500	0	0.0%
					0	
Building Costs	10,100	10,100	42,132	10,100	0	0.0%
6602 Electrical	0			0	0	
6608 Water	0				0	
6611 Building - Interior	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6699 Other Building Cost	10,100	10,100	42,132	10,100	0	0.0%
Equipment & Communications	40,200	40,200	26,502	40,200	0	0.0%
6701 Equipment Purchase	20,000	20,000	1,638	20,000	0	0.0%
6702 Small Tools	8,000	8,000	11,087	8,000	0	0.0%
6704 Equipment Rental				0	0	
6705 Equipment - Repair and Maintenance	12,200	12,200	13,586	12,200	0	0.0%
6707 Plumbing & Heating		0	97		0	
6708 Mechanical Equipment	0				0	
6711 Communication System		0	94		0	
					0	
Vehicle Expense	3,000,100	2,048,749	3,731,127	2,128,434	79,685	3.9%
6801 Vehicle Purchase	0	0	51	0	0	
6802 Vehicle Repair and Maintenance	1,751,100	1,070,317	2,412,782	1,070,317	0	0.0%
6803 Vehicle Fuel - Diesel	650,000	382,026	694,361	413,428	31,402	8.2%
6804 Vehicle Fuel - Gasoline	590,000	587,406	622,337	635,689	48,283	8.2%
6805 Tires and Tubes	0	0	601	0	0	
6899 Other Vehicle Expense	9,000	9,000	995	9,000	0	0.0%
					0	
Other Goods & Services	215,200	213,830	165,164	211,234	(2,596)	-1.2%
6901 Membership Dues	500	500	0	500	0	0.0%
6902 Conferences and Workshops	1,600	1,440	136	826	(614)	-42.6%
6903 Travel - Local	3,400	3,060	1,780	3,060	0	0.0%
6904 Travel - Out of Town	3,000	2,130	0	2,130	0	0.0%
6905 Training & Education	2,500	2,500	4,488	1,435	(1,065)	-42.6%
6906 Licenses & Agreements	200,000	200,000	141,925	200,000	0	0.0%
6908 Medical Examinations		0	42		0	
6912 Advertising and Promotion	0				0	
6913 Awards	3,000	3,000	0	2,410	(590)	-19.7%
6915 Research Data Acquisition	0				0	
6916 Public Education	0				0	
6917 Books and Periodicals	0	0	24		0	
6918 Meals	1,200	1,200	864	873	(327)	-27.3%
6919 Special Projects	0				0	
6929 Visa Purchases	0	0	3,412	0	0	
6936 Staff Relations	0				0	
6938 Rewarding Excellence		0	774	0	0	
6999 Other Goods and Services	0	0	11,720	0	0	
Revenue	0	0	(2,257)	0	0	
					0	
Other Revenue	0	0	(2,257)	0	0	
5508 Recoveries from External Parties	0				0	
5513 Government Rebates	0	0	(2,257)	0	0	
	0	0	(45,670)	0	0	
	0	0	(45,670)	0	0	
5515 Accident Rebates	0	0	(45,670)		0	
				0	0	
R980 Fleet: Emergency	(400)	0	0	(72)	(72)	
Expense	(400)	0	187,369	(72)	(72)	
					0	
Compensation and Benefits	1,271,200	1,321,329	1,416,877	1,399,122	77,793	5.9%
6001 Salaries - Regular	1,022,600	1,065,455	1,051,634	1,128,952	63,497	6.0%
6002 Salaries - Overtime	30,300	30,906	80,279	27,472	(3,434)	-11.1%
6005 PDP Increases	0	0	(5,212)		0	
6100 Benefits - Salaries	186,500	195,437	196,617	211,339	15,902	8.1%
6110 Vacancy Management		0	46,492	0	0	
6151 Vehicle Allowance	2,900				0	
6152 Retirement Incentives	7,400	7,683	7,773	8,353	670	8.7%
6154 Workers' Compensation	19,500	19,837	19,564	20,995	1,158	5.8%
6155 Overtime Meals	0	0	657	0	0	
6156 Clothing Allowance	2,000	2,011	3,050	2,011	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recv	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
9200 HR CATS Wage/Ben	0	0	2,119	0	0	
9210 HR CATS OT Wage/Ben	0	0	13,905	0	0	
					0	
Interdepartmental	(4,105,000)	(3,911,295)	(4,054,707)	(4,207,100)	(295,805)	7.6%
7001 Interdepartmental Equipment Charges	0			(11)	(11)	
7003 Fleet Long Term (Rev)	(4,105,000)	(3,911,295)	(4,013,541)	(4,207,089)	(295,794)	7.6%
7099 Interdepartmental Chargebacks	0	0	181		0	
9900 Rev/Exp. Vehicle Rental				0	0	
9910 PM Shop Expenses	0	0	(41,365)	0	0	
9911 PM Labour-Reg	0	0	18	0	0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Other Fiscal		0	0		0	
8024 Transf to/fr Capital		0	0		0	
					0	
Office	5,500	3,870	6,917	3,870	0	0.0%
6202 Courier/Postage	0	0	2,142	0	0	
6203 Office Furniture and Equipment	1,500	270	938	270	0	0.0%
6206 Microfilms		0	11		0	
6207 Office Supplies	4,000	3,600	3,826	3,600	0	0.0%
					0	
External Services	128,500	471,800	436,346	471,800	0	0.0%
6309 Litigation Disbursements	0				0	
6399 Contract Services	128,500	471,800	436,346	471,800	0	0.0%
					0	
Supplies	38,200	38,300	41,770	38,300	0	0.0%
6401 Uniforms & Clothing	6,600	7,600	7,795	7,600	0	0.0%
6402 Medical & First Aid Supplies	0	0	230	0	0	
6403 Patrol Equip Supplies	31,100	30,200	33,080	30,200	0	0.0%
6407 Cleaning/Sanitary Supplies	500	500	665	500	0	0.0%
6499 Other Supplies	0			0	0	
					0	
Materials	15,800	24,500	19,457	24,500	0	0.0%
6501 Asphalt		0	4		0	
6502 Chemicals	500	500	383	500	0	0.0%
6504 Hardware	0	0	26	0	0	
6505 Lubricants	14,800	23,500	18,715	23,500	0	0.0%
6506 Lumber	0		302		0	
6507 Propane	500	500	0	500	0	0.0%
6514 Sodas		0	0		0	
6519 Welding Supplies		0	26	0	0	
6599 Other Materials	0				0	
					0	
Building Costs	5,600	5,600	13,690	5,600	0	0.0%
6602 Electrical	0	0	274		0	
6612 Safety Systems	0				0	
6699 Other Building Cost	5,600	5,600	13,416	5,600	0	0.0%
					0	
Equipment & Communications	79,800	69,800	57,941	69,800	0	0.0%
6701 Equipment Purchase	65,400	55,400	43,018	55,400	0	0.0%
6702 Small Tools	12,400	12,400	11,427	12,400	0	0.0%
6705 Equipment - Repair and Maintenance	0	0	426	0	0	
6706 Computer Repair and Maintenance	2,000	2,000	2,040	2,000	0	0.0%
6707 Plumbing & Heating		0	254	0	0	
6708 Mechanical Equipment	0				0	
6710 Sewer Pipe		0	123		0	
6711 Communication System	0	0	653		0	
					0	
Vehicle Expense	2,541,800	1,922,500	2,175,731	2,144,133	221,633	11.5%
6801 Vehicle Purchase		0	909		0	
6802 Vehicle Repair and Maintenance	1,096,800	734,800	920,630	734,800	0	0.0%
6803 Vehicle Fuel - Diesel	152,000	126,800	146,273	227,586	100,786	79.5%
6804 Vehicle Fuel - Gasoline	1,123,000	890,900	950,032	1,011,747	120,847	13.6%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6805 Tires and Tubes	170,000	170,000	155,908	170,000	0	0.0%
6806 Long Term Fleet Rentals	0	0	28		0	
6899 Other Vehicle Expense	0	0	1,950	0	0	
					0	
Other Goods & Services	18,200	53,596	73,348	49,903	(3,693)	-6.9%
6902 Conferences and Workshops	0				0	
6903 Travel - Local	4,000	3,600	4,235	3,600	0	0.0%
6904 Travel - Out of Town	3,000	2,130	2,216	2,130	0	0.0%
6905 Training & Education	7,700	7,700	3,514	4,421	(3,279)	-42.6%
6906 Licenses & Agreements	0	36,000	59,095	36,000	0	0.0%
6912 Advertising and Promotion	0				0	
6913 Awards	500	1,416	422	1,138	(278)	-19.6%
6917 Books and Periodicals				0	0	
6918 Meals	500	500	970	364	(136)	-27.2%
6933 Community Events		0	13		0	
6938 Rewarding Excellence		0	256		0	
6999 Other Goods and Services	2,500	2,250	2,626	2,250	0	0.0%
Revenue	0	0	(16,641)	0	0	
					0	
Other Revenue	0	0	(16,641)	0	0	
5508 Recoveries from External Parties	0	0	(16,516)	0	0	
5513 Government Rebates		0	(126)	0	0	
			(170,727)	0	0	
					0	
			(170,727)	0	0	
			(170,727)	0	0	
R990 Fleet: Halifax Regional Water Commission	(0)	0	17,834	0	0	
Expense	710,000	0	620,056	0	0	
					0	
Interdepartmental	710,000	0	100		0	
7001 Interdepartmental Equipment Charges	710,000				0	
9910 PM Shop Expenses	0	0	100		0	
					0	
Supplies	0	0	1		0	
6406 Bridge Tolls	0	0	1		0	
					0	
Vehicle Expense	0	0	619,955	0	0	
6802 Vehicle Repair and Maintenance	0	0	72		0	
6803 Vehicle Fuel - Diesel	0	0	256,738	0	0	
6804 Vehicle Fuel - Gasoline	0	0	359,597	0	0	
6807 Vehicle Leases	0	0	3,397		0	
6899 Other Vehicle Expense	0	0	150	0	0	
					0	
Other Goods & Services	0				0	
6906 Licenses & Agreements	0				0	
Revenue	(710,000)	0	(602,222)		0	
					0	
Other Revenue	(710,000)	0	(602,222)		0	
5508 Recoveries from External Parties	(710,000)	0	(602,111)		0	
5513 Government Rebates		0	(111)		0	
MOPS Municipal Operations	31,285,110	31,943,871	40,609,634	32,240,137	296,266	0.9%
ICEE Ice Control (East, West and Central)	3,837,250	4,178,198	7,597,140	4,178,014	(184)	0.0%
Expense	3,837,250	4,178,198	7,597,140	4,178,014	(184)	0.0%
					0	
Compensation and Benefits	313,900	317,018	1,563,311	(12,087)	(329,105)	-103.8%
6002 Salaries - Overtime	98,900	100,878	8,849	(12,087)	(112,965)	-112.0%
6154 Workers' Compensation	0				0	
6155 Overtime Meals		0	479		0	
9200 HR CATS Wage/Ben	0	0	684,999	0	0	
9210 HR CATS OT Wage/Ben	215,000	216,140	868,514	0	(216,140)	-100.0%
9230 HR CATS OT Meals	0	0	470		0	
					0	
Interdepartmental	720,000	1,062,000	1,288,583	1,400,000	338,000	31.8%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
7001 Interdepartmental Equipment Charges	0	0	1,665,383		0	
9900 Rev/Exp.Vehicle Rental	720,000	1,062,000	(376,890)	1,400,000	338,000	31.8%
9911 PM Labour-Reg	0	0	90		0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Office	2,700	2,580	2,833	2,580	0	0.0%
6201 Telephone	1,500	1,500	36	1,500	0	0.0%
6202 Courier/Postage	300	270	51	270	0	0.0%
6203 Office Furniture and Equipment	0	0	29		0	
6204 Computer Software and Licenses				0	0	
6207 Office Supplies	900	810	2,717	810	0	0.0%
					0	
External Services	6,900	6,900	106,746	6,900	0	0.0%
6301 Professional Fees	2,000	2,000	0	2,000	0	0.0%
6310 Outside Personnel	4,900	4,900	459	4,900	0	0.0%
6311 Security		0	220		0	
6312 Refuse Collection		0	34		0	
6399 Contract Services	0	0	106,033	0	0	
					0	
Supplies	12,900	12,780	12,666	12,780	0	0.0%
6401 Uniforms & Clothing	10,000	10,000	4,418	10,000	0	0.0%
6402 Medical & First Aid Supplies	300	300	13	300	0	0.0%
6405 Photography Supplies & Equipment	300	270	231	270	0	0.0%
6406 Bridge Tolls	500	500	2,009	500	0	0.0%
6407 Cleaning/Sanitary Supplies	0	0	2,482	0	0	
6409 Personal Protective Equipment	900	900	1,901	900	0	0.0%
6499 Other Supplies	900	810	1,612	810	0	0.0%
					0	
Materials	1,715,800	1,715,800	3,140,388	1,715,800	0	0.0%
6502 Chemicals	40,000	40,000	17	40,000	0	0.0%
6504 Hardware	9,000	9,000	4,585	9,000	0	0.0%
6505 Lubricants	2,000	2,000	1,216	2,000	0	0.0%
6506 Lumber	2,000	2,000	0	2,000	0	0.0%
6510 Road Oils	1,400	1,400	0	1,400	0	0.0%
6511 Salt	1,540,000	1,540,000	2,897,507	1,540,000	0	0.0%
6512 Sand	120,000	120,000	170	120,000	0	0.0%
6515 Stone and Gravel		0	1,144		0	
6517 Paint	500	500	0	500	0	0.0%
6518 Metal	0				0	
6520 Salt-Sand Mix	0	0	235,721		0	
6599 Other Materials	900	900	29	900	0	0.0%
					0	
Building Costs	1,200	1,200	54,672	1,200	0	0.0%
6602 Electrical	600	600	53,738	600	0	0.0%
6606 Heating Fuel	0	0	867	0	0	
6607 Electricity		0	67	0	0	
6608 Water	600	600	0	600	0	0.0%
6613 Overhead Doors	0				0	
					0	
Equipment & Communications	973,400	973,400	1,356,349	973,400	0	0.0%
6701 Equipment Purchase	2,000	2,000	2,248	2,000	0	0.0%
6702 Small Tools	2,000	2,000	16,300	2,000	0	0.0%
6703 Computer Equipment/Rentals	2,000	2,000	0	2,000	0	0.0%
6704 Equipment Rental	960,000	960,000	1,321,254	960,000	0	0.0%
6705 Equipment - Repair and Maintenance	500	500	276	500	0	0.0%
6707 Plumbing & Heating	2,000	2,000	493	2,000	0	0.0%
6708 Mechanical Equipment	0				0	
6711 Communication System	4,900	4,900	15,777	4,900	0	0.0%
					0	
Vehicle Expense	18,900	18,900	5,798	18,900	0	0.0%
6801 Vehicle Purchase	0				0	
6802 Vehicle Repair and Maintenance	18,000	18,000	1,010	18,000	0	0.0%
6803 Vehicle Fuel - Diesel	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6805 Tires and Tubes	0				0	
6807 Vehicle Leases	0	0	4,533	0	0	
6899 Other Vehicle Expense	900	900	255	900	0	0.0%
					0	
Other Goods & Services	71,550	67,620	65,792	58,541	(9,079)	-13.4%
6901 Membership Dues	1,500	1,500	0	1,500	0	0.0%
6902 Conferences and Workshops	0				0	
6903 Travel - Local	1,000	900	1,645	900	0	0.0%
6904 Travel - Out of Town	8,000	5,680	30,112	5,680	0	0.0%
6905 Training & Education	17,700	17,700	5,669	10,161	(7,539)	-42.6%
6906 Licenses & Agreements		0	9,971	0	0	
6910 Signage	900	900	1,080	900	0	0.0%
6911 Facilities Rental	20,000	20,000	21	20,000	0	0.0%
6912 Advertising and Promotion	0	0	1,105		0	
6913 Awards	5,000	5,000	4,484	4,017	(983)	-19.7%
6917 Books and Periodicals	500	500	0	500	0	0.0%
6918 Meals	1,100	1,100	1,835	800	(300)	-27.3%
6929 Visa Purchases	300	300	490	300	0	0.0%
6936 Staff Relations	0	0	110		0	
6938 Rewarding Excellence	450	450	102	193	(257)	-57.1%
6940 Fencing		0	7,172		0	
6999 Other Goods and Services	15,100	13,590	1,996	13,590	0	0.0%
MADM Municipal Operations Admin	298,540	299,734	272,562	297,684	(2,050)	-0.7%
Expense	298,540	338,534	311,753	337,084	(1,450)	-0.4%
					0	
Compensation and Benefits	166,200	175,114	194,940	179,909	4,795	2.7%
6001 Salaries - Regular	140,000	147,857	155,445	152,064	4,207	2.8%
6005 PDP Increases	0	0	(4,557)		0	
6100 Benefits - Salaries	23,400	24,471	24,989	24,966	495	2.0%
6152 Retirement Incentives	800	858	898	897	39	4.5%
6154 Workers' Compensation	2,000	1,928	2,080	1,982	54	2.8%
9200 HR CATS Wage/Ben	0	0	6,383		0	
9210 HR CATS OT Wage/Ben	0	0	9,704		0	
					0	
Interdepartmental	2,200	3,600	1,733	0	(3,600)	-100.0%
7001 Interdepartmental Equipment Charges	2,200	3,600	1,349	4,707,456	4,703,856	130662.7%
9900 Rev/Exp.Vehicle Rental		0	312	(4,707,456)	(4,707,456)	
9911 PM Labour-Reg	0	0	72	0	0	
9970 Materials Chargeback RPS	0				0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Debt Service		11,000	0	11,000	0	0.0%
8011 Interest on Debentures		4,200	0	4,200	0	0.0%
8012 Principal on Debentures		6,800	0	6,800	0	0.0%
					0	
Other Fiscal		27,800	0	28,400	600	2.2%
8001 Transfer to Outside Agencies		27,800	0	28,400	600	2.2%
					0	
Office	14,700	12,130	9,105	29,898	17,768	146.5%
6201 Telephone	4,300	4,300	4,609	5,598	1,298	30.2%
6202 Courier/Postage	400	360	210	300	(60)	-16.7%
6203 Office Furniture and Equipment	4,000	3,600	0	20,000	16,400	455.6%
6204 Computer Software and Licenses	0				0	
6205 Printing & Reproduction	0	0	159		0	
6207 Office Supplies	6,000	3,870	4,127	4,000	130	3.4%
					0	
External Services	10,000	13,000	36,781	28,400	15,400	118.5%
6301 Professional Fees	10,000	10,000	807	10,000	0	0.0%
6308 Snow Removal		0	23,981	0	0	
6310 Outside Personnel		0		0	0	
6312 Refuse Collection	0	0	949	0	0	
6399 Contract Services	0	3,000	11,044	18,400	15,400	513.3%
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Supplies	1,000	1,000	375	1,000	0	0.0%
6406 Bridge Tolls	1,000	1,000	375	1,000	0	0.0%
					0	
Materials	0	0	1,021	0	0	
6504 Hardware	0	0	649		0	
6506 Lumber	0	0	372		0	
6514 Sodas				0	0	
6517 Paint	0				0	
					0	
Building Costs	0	0	18,077	0	0	
6602 Electrical	0				0	
6603 Grounds and Landscaping		0		0	0	
6610 Building - Exterior	0				0	
6612 Safety Systems			5,272		0	
6616 Natural Gas-Buildings			10,380		0	
6699 Other Building Cost	0	0	2,425		0	
					0	
Equipment & Communications	7,000	7,000	4,971	7,000	0	0.0%
6702 Small Tools	0				0	
6704 Equipment Rental	7,000	7,000	4,971	7,000	0	0.0%
					0	
Vehicle Expense	0	0	7,560	0	0	
6804 Vehicle Fuel - Gasoline	0	0	1,685	0	0	
6806 Long Term Fleet Rentals				0	0	
6807 Vehicle Leases	0	0	5,875	0	0	
6899 Other Vehicle Expense				0	0	
					0	
Other Goods & Services	97,440	87,890	37,189	51,477	(36,413)	-41.4%
6901 Membership Dues	0			0	0	
6902 Conferences and Workshops	10,000	9,000	2,622	(835)	(9,835)	-109.3%
6903 Travel - Local	5,000	4,500	0	6,000	1,500	33.3%
6904 Travel - Out of Town	10,000	7,100	1,648	3,000	(4,100)	-57.7%
6905 Training & Education	32,000	29,000	22,718	10,375	(18,625)	-64.2%
6906 Licenses & Agreements				0	0	
6911 Facilities Rental				0	0	
6912 Advertising and Promotion	1,000	900	0	378	(522)	-58.0%
6913 Awards	5,000	5,000	706	5,017	17	0.3%
6918 Meals	5,000	5,000	685	4,638	(362)	-7.2%
6919 Special Projects	0				0	
6929 Visa Purchases				0	0	
6938 Rewarding Excellence	8,940	8,940	2,862	2,904	(6,036)	-67.5%
6940 Fencing		0		0	0	
6999 Other Goods and Services	20,500	18,450	5,949	20,000	1,550	8.4%
Revenue		(38,800)	(39,191)	(39,400)	(600)	1.5%
					0	
Area Rate Revenue		(38,800)	(39,191)	(39,400)	(600)	1.5%
4200 Area Rate Revenue		(38,800)	(39,191)	(39,400)	(600)	1.5%
MSUP Municipal Operations Support	3,978,860	4,629,399	4,959,799	4,426,534	(202,865)	-4.4%
Expense	3,978,860	4,629,399	5,129,036	4,477,534	(151,865)	-3.3%
					0	
Compensation and Benefits	892,000	1,676,492	1,779,834	1,814,823	138,331	8.3%
6001 Salaries - Regular	721,100	1,365,656	1,341,047	1,425,134	59,478	4.4%
6002 Salaries - Overtime	11,900	12,138	103,840	73,651	61,513	506.8%
6005 PDP Increases	0	0	(16,732)		0	
6100 Benefits - Salaries	140,100	265,693	259,224	281,620	15,927	6.0%
6110 Vacancy Management		0	88,613	0	0	
6152 Retirement Incentives	4,100	7,566	7,507	8,040	474	6.3%
6154 Workers' Compensation	14,800	25,439	24,726	26,378	939	3.7%
6155 Overtime Meals	0	0	397	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(1,164)	0	0	
9210 HR CATS OT Wage/Ben	0	0	(27,625)	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Interdepartmental	26,600	43,347	42,548	60,000	16,653	38.4%
7001 Interdepartmental Equipment Charges	26,600	43,347	42,512		(43,347)	-100.0%
7099 Interdepartmental Chargebacks	0				0	
9900 Rev/Exp.Vehicle Rental	0			60,000	60,000	
9911 PM Labour-Reg	0	0	36	0	0	
					0	
Other Fiscal	0				0	
8008 Transfer to/from Reserves	0				0	
					0	
Office	13,000	12,650	35,638	42,541	29,891	236.3%
6201 Telephone	9,000	9,000	4,086	8,741	(259)	-2.9%
6202 Courier/Postage	300	270	66	300	30	11.1%
6203 Office Furniture and Equipment	1,600	1,440	70	8,000	6,560	455.6%
6204 Computer Software and Licenses	500	500	25,226	17,000	16,500	3300.0%
6205 Printing & Reproduction	0				0	
6207 Office Supplies	1,600	1,440	6,189	8,500	7,060	490.3%
					0	
External Services	1,343,600	1,224,200	1,420,290	745,535	(478,665)	-39.1%
6301 Professional Fees	0			0	0	
6304 Janitorial Services	98,500	104,500	139,450	200,000	95,500	91.4%
6310 Outside Personnel	0				0	
6311 Security	75,000	75,000	0		(75,000)	-100.0%
6312 Refuse Collection		0	0	200	200	
6399 Contract Services	1,170,100	1,044,700	1,280,839	545,335	(499,365)	-47.8%
					0	
Supplies	1,200	1,150	3,348	8,500	7,350	639.1%
6401 Uniforms & Clothing	200	200	1,344	5,000	4,800	2400.0%
6402 Medical & First Aid Supplies	0				0	
6405 Photography Supplies & Equipment	500	450	759	900	450	100.0%
6406 Bridge Tolls	500	500	847	1,200	700	140.0%
6407 Cleaning/Sanitary Supplies	0	0	16	200	200	
6409 Personal Protective Equipment		0	329	1,100	1,100	
6499 Other Supplies	0	0	52	100	100	
					0	
Materials	7,500	7,500	4,844	10,000	2,500	33.3%
6501 Asphalt	5,000	5,000	3,616	5,000	0	0.0%
6504 Hardware	500	500	273	2,500	2,000	400.0%
6514 Sodas	800	800	0	800	0	0.0%
6517 Paint	1,200	1,200	642	1,200	0	0.0%
6599 Other Materials		0	313	500	500	
					0	
Building Costs	1,495,200	1,495,200	1,609,272	1,699,500	204,300	13.7%
6603 Grounds and Landscaping	1,495,200	1,495,200	1,609,272	1,699,500	204,300	13.7%
6604 Bus Gates/Shelters - Repairs & Maintenance	0				0	
6608 Water	0				0	
					0	
Equipment & Communications	1,700	1,700	4,003	14,700	13,000	764.7%
6702 Small Tools	0	0	233	300	300	
6703 Computer Equipment/Rentals	200	200	133	10,200	10,000	5000.0%
6704 Equipment Rental	500	500	101	500	0	0.0%
6706 Computer Repair and Maintenance	500	500	292	500	0	0.0%
6711 Communication System	500	500	3,244	3,200	2,700	540.0%
					0	
Vehicle Expense	7,200	7,000	32,319	37,082	30,082	429.7%
6801 Vehicle Purchase	0				0	
6802 Vehicle Repair and Maintenance	1,000	1,000	0	1,000	0	0.0%
6804 Vehicle Fuel - Gasoline	1,200	1,000	0	1,082	82	8.2%
6807 Vehicle Leases	5,000	5,000	31,950	30,000	25,000	500.0%
6899 Other Vehicle Expense		0	370	5,000	5,000	
					0	
Other Goods & Services	190,860	160,160	196,940	44,853	(115,307)	-72.0%
6901 Membership Dues	500	500	1,093	1,500	1,000	200.0%
6902 Conferences and Workshops	3,000	2,700	1,597	4,349	1,649	61.1%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6903 Travel - Local	7,500	6,750	7,470	15,000	8,250	122.2%
6904 Travel - Out of Town	6,000	4,260	52	8,000	3,740	87.8%
6905 Training & Education	5,000	5,000	6,139	7,870	2,870	57.4%
6912 Advertising and Promotion	500	450	0	339	(111)	-24.7%
6913 Awards	0				0	
6917 Books and Periodicals	0			500	500	
6918 Meals	0	0	293	300	300	
6929 Visa Purchases	0	0	599	600	600	
6938 Rewarding Excellence	360	360	650	395	35	9.7%
6940 Fencing	1,000	1,000	403	1,000	0	0.0%
6999 Other Goods and Services	167,000	139,140	178,644	5,000	(134,140)	-96.4%
Revenue	0	0	(169,236)	(51,000)	(51,000)	
					0	
Other Revenue	0	0	(169,236)	(51,000)	(51,000)	
5508 Recoveries from External Parties	0	0	(169,236)	(51,000)	(51,000)	
P2P3 Snow & Ice Control Priority 2&3	0	0	2,222,113	240,000	240,000	
Expense	0	0	2,222,113	240,000	240,000	
					0	
Compensation and Benefits	0	0	1,907,584	0	0	
6001 Salaries - Regular	0				0	
6002 Salaries - Overtime	0				0	
6100 Benefits - Salaries	0				0	
6154 Workers' Compensation	0				0	
6156 Clothing Allowance		0	40		0	
9200 HR CATS Wage/Ben	0	0	1,831,455	0	0	
9210 HR CATS OT Wage/Ben	0	0	76,090	0	0	
					0	
Interdepartmental	0	0	251,892	240,000	240,000	
7001 Interdepartmental Equipment Charges	0	0	682		0	
9900 Rev/Exp.Vehicle Rental	0	0	251,211	240,000	240,000	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Office	0	0	1,646	0	0	
6201 Telephone	0	0	197		0	
6202 Courier/Postage	0	0	123	0	0	
6203 Office Furniture and Equipment		0	1,029		0	
6207 Office Supplies	0	0	298		0	
					0	
External Services	0	0	16,321	0	0	
6304 Janitorial Services	0				0	
6310 Outside Personnel	0				0	
6311 Security		0	20		0	
6312 Refuse Collection	0	0	439		0	
6399 Contract Services	0	0	15,862		0	
					0	
Supplies	0	0	13,588	0	0	
6401 Uniforms & Clothing	0	0	6,292	0	0	
6402 Medical & First Aid Supplies		0	84		0	
6403 Patrol Equip Supplies	0				0	
6407 Cleaning/Sanitary Supplies	0	0	4,488	0	0	
6409 Personal Protective Equipment	0	0	1,362		0	
6499 Other Supplies	0	0	1,361		0	
					0	
Materials	0	0	18,105	0	0	
6501 Asphalt	0	0	9,788	0	0	
6504 Hardware	0	0	6,046	0	0	
6505 Lubricants	0	0	936		0	
6506 Lumber	0	0	45		0	
6509 Reagents	0				0	
6512 Sand		0	250		0	
6517 Paint	0	0	293		0	
6518 Metal	0				0	
6520 Salt-Sand Mix		0	115		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6549 Non-Stock Items	0				0	
6599 Other Materials	0	0	632		0	
					0	
Building Costs	0				0	
6608 Water	0				0	
					0	
Equipment & Communications	0	0	2,840		0	
6701 Equipment Purchase		0	291		0	
6702 Small Tools	0	0	2,399		0	
6704 Equipment Rental	0				0	
6705 Equipment - Repair and Maintenance		0	150		0	
					0	
Vehicle Expense	0	0	6,518		0	
6802 Vehicle Repair and Maintenance	0	0	6,296		0	
6899 Other Vehicle Expense	0	0	222		0	
					0	
Other Goods & Services	0	0	3,618	0	0	
6903 Travel - Local		0	2,945		0	
6905 Training & Education	0				0	
6910 Signage	0	0	200		0	
6918 Meals	0				0	
6929 Visa Purchases	0	0	259		0	
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	0	0	215	0	0	
	0				0	
	0				0	
6709 Manholes and Manhole Equipment	0				0	
PLOW Plowing (East, West and Central	5,446,650	5,222,531	4,697,428	5,362,995	140,464	2.7%
Expense	5,446,650	5,222,531	4,697,924	5,362,995	140,464	2.7%
					0	
Compensation and Benefits	3,849,300	3,991,401	1,160,842	4,383,100	391,699	9.8%
6001 Salaries - Regular	3,028,400	3,165,502	3,077,155	3,193,608	28,106	0.9%
6002 Salaries - Overtime	0	0	834,627	417,000	417,000	
6005 PDP Increases	0	0	(25,704)		0	
6099 Other Allowances	0	0	(28)		0	
6100 Benefits - Salaries	582,600	591,953	713,327	687,373	95,420	16.1%
6110 Vacancy Management		0	21,741		0	
6152 Retirement Incentives	22,200	22,737	20,107	22,478	(259)	-1.1%
6154 Workers' Compensation	66,100	60,686	71,660	62,641	1,955	3.2%
6155 Overtime Meals	0	0	51,982	0	0	
6158 WCB Recoverable Earnings	0	0	(166)	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(2,676,776)	0	0	
9210 HR CATS OT Wage/Ben	150,000	150,523	(927,068)	0	(150,523)	-100.0%
9230 HR CATS OT Meals	0	0	(15)		0	
					0	
Interdepartmental	600,000	240,000	292,945	0	(240,000)	-100.0%
7001 Interdepartmental Equipment Charges	0	0	12,390	0	0	
9900 Rev/Exp.Vehicle Rental	600,000	240,000	280,555	0	(240,000)	-100.0%
9911 PM Labour-Reg	0				0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Office	300	270	12	270	0	0.0%
6205 Printing & Reproduction	300	270	0	270	0	0.0%
6207 Office Supplies	0	0	12		0	
					0	
External Services	4,900	4,900	977,131	4,900	0	0.0%
6301 Professional Fees	0				0	
6310 Outside Personnel	4,900	4,900	884	4,900	0	0.0%
6399 Contract Services	0	0	976,246	0	0	
					0	
Supplies	3,900	3,810	1,111	3,810	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6401 Uniforms & Clothing	2,000	2,000	715	2,000	0	0.0%
6406 Bridge Tolls		0	41		0	
6407 Cleaning/Sanitary Supplies	0	0	179		0	
6409 Personal Protective Equipment	1,000	1,000	121	1,000	0	0.0%
6499 Other Supplies	900	810	55	810	0	0.0%
					0	
Materials	55,300	55,300	42,444	55,300	0	0.0%
6501 Asphalt	30,000	30,000	3,705	30,000	0	0.0%
6502 Chemicals	0				0	
6503 Fertilizer	600	600	0	600	0	0.0%
6504 Hardware	10,000	10,000	230	10,000	0	0.0%
6505 Lubricants	1,000	1,000	1,304	1,000	0	0.0%
6506 Lumber	2,000	2,000	99	2,000	0	0.0%
6508 Ready Mix Concrete	1,000	1,000	0	1,000	0	0.0%
6510 Road Oils		0	18		0	
6513 Seeds & Plants	1,400	1,400	217	1,400	0	0.0%
6514 Sods	4,900	4,900	29,778	4,900	0	0.0%
6515 Stone and Gravel	2,000	2,000	6,748	2,000	0	0.0%
6516 Topsoil	900	900	0	900	0	0.0%
6517 Paint	600	600	0	600	0	0.0%
6518 Metal		0	345		0	
6599 Other Materials	900	900	0	900	0	0.0%
					0	
Building Costs	0	0	2,381		0	
6603 Grounds and Landscaping		0	2,381		0	
6606 Heating Fuel	0				0	
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	852,400	852,400	2,209,583	852,400	0	0.0%
6701 Equipment Purchase	900	900	0	900	0	0.0%
6702 Small Tools	2,000	2,000	462	2,000	0	0.0%
6704 Equipment Rental	844,000	844,000	2,208,936	844,000	0	0.0%
6705 Equipment - Repair and Maintenance	500	500	473	500	0	0.0%
6711 Communication System	5,000	5,000	(289)	5,000	0	0.0%
					0	
Vehicle Expense	12,000	11,700	6,227	11,757	57	0.5%
6802 Vehicle Repair and Maintenance	10,000	10,000	6,227	10,000	0	0.0%
6803 Vehicle Fuel - Diesel	1,000	700	0	757	57	8.1%
6804 Vehicle Fuel - Gasoline	0				0	
6899 Other Vehicle Expense	1,000	1,000	0	1,000	0	0.0%
					0	
Other Goods & Services	68,550	62,750	5,248	51,458	(11,292)	-18.0%
6902 Conferences and Workshops	0				0	
6903 Travel - Local		0	0		0	
6904 Travel - Out of Town	10,000	7,100	0	7,100	0	0.0%
6905 Training & Education	12,200	12,200	0	7,005	(5,195)	-42.6%
6908 Medical Examinations	1,500	1,500	0	1,500	0	0.0%
6910 Signage	0				0	
6912 Advertising and Promotion	15,000	13,500	0	8,663	(4,837)	-35.8%
6913 Awards	5,100	5,100	0	4,097	(1,003)	-19.7%
6918 Meals	0				0	
6929 Visa Purchases	300	300	0	300	0	0.0%
6938 Rewarding Excellence	450	450	0	193	(257)	-57.1%
6940 Fencing	10,000	10,000	1,876	10,000	0	0.0%
6999 Other Goods and Services	14,000	12,600	3,372	12,600	0	0.0%
					0	
Revenue	0	0	(496)		0	
					0	
Other Revenue	0	0	(496)		0	
5508 Recoveries from External Parties	0	0	(496)		0	
R750 Streets & Roads	5,889,420	5,979,003	6,590,714	5,388,942	(590,061)	-9.9%
Expense	5,889,420	5,979,003	6,663,384	5,388,942	(590,061)	-9.9%
					0	
Compensation and Benefits	2,845,000	3,015,213	3,204,380	3,160,873	145,660	4.8%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6001 Salaries - Regular	2,143,100	2,288,119	1,713,958	2,436,138	148,019	6.5%
6002 Salaries - Overtime	51,400	52,428	195,647	172,603	120,175	229.2%
6005 PDP Increases	0	0	(10,725)		0	
6051 Shift Agreements	0	0	29,744	0	0	
6100 Benefits - Salaries	442,000	467,000	404,989	488,847	21,847	4.7%
6110 Vacancy Management		0	218,799	0	0	
6151 Vehicle Allowance		0	0		0	
6152 Retirement Incentives	14,800	16,088	16,084	16,516	428	2.7%
6154 Workers' Compensation	45,800	42,895	34,093	46,769	3,874	9.0%
6155 Overtime Meals	0	0	559	0	0	
6156 Clothing Allowance				0	0	
6158 WCB Recoverable Earnings	0	0	0	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	679,113	0	0	
9210 HR CATS OT Wage/Ben	147,900	148,683	(77,670)	0	(148,683)	-100.0%
9230 HR CATS OT Meals	0	0	(212)		0	
					0	
Interdepartmental	1,812,900	1,791,592	2,219,886	1,122,456	(669,136)	-37.3%
7001 Interdepartmental Equipment Charges	3,974,900	3,883,933	2,803,156	0	(3,883,933)	-100.0%
7099 Interdepartmental Chargebacks	0				0	
9900 Rev/Exp.Vehicle Rental	(2,162,000)	(2,092,341)	(583,316)	1,122,456	3,214,797	-153.6%
9911 PM Labour-Reg	0	0	45	0	0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Other Fiscal	0	0	0		0	
8008 Transfer to/from Reserves	0				0	
8024 Transf to/fr Capital	0	0	0		0	
					0	
Office	50,600	48,880	26,097	22,767	(26,113)	-53.4%
6201 Telephone	29,800	29,800	13,941	12,030	(17,770)	-59.6%
6202 Courier/Postage	1,900	1,710	495	300	(1,410)	-82.5%
6203 Office Furniture and Equipment	3,500	3,150	2,614	2,100	(1,050)	-33.3%
6204 Computer Software and Licenses	1,800	1,800	0		(1,800)	-100.0%
6205 Printing & Reproduction	2,900	2,520	424	400	(2,120)	-84.1%
6207 Office Supplies	10,700	9,900	8,624	7,937	(1,963)	-19.8%
6299 Other Office Expenses	0				0	
					0	
External Services	468,900	502,104	620,301	495,009	(7,095)	-1.4%
6301 Professional Fees	0				0	
6302 Legal Fees	0				0	
6303 Consulting Fees	15,400	11,704	0		(11,704)	-100.0%
6304 Janitorial Services	0				0	
6310 Outside Personnel	0				0	
6311 Security	0	0	7,796	400	400	
6312 Refuse Collection	100,000	100,000	37,143	28,300	(71,700)	-71.7%
6399 Contract Services	353,500	390,400	575,362	466,309	75,909	19.4%
					0	
Supplies	76,000	74,730	92,057	78,846	4,116	5.5%
6401 Uniforms & Clothing	25,100	25,100	23,177	20,400	(4,700)	-18.7%
6402 Medical & First Aid Supplies	500	500	751	1,300	800	160.0%
6404 Recreation Programming Supplies	0			0	0	
6405 Photography Supplies & Equipment	500	450	732	700	250	55.6%
6406 Bridge Tolls	15,000	15,000	11,692	10,700	(4,300)	-28.7%
6407 Cleaning/Sanitary Supplies	13,100	13,100	10,730	10,400	(2,700)	-20.6%
6409 Personal Protective Equipment	4,200	4,200	5,788	5,900	1,700	40.5%
6499 Other Supplies	17,600	16,380	39,187	29,446	13,066	79.8%
					0	
Materials	194,900	136,900	130,399	181,675	44,775	32.7%
6501 Asphalt	3,000	7,500	33,334	33,400	25,900	345.3%
6502 Chemicals	70,800	59,800	25,393	50,954	(8,846)	-14.8%
6504 Hardware	15,500	15,500	45,356	52,221	36,721	236.9%
6505 Lubricants	1,800	1,800	575	700	(1,100)	-61.1%
6506 Lumber	9,000	9,000	3,684	3,800	(5,200)	-57.8%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6508 Ready Mix Concrete	800	800	156	200	(600)	-75.0%
6510 Road Oils	100	100	6,048	6,100	6,000	6000.0%
6512 Sand	0	0	24	100	100	
6513 Seeds & Plants	500	500	0		(500)	-100.0%
6514 Sodds	0	0	261	300	300	
6515 Stone and Gravel	77,500	26,000	1,300	19,000	(7,000)	-26.9%
6516 Topsoil	200	200	391	400	200	100.0%
6517 Paint	4,400	4,400	2,497	2,500	(1,900)	-43.2%
6518 Metal	8,000	8,000	11,335	11,400	3,400	42.5%
6549 Non-Stock Items	1,000	1,000	45	100	(900)	-90.0%
6599 Other Materials	2,300	2,300	0	500	(1,800)	-78.3%
					0	
Building Costs	7,900	7,900	3,091	1,600	(6,300)	-79.7%
6602 Electrical	0				0	
6603 Grounds and Landscaping	800	800	0		(800)	-100.0%
6604 Bus Gates/Shelters - Repairs & Maintenance			39	100	100	
6607 Electricity	0	0	147	100	100	
6608 Water	5,600	5,600	2,207	1,000	(4,600)	-82.1%
6612 Safety Systems	0				0	
6614 Environmental Assessment/Clean-up	0	0	697	400	400	
6699 Other Building Cost	1,500	1,500	0		(1,500)	-100.0%
					0	
Equipment & Communications	163,000	138,400	135,756	138,300	(100)	-0.1%
6701 Equipment Purchase	5,400	6,000	41,652	34,500	28,500	475.0%
6702 Small Tools	7,200	7,200	3,335	2,900	(4,300)	-59.7%
6703 Computer Equipment/Rentals		0	100	100	100	
6704 Equipment Rental	145,400	120,200	84,942	95,400	(24,800)	-20.6%
6705 Equipment - Repair and Maintenance	2,000	2,000	4,326	4,300	2,300	115.0%
6706 Computer Repair and Maintenance		0	162	200	200	
6707 Plumbing & Heating	0				0	
6708 Mechanical Equipment	0				0	
6711 Communication System	3,000	3,000	1,239	900	(2,100)	-70.0%
					0	
Vehicle Expense	59,900	59,900	88,120	100,800	40,900	68.3%
6801 Vehicle Purchase	33,000	33,000	0	20,000	(13,000)	-39.4%
6802 Vehicle Repair and Maintenance	8,900	8,900	2,762	2,900	(6,000)	-67.4%
6803 Vehicle Fuel - Diesel		0	108	100	100	
6805 Tires and Tubes	0				0	
6806 Long Term Fleet Rentals		0	1,688	1,700	1,700	
6807 Vehicle Leases	14,000	14,000	82,430	75,000	61,000	435.7%
6899 Other Vehicle Expense	4,000	4,000	1,133	1,100	(2,900)	-72.5%
					0	
Other Goods & Services	210,320	203,384	143,296	86,616	(116,768)	-57.4%
6901 Membership Dues	1,000	1,000	0	0	(1,000)	-100.0%
6902 Conferences and Workshops	8,000	7,920	4,059	600	(7,320)	-92.4%
6903 Travel - Local	38,500	34,650	25,073	18,800	(15,850)	-45.7%
6904 Travel - Out of Town	3,400	2,414	3,098	5,800	3,386	140.3%
6905 Training & Education	15,900	16,700	1,498	0	(16,700)	-100.0%
6906 Licenses & Agreements	110,000	110,000	90,889	45,600	(64,400)	-58.5%
6908 Medical Examinations	4,900	4,900	1,769	1,600	(3,300)	-67.3%
6910 Signage	900	1,400	2,622	3,600	2,200	157.1%
6911 Facilities Rental	0				0	
6912 Advertising and Promotion	3,400	3,060	7,874	7,126	4,066	132.9%
6913 Awards	0	0	15	100	100	
6917 Books and Periodicals	800	800	0		(800)	-100.0%
6918 Meals	200	200	830	800	600	300.0%
6919 Special Projects	0				0	
6929 Visa Purchases	0	0	1,837	1,190	1,190	
6936 Staff Relations		0	58	100	100	
6938 Rewarding Excellence	6,520	6,520	2,145	100	(6,420)	-98.5%
6939 Duty to Accommodate		0	190	200	200	
6940 Fencing	2,000	500	807	800	300	60.0%
6943 Health and Wellness Initiatives		0	469	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6999 Other Goods and Services	14,800	13,320	65	200	(13,120)	-98.5%
Revenue	0				0	
					0	
Other Revenue	0				0	
5508 Recoveries from External Parties	0				0	
		0	(72,670)		0	
		0	(72,670)		0	
5515 Accident Rebates		0	(2,670)		0	
			(70,000)		0	
REMO Snow Removal (East, West and Central)	171,000	127,126	609,615	109,126	(18,000)	-14.2%
Expense	171,000	127,126	609,615	109,126	(18,000)	-14.2%
					0	
Compensation and Benefits	0	0	305,969	0	0	
6001 Salaries - Regular	0				0	
6002 Salaries - Overtime	0				0	
9200 HR CATS Wage/Ben	0	0	248,938	0	0	
9210 HR CATS OT Wage/Ben	0	0	57,031		0	
					0	
Interdepartmental	120,000	78,000	122,265	60,000	(18,000)	-23.1%
7001 Interdepartmental Equipment Charges	0				0	
9900 Rev/Exp.Vehicle Rental	120,000	78,000	122,265	60,000	(18,000)	-23.1%
					0	
Office	0	0	37		0	
6201 Telephone	0				0	
6207 Office Supplies		0	37		0	
					0	
External Services	0	0	88,488	0	0	
6310 Outside Personnel		0	13,078		0	
6399 Contract Services	0	0	75,410	0	0	
					0	
Supplies	0	0	1,076	0	0	
6401 Uniforms & Clothing	0	0	498		0	
6407 Cleaning/Sanitary Supplies	0	0	105	0	0	
6409 Personal Protective Equipment	0	0	410		0	
6499 Other Supplies	0	0	63		0	
					0	
Materials	2,000	2,000	180	2,000	0	0.0%
6504 Hardware	0				0	
6505 Lubricants	1,000	1,000	33	1,000	0	0.0%
6510 Road Oils	0				0	
6517 Paint	0	0	117		0	
6599 Other Materials	1,000	1,000	30	1,000	0	0.0%
					0	
Equipment & Communications	49,000	47,126	85,470	47,126	0	0.0%
6701 Equipment Purchase		0	664		0	
6702 Small Tools	0	0	1,306		0	
6704 Equipment Rental	49,000	47,126	73,597	47,126	0	0.0%
6711 Communication System			9,902	0	0	
					0	
Vehicle Expense	0	0	6,008	0	0	
6802 Vehicle Repair and Maintenance	0	0	0	0	0	
6803 Vehicle Fuel - Diesel	0	0	0		0	
6804 Vehicle Fuel - Gasoline	0	0	5,945	0	0	
6899 Other Vehicle Expense	0	0	63		0	
					0	
Other Goods & Services	0	0	123		0	
6910 Signage	0				0	
6929 Visa Purchases	0	0	123		0	
6999 Other Goods and Services	0				0	
SPIC Sidewalk Plowing/Ice Control (E, W & C)	2,990,490	2,719,332	3,837,085	2,528,839	(190,493)	-7.0%
Expense	5,666,890	5,371,832	6,516,755	5,335,627	(36,205)	-0.7%
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Compensation and Benefits	1,495,900	1,462,571	1,423,850	1,498,521	35,950	2.5%
6001 Salaries - Regular	1,072,300	1,054,157	1,547,646	1,079,324	25,167	2.4%
6002 Salaries - Overtime	51,100	52,122	284,503	166,331	114,209	219.1%
6005 PDP Increases	0	0	(6,351)		0	
6100 Benefits - Salaries	205,900	192,743	280,486	224,241	31,498	16.3%
6110 Vacancy Management		0	17,829		0	
6152 Retirement Incentives	8,000	7,270	6,675	7,254	(16)	-0.2%
6154 Workers' Compensation	23,600	20,564	34,943	21,371	807	3.9%
6155 Overtime Meals	0	0	16,840	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(684,517)	0	0	
9210 HR CATS OT Wage/Ben	135,000	135,715	(74,205)	0	(135,715)	-100.0%
					0	
Interdepartmental	522,000	512,341	396,424	300,000	(212,341)	-41.4%
7001 Interdepartmental Equipment Charges	0	0	355,406	0	0	
7099 Interdepartmental Chargebacks	0				0	
9900 Rev/Exp.Vehicle Rental	522,000	512,341	40,983	300,000	(212,341)	-41.4%
9911 PM Labour-Reg	0	0	36	0	0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Other Fiscal	235,000	(23,900)	(185,542)	130,388	154,288	-645.6%
8008 Transfer to/from Reserves		0	(46,000)		0	
9000 Prior Year Surplus/Deficit	235,000	(23,900)	(139,542)	130,388	154,288	-645.6%
					0	
Office	2,700	2,580	5,234	2,580	0	0.0%
6201 Telephone	1,500	1,500	1,104	1,500	0	0.0%
6204 Computer Software and Licenses		0	900		0	
6205 Printing & Reproduction	300	270	601	270	0	0.0%
6207 Office Supplies	900	810	2,628	810	0	0.0%
6299 Other Office Expenses	0				0	
					0	
External Services	3,140,000	3,140,000	4,761,571	3,140,000	0	0.0%
6304 Janitorial Services	0				0	
6308 Snow Removal	0	0	293		0	
6310 Outside Personnel	4,900	4,900	406	4,900	0	0.0%
6312 Refuse Collection	0	0	466	0	0	
6399 Contract Services	3,135,100	3,135,100	4,760,406	3,135,100	0	0.0%
					0	
Supplies	12,700	24,280	13,258	24,280	0	0.0%
6401 Uniforms & Clothing	10,000	10,000	7,538	10,000	0	0.0%
6402 Medical & First Aid Supplies	300	300	461	300	0	0.0%
6405 Photography Supplies & Equipment	300	270	0	270	0	0.0%
6406 Bridge Tolls	0	0	641		0	
6407 Cleaning/Sanitary Supplies	300	300	2,529	300	0	0.0%
6409 Personal Protective Equipment	900	900	818	900	0	0.0%
6499 Other Supplies	900	12,510	1,270	12,510	0	0.0%
					0	
Materials	105,800	105,800	5,806	105,800	0	0.0%
6501 Asphalt	10,000	10,000	29	10,000	0	0.0%
6502 Chemicals	0				0	
6503 Fertilizer	900	900	0	900	0	0.0%
6504 Hardware	5,900	5,900	3,493	5,900	0	0.0%
6505 Lubricants	1,800	1,800	485	1,800	0	0.0%
6506 Lumber	0		13	0	0	
6508 Ready Mix Concrete	1,000	1,000	0	1,000	0	0.0%
6510 Road Oils		0	137		0	
6511 Salt	60,000	60,000	267	60,000	0	0.0%
6512 Sand	4,500	4,500	42	4,500	0	0.0%
6513 Seeds & Plants	2,000	2,000	0	2,000	0	0.0%
6514 Sods	10,000	10,000	0	10,000	0	0.0%
6515 Stone and Gravel	2,900	2,900	0	2,900	0	0.0%
6516 Topsoil	2,000	2,000	0	2,000	0	0.0%
6517 Paint	900	900	799	900	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6518 Metal	2,000	2,000	0	2,000	0	0.0%
6520 Salt-Sand Mix	0				0	
6599 Other Materials	1,900	1,900	541	1,900	0	0.0%
					0	
Building Costs	0	0	565	0	0	
6607 Electricity	0	0	565	0	0	
6608 Water	0				0	
6613 Overhead Doors	0				0	
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	56,100	56,100	77,735	56,100	0	0.0%
6701 Equipment Purchase	4,000	4,000	0	4,000	0	0.0%
6702 Small Tools	5,900	5,900	3,157	5,900	0	0.0%
6704 Equipment Rental	35,100	35,100	74,528	35,100	0	0.0%
6705 Equipment - Repair and Maintenance	1,100	1,100	39	1,100	0	0.0%
6711 Communication System	10,000	10,000	10	10,000	0	0.0%
					0	
Vehicle Expense	5,000	5,000	2,861	5,000	0	0.0%
6802 Vehicle Repair and Maintenance	4,000	4,000	2,755	4,000	0	0.0%
6803 Vehicle Fuel - Diesel		0	46		0	
6804 Vehicle Fuel - Gasoline	0				0	
6806 Long Term Fleet Rentals	0				0	
6899 Other Vehicle Expense	1,000	1,000	60	1,000	0	0.0%
					0	
Other Goods & Services	91,690	87,060	14,994	72,958	(14,102)	-16.2%
6903 Travel - Local	1,000	900	6,632	900	0	0.0%
6904 Travel - Out of Town	2,000	1,420	0	1,420	0	0.0%
6905 Training & Education	15,100	15,100	201	8,667	(6,433)	-42.6%
6906 Licenses & Agreements	0		1,147		0	
6910 Signage	1,100	1,100	0	1,100	0	0.0%
6912 Advertising and Promotion	15,000	13,500	1,741	8,663	(4,837)	-35.8%
6913 Awards	10,000	10,000	0	8,034	(1,966)	-19.7%
6918 Meals	1,100	1,100	131	800	(300)	-27.3%
6929 Visa Purchases	300	300	502	300	0	0.0%
6938 Rewarding Excellence	990	990	0	424	(566)	-57.2%
6940 Fencing	25,100	25,100	434	25,100	0	0.0%
6999 Other Goods and Services	20,000	17,550	4,207	17,550	0	0.0%
Revenue	(2,676,400)	(2,652,500)	(2,679,671)	(2,806,788)	(154,288)	5.8%
					0	
Area Rate Revenue	(2,676,400)	(2,652,500)	(2,679,671)	(2,806,788)	(154,288)	5.8%
4200 Area Rate Revenue	(2,676,400)	(2,652,500)	(2,679,671)	(2,806,788)	(154,288)	5.8%
					0	
Other Revenue	0				0	
5508 Recoveries from External Parties	0				0	
W924 Parks and Open Spaces	3,934,400	3,947,311	5,264,277	4,976,148	1,028,837	26.1%
Expense	4,328,500	4,621,536	5,571,979	5,226,148	604,612	13.1%
					0	
Compensation and Benefits	3,315,900	3,589,139	3,647,188	3,904,339	315,200	8.8%
6001 Salaries - Regular	2,718,700	2,944,608	2,882,625	3,111,177	166,569	5.7%
6002 Salaries - Overtime	49,000	49,980	185,367	154,426	104,446	209.0%
6003 Wages - Regular		0	170		0	
6005 PDP Increases	0	0	(12,583)		0	
6051 Shift Agreements	0	0	736	0	0	
6100 Benefits - Salaries	472,400	518,980	544,986	557,007	38,027	7.3%
6110 Vacancy Management		0	240,574	0	0	
6151 Vehicle Allowance	2,900	2,916	0	2,916	0	0.0%
6152 Retirement Incentives	14,800	16,654	17,436	17,648	994	6.0%
6154 Workers' Compensation	58,100	56,001	56,865	61,165	5,164	9.2%
6155 Overtime Meals	0	0	249		0	
6156 Clothing Allowance		0	53		0	
6158 WCB Recoverable Earnings	0	0	(202)		0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(152,381)	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
9210 HR CATS OT Wage/Ben	0	0	(116,960)	0	0	
9230 HR CATS OT Meals		0	253		0	
					0	
Interdepartmental	356,700	353,128	445,863	475,000	121,872	34.5%
7001 Interdepartmental Equipment Charges	356,700	353,128	444,401		(353,128)	-100.0%
7099 Interdepartmental Chargebacks	0				0	
9900 Rev/Exp.Vehicle Rental	0	0	1,102	475,000	475,000	
9911 PM Labour-Reg	0	0	360	0	0	
9970 Materials Chargeback RPS	0				0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Other Fiscal	(56,100)	(56,100)	(40,055)	(56,100)	0	0.0%
8008 Transfer to/from Reserves	0				0	
8022 Transf to/fr Trust	0	0	(40,055)	0	0	
8024 Transf to/fr Capital	(56,100)	(56,100)	0	(56,100)	0	0.0%
					0	
Office	59,600	46,960	33,489	35,484	(11,476)	-24.4%
6201 Telephone	35,600	32,800	22,990	16,884	(15,916)	-48.5%
6202 Courier/Postage	2,000	1,710	590	1,400	(310)	-18.1%
6203 Office Furniture and Equipment	8,900	3,960	861	3,700	(260)	-6.6%
6204 Computer Software and Licenses	500	400	230	500	100	25.0%
6205 Printing & Reproduction	4,200	1,620	1,776	3,500	1,880	116.0%
6207 Office Supplies	8,300	6,390	7,034	9,400	3,010	47.1%
6299 Other Office Expenses	100	80	9	100	20	25.0%
					0	
External Services	147,600	177,400	999,897	331,900	154,500	87.1%
6301 Professional Fees	4,400	6,300	1,723	3,800	(2,500)	-39.7%
6302 Legal Fees	0			0	0	
6304 Janitorial Services	3,900	3,900	787	3,900	0	0.0%
6310 Outside Personnel	69,200	91,000	183,977	179,600	88,600	97.4%
6311 Security	13,400	11,300	40,583	42,300	31,000	274.3%
6312 Refuse Collection	20,800	11,900	693	1,400	(10,500)	-88.2%
6399 Contract Services	35,900	53,000	772,133	100,900	47,900	90.4%
					0	
Supplies	63,900	73,300	67,263	77,400	4,100	5.6%
6401 Uniforms & Clothing	33,800	30,800	28,742	31,800	1,000	3.2%
6402 Medical & First Aid Supplies	1,200	1,200	607	900	(300)	-25.0%
6404 Recreation Programming Supplies	300	300	0	300	0	0.0%
6405 Photography Supplies & Equipment	1,000	1,170	916	1,600	430	36.8%
6406 Bridge Tolls	5,800	7,600	5,839	7,500	(100)	-1.3%
6407 Cleaning/Sanitary Supplies	17,700	23,400	25,367	24,200	800	3.4%
6408 Pre School Nutrition Supplies				0	0	
6409 Personal Protective Equipment	900	6,400	997	5,900	(500)	-7.8%
6499 Other Supplies	3,200	2,430	4,796	5,200	2,770	114.0%
					0	
Materials	170,500	156,500	134,195	150,500	(6,000)	-3.8%
6501 Asphalt		0	46	100	100	
6502 Chemicals	2,400	1,200	2,119	3,400	2,200	183.3%
6503 Fertilizer	9,600	11,600	4,637	8,700	(2,900)	-25.0%
6504 Hardware	60,300	39,700	23,551	24,200	(15,500)	-39.0%
6505 Lubricants	1,700	1,700	1,370	1,900	200	11.8%
6506 Lumber	6,300	5,300	2,410	4,800	(500)	-9.4%
6508 Ready Mix Concrete	1,000	1,000	118	700	(300)	-30.0%
6511 Salt	400	2,000	1,405	2,000	0	0.0%
6512 Sand	8,600	15,000	3,319	3,000	(12,000)	-80.0%
6513 Seeds & Plants	42,000	30,300	43,571	40,000	9,700	32.0%
6514 Sods	4,700	4,600	2,135	4,100	(500)	-10.9%
6515 Stone and Gravel	10,000	9,400	7,833	9,000	(400)	-4.3%
6516 Topsoil	15,700	11,700	15,390	19,600	7,900	67.5%
6517 Paint	1,600	1,600	996	1,400	(200)	-12.5%
6518 Metal	0	2,500	5,254	5,500	3,000	120.0%
6519 Welding Supplies	0			0	0	
6520 Salt-Sand Mix	600	600	1,716	600	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6522 Greenhouse Materials	0	12,700	8,892	12,700	0	0.0%
6549 Non-Stock Items		0	117	100	100	
6599 Other Materials	5,600	5,600	9,314	8,700	3,100	55.4%
					0	
Building Costs	50,000	45,000	35,466	47,300	2,300	5.1%
6602 Electrical	3,000	6,000	1,187	3,000	(3,000)	-50.0%
6603 Grounds and Landscaping	2,000	4,500	1,138	4,500	0	0.0%
6605 Municipal Taxes				0	0	
6607 Electricity	4,200	1,100	15,942	15,000	13,900	1263.6%
6608 Water	36,700	29,300	10,540	17,700	(11,600)	-39.6%
6609 Elevator & Escalator		0		3,000	3,000	
6611 Building - Interior	0				0	
6612 Safety Systems				0	0	
6613 Overhead Doors	0	0	1,613	0	0	
6617 Pest Management	4,100	4,100	2,495	4,100	0	0.0%
6699 Other Building Cost	0	0	2,551	0	0	
					0	
Equipment & Communications	118,500	105,500	102,684	127,300	21,800	20.7%
6701 Equipment Purchase	22,800	27,200	6,180	24,700	(2,500)	-9.2%
6702 Small Tools	15,500	15,800	24,075	22,500	6,700	42.4%
6704 Equipment Rental	73,700	55,100	67,567	73,000	17,900	32.5%
6705 Equipment - Repair and Maintenance	5,000	5,000	2,477	3,700	(1,300)	-26.0%
6706 Computer Repair and Maintenance		0	250	500	500	
6707 Plumbing & Heating	1,500	2,200	1,736	2,400	200	9.1%
6708 Mechanical Equipment	0	200	0		(200)	-100.0%
6710 Sewer Pipe	0				0	
6711 Communication System	0	0	398	500	500	
					0	
Vehicle Expense	17,100	26,500	24,136	31,863	5,363	20.2%
6801 Vehicle Purchase	0				0	
6802 Vehicle Repair and Maintenance	0	500	477	1,400	900	180.0%
6803 Vehicle Fuel - Diesel	1,500	2,700	1,960	2,422	(278)	-10.3%
6804 Vehicle Fuel - Gasoline	600	500	658	941	441	88.2%
6805 Tires and Tubes	500	500	93	500	0	0.0%
6806 Long Term Fleet Rentals		0	1,748	6,000	6,000	
6807 Vehicle Leases	14,500	21,700	19,008	19,700	(2,000)	-9.2%
6899 Other Vehicle Expense	0	600	192	900	300	50.0%
					0	
Other Goods & Services	84,800	104,209	121,853	101,162	(3,047)	-2.9%
6901 Membership Dues	2,200	2,200	1,067	2,300	100	4.5%
6902 Conferences and Workshops	11,300	10,890	9,861	4,627	(6,263)	-57.5%
6903 Travel - Local	9,200	8,460	11,426	13,300	4,840	57.2%
6904 Travel - Out of Town	13,300	10,579	3,483	7,300	(3,279)	-31.0%
6905 Training & Education	4,900	3,800	3,963	4,182	382	10.1%
6906 Licenses & Agreements	1,200	1,600	1,974	1,600	0	0.0%
6908 Medical Examinations	1,000	1,000	422	1,100	100	10.0%
6910 Signage	3,300	4,500	4,867	6,800	2,300	51.1%
6912 Advertising and Promotion	1,000	900	259	578	(322)	-35.8%
6913 Awards	0	300	0	241	(59)	-19.7%
6917 Books and Periodicals	300	500	640	1,200	700	140.0%
6918 Meals	900	4,200	129	2,956	(1,244)	-29.6%
6919 Special Projects	5,000	27,000	43,263	14,147	(12,853)	-47.6%
6929 Visa Purchases	0	0	568	500	500	
6933 Community Events		0	221	500	500	
6938 Rewarding Excellence	0	0	610	700	700	
6940 Fencing	800	3,800	3,093	5,300	1,500	39.5%
6941 Playground Equipment	0				0	
6999 Other Goods and Services	30,400	24,480	36,006	33,831	9,351	38.2%
Revenue	(394,100)	(674,225)	(307,702)	(250,000)	424,225	-62.9%
					0	
Fee Revenues	(310,000)	(590,125)	(243,799)	(250,000)	340,125	-57.6%
5209 Community Events Revenue		0	(1,722)	0	0	
5250 Sales of Services Other	(310,000)	(310,000)	(234,292)	(250,000)	60,000	-19.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
5252 White Goods Revenue	0	0	(785)		0	
5404 Canteen Revenue		0	(7,000)	0	0	
5450 Other Sales Revenue	0	(280,125)	0		280,125	-100.0%
					0	
Other Revenue	0	0	(63,903)	0	0	
5508 Recoveries from External Parties	0	0	(63,903)	0	0	
					0	
Interdepartmental Revenue	(84,100)	(84,100)	0		84,100	-100.0%
5802 Other Interdepartmental Revenue	(84,100)	(84,100)	0		84,100	-100.0%
					0	
					0	
					0	
W925 Sportsfields & Playgrounds	4,738,500	4,841,237	4,558,901	4,731,855	(109,382)	-2.3%
Expense	5,223,700	5,326,437	5,258,730	5,226,055	(100,382)	-1.9%
					0	
Compensation and Benefits	2,940,700	2,981,763	2,910,938	3,066,371	84,608	2.8%
6001 Salaries - Regular	2,383,300	2,421,517	2,121,562	2,441,732	20,215	0.8%
6002 Salaries - Overtime	22,800	23,256	88,340	70,673	47,417	203.9%
6005 PDP Increases	0	0	(6,416)		0	
6100 Benefits - Salaries	464,700	470,794	420,853	486,498	15,704	3.3%
6110 Vacancy Management		0	233,273	0	0	
6150 Honorariums	0				0	
6151 Vehicle Allowance	3,000	3,016	0	3,016	0	0.0%
6152 Retirement Incentives	15,200	15,503	15,143	16,188	685	4.4%
6154 Workers' Compensation	51,000	46,973	42,123	47,761	788	1.7%
6155 Overtime Meals	500	503	165	503	0	0.0%
6158 WCB Recoverable Earnings	0				0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0			0	0	
9200 HR CATS Wage/Ben	0	0	5,788	0	0	
9210 HR CATS OT Wage/Ben	200	201	(9,892)	0	(201)	-100.0%
9230 HR CATS OT Meals	0				0	
					0	
Interdepartmental	396,400	466,541	523,675	550,000	83,459	17.9%
7001 Interdepartmental Equipment Charges	396,400	466,541	536,117	0	(466,541)	-100.0%
7099 Interdepartmental Chargebacks	0				0	
9900 Rev/Exp.Vehicle Rental	0	0	(13,756)	550,000	550,000	
9911 PM Labour-Reg	0	0	1,314	0	0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Other Fiscal	0	0	0		0	
8008 Transfer to/from Reserves	0				0	
8024 Transf to/fr Capital	0	0	0		0	
					0	
Office	41,400	36,760	19,136	26,370	(10,390)	-28.3%
6201 Telephone	22,400	21,275	5,827	12,770	(8,505)	-40.0%
6202 Courier/Postage	300	270	104	500	230	85.2%
6203 Office Furniture and Equipment	6,000	5,085	30	1,100	(3,985)	-78.4%
6204 Computer Software and Licenses	800	830	0	500	(330)	-39.8%
6205 Printing & Reproduction	1,200	878	2,007	1,400	522	59.5%
6207 Office Supplies	10,300	8,118	11,147	10,000	1,882	23.2%
6299 Other Office Expenses	400	304	21	100	(204)	-67.1%
					0	
External Services	763,600	796,773	730,220	661,400	(135,373)	-17.0%
6301 Professional Fees	5,000	5,000	0		(5,000)	-100.0%
6303 Consulting Fees	11,200	8,512	5,242	6,100	(2,412)	-28.3%
6304 Janitorial Services	0	0	14	0	0	
6308 Snow Removal	2,500	2,500	0	1,000	(1,500)	-60.0%
6310 Outside Personnel	470,300	489,560	459,128	375,900	(113,660)	-23.2%
6311 Security	39,700	40,990	6,912	6,800	(34,190)	-83.4%
6312 Refuse Collection	4,000	3,745	5,975	3,600	(145)	-3.9%
6399 Contract Services	230,900	246,466	252,949	268,000	21,534	8.7%
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Supplies	73,200	65,252	86,387	61,400	(3,852)	-5.9%
6401 Uniforms & Clothing	24,800	21,410	21,086	21,500	90	0.4%
6402 Medical & First Aid Supplies	800	1,280	564	500	(780)	-60.9%
6404 Recreation Programming Supplies	2,000	1,935	0	0	(1,935)	-100.0%
6405 Photography Supplies & Equipment	4,500	4,343	481	1,000	(3,343)	-77.0%
6406 Bridge Tolls	900	1,640	2,271	2,400	760	46.3%
6407 Cleaning/Sanitary Supplies	31,300	29,095	54,140	28,900	(195)	-0.7%
6409 Personal Protective Equipment	0	0	4,905	4,300	4,300	
6499 Other Supplies	8,900	5,549	2,940	2,800	(2,749)	-49.5%
					0	
Materials	332,000	322,785	337,622	267,482	(55,303)	-17.1%
6501 Asphalt	5,000	6,000	0		(6,000)	-100.0%
6502 Chemicals	3,700	2,450	557	100	(2,350)	-95.9%
6503 Fertilizer	30,900	30,920	36,999	38,400	7,480	24.2%
6504 Hardware	65,000	41,030	41,334	34,782	(6,248)	-15.2%
6505 Lubricants	1,100	1,305	1,617	1,000	(305)	-23.4%
6506 Lumber	22,400	22,580	35,621	15,800	(6,780)	-30.0%
6507 Propane				0	0	
6508 Ready Mix Concrete	4,700	4,530	3,440	3,800	(730)	-16.1%
6510 Road Oils		0	40	100	100	
6512 Sand	6,300	7,825	17,078	17,500	9,675	123.6%
6513 Seeds & Plants	8,000	7,925	8,768	8,600	675	8.5%
6514 Sods	8,400	8,650	6,897	5,800	(2,850)	-32.9%
6515 Stone and Gravel	53,700	51,275	80,268	33,000	(18,275)	-35.6%
6516 Topsoil	30,600	31,130	43,194	44,500	13,370	42.9%
6517 Paint	67,800	67,890	58,419	59,100	(8,790)	-12.9%
6518 Metal	0	0	373	200	200	
6519 Welding Supplies	5,400	5,600	421	500	(5,100)	-91.1%
6599 Other Materials	19,000	33,675	2,595	4,300	(29,375)	-87.2%
					0	
Building Costs	166,900	215,695	256,044	230,800	15,105	7.0%
6602 Electrical	35,400	45,500	64,006	61,300	15,800	34.7%
6603 Grounds and Landscaping	6,400	7,120	0		(7,120)	-100.0%
6605 Municipal Taxes	2,300	2,300	0		(2,300)	-100.0%
6606 Heating Fuel	0				0	
6607 Electricity	84,500	102,900	112,190	98,900	(4,000)	-3.9%
6608 Water	32,300	50,275	77,590	68,300	18,025	35.9%
6610 Building - Exterior		0	1,898	1,900	1,900	
6611 Building - Interior	0				0	
6699 Other Building Cost	6,000	7,600	361	400	(7,200)	-94.7%
					0	
Equipment & Communications	155,100	183,105	175,526	160,400	(22,705)	-12.4%
6701 Equipment Purchase	37,700	56,955	61,111	38,100	(18,855)	-33.1%
6702 Small Tools	13,200	14,350	18,245	16,300	1,950	13.6%
6703 Computer Equipment/Rentals	200	200	0	200	0	0.0%
6704 Equipment Rental	93,300	101,185	87,368	95,200	(5,985)	-5.9%
6705 Equipment - Repair and Maintenance	4,200	4,040	1,097	2,400	(1,640)	-40.6%
6706 Computer Repair and Maintenance	500	425	0		(425)	-100.0%
6707 Plumbing & Heating	1,500	1,575	3,969	4,400	2,825	179.4%
6708 Mechanical Equipment	0	0	3,545	3,600	3,600	
6710 Sewer Pipe	500	425	0		(425)	-100.0%
6711 Communication System	4,000	3,950	191	200	(3,750)	-94.9%
					0	
Vehicle Expense	10,900	10,495	10,190	12,316	1,821	17.4%
6801 Vehicle Purchase	6,500	6,225	0		(6,225)	-100.0%
6802 Vehicle Repair and Maintenance	4,100	4,070	(4,913)	2,700	(1,370)	-33.7%
6803 Vehicle Fuel - Diesel	0				0	
6804 Vehicle Fuel - Gasoline	300	200	58	16	(184)	-92.0%
6806 Long Term Fleet Rentals	0	0	9,156	9,200	9,200	
6807 Vehicle Leases	0	0	5,408	0	0	
6899 Other Vehicle Expense	0	0	482	400	400	
					0	
Other Goods & Services	343,500	247,268	208,992	189,516	(57,752)	-23.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6901 Membership Dues	0	0	110		0	
6902 Conferences and Workshops	0	0	2,926	3,000	3,000	
6903 Travel - Local	20,300	13,910	13,232	10,900	(3,010)	-21.6%
6904 Travel - Out of Town	3,300	4,189	499	2,100	(2,089)	-49.9%
6905 Training & Education	20,000	19,780	3,809	5,518	(14,262)	-72.1%
6908 Medical Examinations	2,600	2,550	2,065	2,200	(350)	-13.7%
6910 Signage	11,800	12,950	6,598	9,000	(3,950)	-30.5%
6911 Facilities Rental	8,000	6,800	11,712		(6,800)	-100.0%
6912 Advertising and Promotion	2,000	1,800	0	1,156	(644)	-35.8%
6913 Awards		0	117		0	
6914 Recruiting	0				0	
6918 Meals	4,700	4,525	871	2,428	(2,097)	-46.3%
6919 Special Projects	0				0	
6929 Visa Purchases	0	0	748	100	100	
6933 Community Events	200	200	0		(200)	-100.0%
6938 Rewarding Excellence		0	97	600	600	
6940 Fencing	78,500	77,850	87,206	73,500	(4,350)	-5.6%
6941 Playground Equipment	22,800	24,120	26,409	26,000	1,880	7.8%
6999 Other Goods and Services	169,300	78,594	52,593	53,014	(25,580)	-32.5%
Revenue	(485,200)	(485,200)	(534,787)	(494,200)	(9,000)	1.9%
					0	
Fee Revenues	(272,800)	(272,800)	(484,650)	(494,200)	(221,400)	81.2%
5102 Facilities Rentals	(272,800)	(272,800)	(418,261)	(494,200)	(221,400)	81.2%
5150 Other Rental Revenue	0	0	(63,264)	0	0	
5210 Sport and Fitness Revenue	0	0	(3,125)	0	0	
					0	
Other Revenue	(212,400)	(212,400)	(50,137)		212,400	-100.0%
5508 Recoveries from External Parties	(51,000)	(51,000)	(50,000)		51,000	-100.0%
5513 Government Rebates		0	(137)		0	
5600 Miscellaneous Revenue	(161,400)	(161,400)	0		161,400	-100.0%
		0	(165,043)	0	0	
		0	(165,043)	0	0	
5515 Accident Rebates		0	(1,197)		0	
6808 Natural Gas-Vehicles		0	10		0	
			(163,856)	0	0	
MTBU Metro Transit Services	9,508,780	3,261,977	8,917,590	10,621,462	7,359,485	225.6%
A640 Vehicle Tracking & Communications	359,400	0	97,919	0	0	
Expense	387,400	0	97,919	0	0	
					0	
Office	74,400	0	5		0	
6201 Telephone	0				0	
6202 Courier/Postage		0	5		0	
6204 Computer Software and Licenses	74,400	0	0		0	
					0	
Equipment & Communications	303,000	0	97,617	0	0	
6708 Mechanical Equipment		0	0		0	
6711 Communication System	8,000	0	0		0	
6731 Airtime	166,000	0	0		0	
6732 Mobile Data	129,000	0	97,617	0	0	
					0	
Other Goods & Services	10,000	0	296		0	
6906 Licenses & Agreements	10,000				0	
6938 Rewarding Excellence		0	296		0	
Revenue	(28,000)	0	0		0	
					0	
Other Revenue	(28,000)	0	0		0	
5508 Recoveries from External Parties	(28,000)	0	0		0	
MTADM Metro Transit Administration	(35,157,800)	990,516	(18,308,270)	1,118,963	128,447	13.0%
Expense	23,119,449	1,750,816	16,565,397	1,879,263	128,447	7.3%
					0	
Compensation and Benefits	1,258,900	1,135,712	1,205,303	1,527,007	391,295	34.5%
6001 Salaries - Regular	1,022,500	927,324	1,100,144	1,247,544	320,220	34.5%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6002 Salaries - Overtime	0	0	10,739	0	0	
6005 PDP Increases	0	0	(18,865)		0	
6100 Benefits - Salaries	190,200	168,184	199,808	229,436	61,252	36.4%
6110 Vacancy Management		0	0		0	
6152 Retirement Incentives	5,400	5,214	5,653	7,127	1,913	36.7%
6153 Severance	0				0	
6154 Workers' Compensation	40,800	34,990	37,806	42,900	7,910	22.6%
6155 Overtime Meals		0	160		0	
6156 Clothing Allowance	0	0	130		0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(131,002)		0	
9200 HR CATS Wage/Ben	0	0	633		0	
9210 HR CATS OT Wage/Ben		0	97		0	
					0	
Interdepartmental	20,825,400	0	14,798,203	0	0	
7001 Interdepartmental Equipment Charges	20,825,400	0	14,828,959	0	0	
7099 Interdepartmental Chargebacks	0	0	(30,900)		0	
9911 PM Labour-Reg	0	0	144		0	
					0	
Other Fiscal	144,149				0	
8008 Transfer to/from Reserves	0				0	
9000 Prior Year Surplus/Deficit	144,149				0	
					0	
Office	261,600	321,390	219,814	133,900	(187,490)	-58.3%
6201 Telephone	27,400	28,500	28,647	0	(28,500)	-100.0%
6202 Courier/Postage	13,000	11,790	10,745	11,700	(90)	-0.8%
6203 Office Furniture and Equipment	9,100	26,280	19,783	18,000	(8,280)	-31.5%
6204 Computer Software and Licenses	90,600	154,200	69,510	3,000	(151,200)	-98.1%
6205 Printing & Reproduction	100,900	87,120	70,797	86,200	(920)	-1.1%
6207 Office Supplies	20,600	13,500	20,331	15,000	1,500	11.1%
					0	
External Services	19,500	16,500	1,990	15,000	(1,500)	-9.1%
6301 Professional Fees	15,000	15,000	1,023	15,000	0	0.0%
6304 Janitorial Services	0				0	
6311 Security	3,000			0	0	
6399 Contract Services	1,500	1,500	967		(1,500)	-100.0%
					0	
Supplies	1,200	1,100	1,643	500	(600)	-54.5%
6401 Uniforms & Clothing	1,200	500	529	500	0	0.0%
6406 Bridge Tolls	0	600	1,114	0	(600)	-100.0%
					0	
Materials	3,500	3,500	139	500	(3,000)	-85.7%
6504 Hardware	0				0	
6513 Seeds & Plants	100	100	0		(100)	-100.0%
6517 Paint		0	0		0	
6519 Welding Supplies	500	500	90	500	0	0.0%
6599 Other Materials	2,900	2,900	49	0	(2,900)	-100.0%
					0	
Building Costs	17,500	25,000	10,560	12,900	(12,100)	-48.4%
6604 Bus Gates/Shelters - Repairs & Maintenance	10,000	10,000	10,560	12,900	2,900	29.0%
6605 Municipal Taxes	2,500				0	
6611 Building - Interior		0	0		0	
6699 Other Building Cost	5,000	15,000	0		(15,000)	-100.0%
					0	
Equipment & Communications	4,100	8,900	16,321	9,700	800	9.0%
6702 Small Tools	1,500	1,500	813	1,500	0	0.0%
6703 Computer Equipment/Rentals	2,600	7,400	4,475	8,200	800	10.8%
6704 Equipment Rental		0	7,289	0	0	
6706 Computer Repair and Maintenance		0	3,745		0	
6711 Communication System	0				0	
					0	
Vehicle Expense	4,800	4,900	10,616	0	(4,900)	-100.0%
6802 Vehicle Repair and Maintenance		100	156	0	(100)	-100.0%
6806 Long Term Fleet Rentals	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6807 Vehicle Leases	4,800	4,800	10,371	0	(4,800)	-100.0%
6899 Other Vehicle Expense	0	0	90	0	0	
					0	
Other Goods & Services	578,800	233,814	300,809	179,756	(54,058)	-23.1%
6901 Membership Dues	25,800	25,800	20,203	700	(25,100)	-97.3%
6902 Conferences and Workshops	14,200	15,894	3,558	4,227	(11,667)	-73.4%
6903 Travel - Local	4,500	3,600	5,354	5,400	1,800	50.0%
6904 Travel - Out of Town	37,200	22,720	14,522	26,500	3,780	16.6%
6905 Training & Education	11,700	9,200	11,208	5,282	(3,918)	-42.6%
6906 Licenses & Agreements	0	0	1,063	0	0	
6907 Commission Fees	260,000	0	146,056		0	
6908 Medical Examinations		0	673		0	
6910 Signage	10,000				0	
6912 Advertising and Promotion	133,000	101,700	93,070	94,853	(6,847)	-6.7%
6913 Awards	30,000			0	0	
6917 Books and Periodicals	0				0	
6918 Meals	0	0	501	1,500	1,500	
6919 Special Projects	50,000	54,000	2,346	41,294	(12,706)	-23.5%
6933 Community Events	0				0	
6934 Refunds	1,500	0	0		0	
6936 Staff Relations	900	900	1,754	0	(900)	-100.0%
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	0	0	501		0	
Revenue	(58,277,249)	(760,300)	(34,873,668)	(760,300)	0	0.0%
					0	
Area Rate Revenue	(27,984,849)	0	(33,778,175)		0	
4204 Area Rate Local Transit	(16,856,849)	0	(20,691,471)		0	
4205 Area Rate Regional Transportation	(11,128,000)	0	(13,086,704)		0	
					0	
Fee Revenues	(29,564,100)	0	(331,756)	0	0	
5101 Parking Rentals	0	0	(1,800)	0	0	
5201 Bus Fare Revenue	(29,564,100)	0	(299,824)	0	0	
5202 Charter Revenue	0	0	(30,132)		0	
5207 Arts & Crafts Revenue	0	0	0		0	
					0	
Other Revenue	(728,300)	(760,300)	(763,737)	(760,300)	0	0.0%
5503 Advertising Revenue	(655,700)	(680,700)	(636,761)	(680,700)	0	0.0%
5507 Overages and Shortages	0	0	134		0	
5508 Recoveries from External Parties	0	0	(23,186)		0	
5600 Miscellaneous Revenue	(72,600)	(79,600)	(103,924)	(79,600)	0	0.0%
					0	
					0	
					0	
					0	
MTSDL Metro Transit - Service Delivery	34,422,801	(27,270,245)	10,997,458	(14,966,931)	12,303,314	-45.1%
Expense	34,718,201	37,779,055	39,724,470	50,413,069	12,634,014	33.4%
					0	
Compensation and Benefits	32,961,401	35,385,957	38,202,037	39,548,378	4,162,421	11.8%
6001 Salaries - Regular	24,077,222	27,011,724	27,726,911	30,249,825	3,238,101	12.0%
6002 Salaries - Overtime	2,244,601	2,289,493	4,310,119	2,307,467	17,974	0.8%
6003 Wages - Regular	230,252	251,489	189,084	275,616	24,127	9.6%
6004 Wages - Overtime	24,666	154,122	11,162	22,364	(131,758)	-85.5%
6005 PDP Increases	0	0	(65,470)		0	
6051 Shift Agreements		0	8		0	
6052 Shift Differentials	12,200	13,596	12,697	13,596	0	0.0%
6099 Other Allowances	0	0	1,394	0	0	
6100 Benefits - Salaries	4,852,680	5,381,206	6,012,210	6,190,941	809,735	15.0%
6101 Benefits - Wages	52,880	51,726	41,052	55,486	3,760	7.3%
6110 Vacancy Management		(1,400,000)	0	(1,400,000)	0	0.0%
6152 Retirement Incentives	184,800	216,817	218,645	239,850	23,033	10.6%
6154 Workers' Compensation	1,234,100	1,363,199	1,471,960	1,540,648	177,449	13.0%
6155 Overtime Meals	2,500	2,916	3,766	2,916	0	0.0%
6156 Clothing Allowance	63,500	67,669	75,387	67,669	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6158 WCB Recoverable Earnings	(18,000)	(18,000)	(14,667)	(18,000)	0	0.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(1,792,939)		0	
9200 HR CATS Wage/Ben	0	0	718	0	0	
9210 HR CATS OT Wage/Ben	0				0	
Interdepartmental	172,200	0	(68,415)	0	0	
7001 Interdepartmental Equipment Charges	172,200	0	167,266	0	0	
7099 Interdepartmental Chargebacks	0	0	(235,915)		0	
9911 PM Labour-Reg	0	0	234	0	0	
Other Fiscal	0	0	(82,049)		0	
8008 Transfer to/from Reserves	0	0	(82,049)		0	
Office	243,300	305,870	254,332	537,200	231,330	75.6%
6201 Telephone	76,900	35,700	58,523	63,000	27,300	76.5%
6202 Courier/Postage	200	2,160	972	2,500	340	15.7%
6203 Office Furniture and Equipment	25,000	27,000	14,435	32,300	5,300	19.6%
6204 Computer Software and Licenses	21,600	97,100	19,142	248,600	151,500	156.0%
6205 Printing & Reproduction	111,600	137,700	133,966	171,800	34,100	24.8%
6207 Office Supplies	8,000	6,210	27,187	19,000	12,790	206.0%
6299 Other Office Expenses	0	0	107		0	
External Services	455,200	510,200	134,288	221,541	(288,659)	-56.6%
6301 Professional Fees	325,000	325,000	0	(7,759)	(332,759)	-102.4%
6302 Legal Fees	10,000	10,000	2,311	15,000	5,000	50.0%
6304 Janitorial Services		0		0	0	
6310 Outside Personnel		0	145		0	
6311 Security	119,000	174,000	130,340	214,300	40,300	23.2%
6399 Contract Services	1,200	1,200	1,491		(1,200)	-100.0%
Supplies	714,100	752,390	658,373	844,300	91,910	12.2%
6401 Uniforms & Clothing	242,300	290,400	201,957	333,900	43,500	15.0%
6402 Medical & First Aid Supplies	0	0		4,000	4,000	
6403 Patrol Equip Supplies	700	700	0	1,000	300	42.9%
6405 Photography Supplies & Equipment	100	90	0		(90)	-100.0%
6406 Bridge Tolls	471,000	458,500	456,326	501,400	42,900	9.4%
6407 Cleaning/Sanitary Supplies	0	2,700	61	4,000	1,300	48.1%
6409 Personal Protective Equipment	0				0	
6499 Other Supplies		0	30	0	0	
Materials	0	0	1,061	0	0	
6504 Hardware	0	0	62		0	
6506 Lumber		0	943	0	0	
6507 Propane		0	18		0	
6599 Other Materials		0	38		0	
Building Costs	0	2,500	24,373	28,000	25,500	1020.0%
6605 Municipal Taxes		2,500	2,519	3,000	500	20.0%
6612 Safety Systems	0				0	
6613 Overhead Doors		0	1,207	0	0	
6699 Other Building Cost		0	20,648	25,000	25,000	
Equipment & Communications	9,700	324,188	214,054	357,000	32,812	10.1%
6701 Equipment Purchase		0	0	0	0	
6702 Small Tools	500	0	225	0	0	
6703 Computer Equipment/Rentals	4,200	5,500	5,107	8,500	3,000	54.5%
6704 Equipment Rental		0		32,000	32,000	
6705 Equipment - Repair and Maintenance	0	0	21		0	
6706 Computer Repair and Maintenance	5,000	2,000	3,122		(2,000)	-100.0%
6708 Mechanical Equipment		0	10		0	
6711 Communication System	0	10,000	7,242	12,500	2,500	25.0%
6731 Airtime		177,688	100,341	175,000	(2,688)	-1.5%
6732 Mobile Data		129,000	97,987	129,000	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Vehicle Expense	13,000	13,400	12,586	8,301,426	8,288,026	61850.9%
6802 Vehicle Repair and Maintenance	3,500	3,900	4,687	0	(3,900)	-100.0%
6803 Vehicle Fuel - Diesel	0	0		8,288,767	8,288,767	
6804 Vehicle Fuel - Gasoline				1,159	1,159	
6806 Long Term Fleet Rentals	0				0	
6807 Vehicle Leases	9,500	9,500	3,979	9,500	0	0.0%
6899 Other Vehicle Expense	0	0	3,920	2,000	2,000	
					0	
Other Goods & Services	149,300	484,550	373,830	575,224	90,674	18.7%
6901 Membership Dues	500	1,000	233	25,500	24,500	2450.0%
6902 Conferences and Workshops	11,900	11,520	4,977	7,090	(4,430)	-38.5%
6903 Travel - Local	1,100	1,890	7,398	3,900	2,010	106.3%
6904 Travel - Out of Town	14,600	17,040	12,274	26,000	8,960	52.6%
6905 Training & Education	46,600	55,000	29,269	51,711	(3,289)	-6.0%
6906 Licenses & Agreements	14,600	37,700	34,990	90,800	53,100	140.8%
6907 Commission Fees		260,000	191,081	260,000	0	0.0%
6908 Medical Examinations	10,500	16,000	9,589	16,000	0	0.0%
6911 Facilities Rental	23,000	23,000	40,066	30,000	7,000	30.4%
6913 Awards		30,000	19,933	23,119	(6,881)	-22.9%
6914 Recruiting	1,500	1,500	1,616	1,500	0	0.0%
6918 Meals	0	0	73	1,628	1,628	
6934 Refunds		1,500	977	1,500	0	0.0%
6936 Staff Relations	25,000	28,400	20,268	36,476	8,076	28.4%
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	0	0	1,087	0	0	
Revenue	(295,400)	(65,049,300)	(28,727,012)	(65,380,000)	(330,700)	0.5%
					0	
Area Rate Revenue	0	(33,670,000)	0	(35,855,000)	(2,185,000)	6.5%
4200 Area Rate Revenue	0				0	
4204 Area Rate Local Transit		(20,673,000)	0	(21,922,000)	(1,249,000)	6.0%
4205 Area Rate Regional Transportation		(12,997,000)	0	(13,933,000)	(936,000)	7.2%
					0	
Fee Revenues	(295,400)	(31,379,300)	(28,626,513)	(29,525,000)	1,854,300	-5.9%
5101 Parking Rentals		0	(0)		0	
5201 Bus Fare Revenue		(31,106,300)	(28,317,413)	(29,237,700)	1,868,600	-6.0%
5202 Charter Revenue		0	(600)		0	
5222 Access-A-Bus Fare Revenue	(179,500)	(180,000)	(174,420)	(194,300)	(14,300)	7.9%
5223 Community Transit Fare Revenue	(115,900)	(93,000)	(134,080)	(93,000)	0	0.0%
					0	
Other Revenue	0	0	(100,500)	0	0	
5508 Recoveries from External Parties	0	0	(94,154)	0	0	
5600 Miscellaneous Revenue		0	(6,346)		0	
		0	1	0	0	
		0	1	0	0	
6808 Natural Gas-Vehicles		0	1		0	
					0	
R630 Conventional Transit		0	33,585		0	
Expense		0	33,585		0	
					0	
Interdepartmental		0	33,480		0	
7001 Interdepartmental Equipment Charges		0	33,480		0	
					0	
Vehicle Expense		0	105		0	
6899 Other Vehicle Expense		0	105		0	
R650 Access-A-Bus Servcies	2,737,999	0	764,320	0	0	
Expense	2,737,999	0	764,320	0	0	
					0	
Compensation and Benefits	2,025,899	0	(21,665)		0	
6001 Salaries - Regular	0	0	(13,184)		0	
6002 Salaries - Overtime	0	0	(4,271)		0	
6003 Wages - Regular	1,499,626	0	553		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6004 Wages - Overtime	126,433	0	(1,933)		0	
6052 Shift Differentials	1,300	0	7		0	
6099 Other Allowances	0				0	
6101 Benefits - Wages	303,040	0	(3,157)		0	
6152 Retirement Incentives	11,700	0	394		0	
6154 Workers' Compensation	78,700	0	(74)		0	
6155 Overtime Meals	400				0	
6156 Clothing Allowance	4,700				0	
6158 WCB Recoverable Earnings	0				0	
					0	
Interdepartmental	688,300	0	785,676		0	
7001 Interdepartmental Equipment Charges	688,300	0	785,676		0	
					0	
Office	0	0	20		0	
6202 Courier/Postage	0	0	20		0	
					0	
Supplies	21,000	0		0	0	
6401 Uniforms & Clothing	21,000	0		0	0	
					0	
Other Goods & Services	2,800	0	289		0	
6905 Training & Education	0	0	289		0	
6906 Licenses & Agreements	500				0	
6908 Medical Examinations	500				0	
6936 Staff Relations	1,800				0	
6999 Other Goods and Services	0				0	
R660 Ferries Services	6,483,700	6,985,954	7,600,517	8,221,025	1,235,071	17.7%
Expense	8,465,300	8,962,054	9,707,921	10,197,125	1,235,071	13.8%
					0	
Compensation and Benefits	1,625,000	2,267,142	2,297,710	2,525,096	257,954	11.4%
6001 Salaries - Regular	1,189,000	1,712,601	1,823,695	1,853,154	140,553	8.2%
6002 Salaries - Overtime	144,200	147,084	265,314	227,358	80,274	54.6%
6005 PDP Increases	0	0	(5,144)		0	
6100 Benefits - Salaries	226,500	315,516	342,715	346,199	30,683	9.7%
6110 Vacancy Management		0	0		0	
6152 Retirement Incentives	9,000	13,034	12,843	13,999	965	7.4%
6154 Workers' Compensation	53,500	76,092	80,437	81,571	5,479	7.2%
6155 Overtime Meals	0	0	40	0	0	
6156 Clothing Allowance	2,800	2,815	4,537	2,815	0	0.0%
6158 WCB Recoverable Earnings		0	(213)	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recv		0	(241,286)		0	
9200 HR CATS Wage/Ben	0	0	10,334	0	0	
9210 HR CATS OT Wage/Ben	0	0	4,439	0	0	
					0	
Interdepartmental	682,300	0	284,364	0	0	
7001 Interdepartmental Equipment Charges	682,300	0	299,968		0	
7099 Interdepartmental Chargebacks		0	(16,000)		0	
9911 PM Labour-Reg	0	0	396	0	0	
					0	
Debt Service	5,836,600	6,349,850	6,328,678	6,349,850	0	0.0%
8011 Interest on Debentures	1,159,600	1,228,050	1,206,876	1,228,050	0	0.0%
8012 Principal on Debentures	4,677,000	5,121,800	5,121,802	5,121,800	0	0.0%
					0	
Office	6,400	7,970	18,669	17,100	9,130	114.6%
6201 Telephone	3,200	3,200	7,423	0	(3,200)	-100.0%
6202 Courier/Postage	0	90	339	500	410	455.6%
6203 Office Furniture and Equipment	1,200	1,080	6,215	10,000	8,920	825.9%
6205 Printing & Reproduction	0	0	597	2,000	2,000	
6207 Office Supplies	2,000	3,600	4,095	4,600	1,000	27.8%
					0	
External Services	272,000	272,000	356,373	292,000	20,000	7.4%
6301 Professional Fees	0	0	432		0	
6310 Outside Personnel				0	0	
6311 Security	32,000	32,000	42,578	42,000	10,000	31.3%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6399 Contract Services	240,000	240,000	313,363	250,000	10,000	4.2%
Supplies	14,600	20,000	10,412	24,000	4,000	20.0%
6401 Uniforms & Clothing	14,600	20,000	7,756	20,000	0	0.0%
6402 Medical & First Aid Supplies		0	337	2,000	2,000	
6407 Cleaning/Sanitary Supplies	0	0	2,319	2,000	2,000	
Materials	0	0	27,583	0	0	
6504 Hardware		0	325	0	0	
6505 Lubricants		0	17,419		0	
6506 Lumber		0	250		0	
6517 Paint	0	0	9,588		0	
6519 Welding Supplies		0	0		0	
Building Costs	0	0	18,097	29,000	29,000	
6602 Electrical	0	0	231	0	0	
6611 Building - Interior	0			0	0	
6612 Safety Systems		0	13,435	25,000	25,000	
6617 Pest Management		0	156		0	
6699 Other Building Cost	0	0	4,276	4,000	4,000	
Equipment & Communications	1,900	5,300	29,772	5,300	0	0.0%
6702 Small Tools	0	0	2,725	0	0	
6703 Computer Equipment/Rentals	1,400	800	0	800	0	0.0%
6705 Equipment - Repair and Maintenance	500	4,500	8,556	4,500	0	0.0%
6706 Computer Repair and Maintenance	0				0	
6707 Plumbing & Heating		0	1,269	0	0	
6708 Mechanical Equipment		0	16,340	0	0	
6711 Communication System		0	882		0	
Vehicle Expense	0	0	294,766	915,407	915,407	
6802 Vehicle Repair and Maintenance	0	0	118,097	538,000	538,000	
6803 Vehicle Fuel - Diesel		0	176,522	374,407	374,407	
6806 Long Term Fleet Rentals	0	0		3,000	3,000	
6807 Vehicle Leases		0	147		0	
Other Goods & Services	26,500	39,792	41,496	39,372	(420)	-1.1%
6901 Membership Dues	0	1,000	0		(1,000)	-100.0%
6902 Conferences and Workshops	1,000	3,600	3,051	4,465	865	24.0%
6903 Travel - Local	4,300	3,960	5,866	4,000	40	1.0%
6904 Travel - Out of Town	6,400	6,532	8,892	12,000	5,468	83.7%
6905 Training & Education	10,400	19,000	8,941	6,907	(12,093)	-63.6%
6906 Licenses & Agreements		0	4,173	6,000	6,000	
6908 Medical Examinations	3,300	4,000	2,468	4,000	0	0.0%
6911 Facilities Rental	0	0	2,192	0	0	
6912 Advertising and Promotion	0				0	
6914 Recruiting	0				0	
6918 Meals		0	360		0	
6936 Staff Relations	1,100	1,700	553	2,000	300	17.6%
6999 Other Goods and Services	0	0	5,000	0	0	
Revenue	(1,981,600)	(1,976,100)	(2,107,404)	(1,976,100)	0	0.0%
Fee Revenues	(1,981,600)	(1,976,100)	(2,106,227)	(1,976,100)	0	0.0%
5224 Ferry Fare Revenue	(1,981,600)	(1,976,100)	(2,106,227)	(1,976,100)	0	0.0%
Other Revenue	0	0	(1,177)	0	0	
5508 Recoveries from External Parties	0	0	(1,177)	0	0	
R931 Transit Fleet: Ilsley Site	589,200	18,918,829	4,854,109	12,083,157	(6,835,672)	-36.1%
Expense	589,200	18,918,829	5,564,381	12,083,157	(6,835,672)	-36.1%
Compensation and Benefits	6,742,100	6,967,631	6,966,269	8,388,407	1,420,776	20.4%
6001 Salaries - Regular	1,117,100	1,247,404	1,897,273	5,873,858	4,626,454	370.9%
6002 Salaries - Overtime	15,400	15,708	155,565	238,817	223,109	1420.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6003 Wages - Regular	4,066,300	4,129,411	3,127,813	0	(4,129,411)	-100.0%
6004 Wages - Overtime	238,000	242,760	477,882	0	(242,760)	-100.0%
6005 PDP Increases	0	0	(16,207)	0	0	
6051 Shift Agreements	0	0	43,127	0	0	
6099 Other Allowances	0	0	552	0	0	
6100 Benefits - Salaries	213,000	230,572	387,059	1,143,480	912,908	395.9%
6101 Benefits - Wages	788,600	807,945	654,164	807,945	0	0.0%
6110 Vacancy Management		0	0		0	
6150 Honorariums	0	0	3,612	0	0	
6152 Retirement Incentives	39,700	40,666	38,107	44,742	4,076	10.0%
6154 Workers' Compensation	255,000	244,115	244,131	270,515	26,400	10.8%
6155 Overtime Meals	9,000	9,050	10,261	9,050	0	0.0%
6156 Clothing Allowance	0	0	12,116	0	0	
6158 WCB Recoverable Earnings	0	0	(1,124)	0	0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(76,987)		0	
9200 HR CATS Wage/Ben	0	0	6,109	0	0	
9210 HR CATS OT Wage/Ben	0	0	2,817	0	0	
					0	
Interdepartmental	(18,421,600)	0	(13,056,938)	0	0	
7001 Interdepartmental Equipment Charges	2,800	0	375	0	0	
7002 Other Interdepartmental Charges				0	0	
7003 Fleet Long Term (Rev)	(18,424,400)	0	(10,756,653)	0	0	
7099 Interdepartmental Chargebacks	0	0	(85,731)		0	
9900 Rev/Exp.Vehicle Rental	0			0	0	
9910 PM Shop Expenses	0	0	(2,215,055)	0	0	
9911 PM Labour-Reg	0	0	126	0	0	
					0	
Other Fiscal	(655,000)	(665,000)	0	(665,000)	0	0.0%
8024 Transf to/fr Capital	(655,000)	(665,000)	0	(665,000)	0	0.0%
					0	
Office	32,500	30,050	42,417	16,700	(13,350)	-44.4%
6201 Telephone	8,000	8,000	2,242	0	(8,000)	-100.0%
6202 Courier/Postage	10,500	9,450	11,677	5,600	(3,850)	-40.7%
6203 Office Furniture and Equipment	3,000	2,700	7,831	2,700	0	0.0%
6204 Computer Software and Licenses		0	2,475	0	0	
6205 Printing & Reproduction	1,000	900	5,400	0	(900)	-100.0%
6207 Office Supplies	10,000	9,000	12,792	8,400	(600)	-6.7%
6299 Other Office Expenses	0	0	0	0	0	
					0	
External Services	303,600	303,600	122,004	0	(303,600)	-100.0%
6301 Professional Fees	0				0	
6302 Legal Fees	0				0	
6310 Outside Personnel	0				0	
6311 Security	0				0	
6399 Contract Services	303,600	303,600	122,004	0	(303,600)	-100.0%
					0	
Supplies	67,100	66,190	45,423	41,800	(24,390)	-36.8%
6401 Uniforms & Clothing	46,800	46,800	40,157	37,800	(9,000)	-19.2%
6402 Medical & First Aid Supplies	1,100	1,100	1,185	2,000	900	81.8%
6406 Bridge Tolls	0				0	
6407 Cleaning/Sanitary Supplies	10,100	10,100	1,568	2,000	(8,100)	-80.2%
6409 Personal Protective Equipment	0	0	2,513	0	0	
6499 Other Supplies	9,100	8,190	0		(8,190)	-100.0%
					0	
Materials	31,000	31,000	29,711	2,000	(29,000)	-93.5%
6502 Chemicals	3,000	3,000	115	0	(3,000)	-100.0%
6504 Hardware	5,000	5,000	1,154	0	(5,000)	-100.0%
6505 Lubricants	10,000	10,000	25,772	0	(10,000)	-100.0%
6506 Lumber	0	0	133		0	
6507 Propane	0				0	
6511 Salt		0	57		0	
6517 Paint		0	18		0	
6519 Welding Supplies	3,000	3,000	2,317	2,000	(1,000)	-33.3%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6051 Shift Agreements	0	0	11,516	0	0	
6099 Other Allowances	0	0	138	0	0	
6100 Benefits - Salaries	207,400	200,562	297,466	293,362	92,800	46.3%
6110 Vacancy Management		0	0		0	
6152 Retirement Incentives	7,600	7,815	9,889	11,232	3,417	43.7%
6154 Workers' Compensation	47,500	46,461	60,378	62,741	16,280	35.0%
6155 Overtime Meals	0	0	2,844	0	0	
6156 Clothing Allowance	0	0	3,211	0	0	
6158 WCB Recoverable Earnings	0	0	(392)		0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(366,741)		0	
9200 HR CATS Wage/Ben	0	0	19,960	0	0	
9210 HR CATS OT Wage/Ben	0	0	1,310		0	
					0	
Interdepartmental	(3,940,200)	0	(3,330,470)	0	0	
7001 Interdepartmental Equipment Charges	2,500	0	9,862	0	0	
7003 Fleet Long Term (Rev)	(3,942,700)	0	(5,183,993)		0	
7099 Interdepartmental Chargebacks		0	(363,190)		0	
9910 PM Shop Expenses	0	0	2,206,707	0	0	
9911 PM Labour-Reg	0	0	144	0	0	
					0	
Other Fiscal	0	0	(29,236)		0	
8008 Transfer to/from Reserves	0	0	(29,236)		0	
					0	
Office	5,900	5,410	30,101	10,000	4,590	84.8%
6201 Telephone	1,000	1,000	7,647	0	(1,000)	-100.0%
6202 Courier/Postage	500	450	10,502	4,000	3,550	788.9%
6203 Office Furniture and Equipment	2,400	2,160	5,754	2,200	40	1.9%
6205 Printing & Reproduction	0	0	223		0	
6207 Office Supplies	2,000	1,800	5,975	3,800	2,000	111.1%
					0	
External Services	7,200	7,200	9,347	0	(7,200)	-100.0%
6304 Janitorial Services	1,000	1,000	30		(1,000)	-100.0%
6399 Contract Services	6,200	6,200	9,317	0	(6,200)	-100.0%
					0	
Supplies	13,000	12,950	40,998	25,000	12,050	93.1%
6401 Uniforms & Clothing	8,000	8,000	37,622	21,000	13,000	162.5%
6402 Medical & First Aid Supplies	0	0	398	2,000	2,000	
6406 Bridge Tolls		0	519	0	0	
6407 Cleaning/Sanitary Supplies	4,500	4,500	2,433	2,000	(2,500)	-55.6%
6409 Personal Protective Equipment		0	25	0	0	
6499 Other Supplies	500	450	0		(450)	-100.0%
					0	
Materials	26,700	26,700	11,841	1,000	(25,700)	-96.3%
6502 Chemicals	0				0	
6504 Hardware	6,300	6,300	1,177	0	(6,300)	-100.0%
6505 Lubricants	18,400	18,400	9,155	0	(18,400)	-100.0%
6506 Lumber	500	500	0		(500)	-100.0%
6517 Paint	500	500	827		(500)	-100.0%
6519 Welding Supplies	0	0	682	1,000	1,000	
6599 Other Materials	1,000	1,000	0		(1,000)	-100.0%
					0	
Building Costs	30,500	30,500	7,756	4,000	(26,500)	-86.9%
6611 Building - Interior	0	0	122	0	0	
6612 Safety Systems	30,500	30,500	5,356	4,000	(26,500)	-86.9%
6613 Overhead Doors		0	2,277		0	
					0	
Equipment & Communications	71,600	71,600	66,602	4,500	(67,100)	-93.7%
6701 Equipment Purchase	19,100	19,100	15,913	0	(19,100)	-100.0%
6702 Small Tools	1,500	1,500	14,409	4,500	3,000	200.0%
6705 Equipment - Repair and Maintenance	49,000	49,000	24,281	0	(49,000)	-100.0%
6706 Computer Repair and Maintenance		0	1,180		0	
6707 Plumbing & Heating	2,000	2,000	223	0	(2,000)	-100.0%
6708 Mechanical Equipment	0	0	10,204	0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6711 Communication System	0	0	391		0	
Vehicle Expense	2,496,900	2,147,600	4,491,894	2,224,919	77,319	3.6%
6801 Vehicle Purchase		0	(0)		0	
6802 Vehicle Repair and Maintenance	596,900	686,100	1,713,878	1,961,919	1,275,819	186.0%
6803 Vehicle Fuel - Diesel	1,890,000	1,451,500	2,565,902	0	(1,451,500)	-100.0%
6804 Vehicle Fuel - Gasoline		0	278	3,000	3,000	
6805 Tires and Tubes	10,000	10,000	187,418	260,000	250,000	2500.0%
6899 Other Vehicle Expense	0	0	24,418	0	0	
Other Goods & Services	3,000	2,700	29,179	3,183	483	17.9%
6902 Conferences and Workshops		0		1,000	1,000	
6903 Travel - Local	500	450	3,822	400	(50)	-11.1%
6904 Travel - Out of Town	0	0	1,030		0	
6905 Training & Education	0	0	1,460	(1,917)	(1,917)	
6906 Licenses & Agreements	0	0	9,320	1,000	1,000	
6908 Medical Examinations	0	0	175	400	400	
6910 Signage	0	0	356		0	
6912 Advertising and Promotion	2,500	2,250	196		(2,250)	-100.0%
6936 Staff Relations		0	1,776	2,300	2,300	
6938 Rewarding Excellence	0				0	
6999 Other Goods and Services	0	0	11,045	0	0	
Revenue	0	0	(17,669)	0	0	
Other Revenue	0	0	(17,669)	0	0	
5508 Recoveries from External Parties	0	0	(17,653)	0	0	
5513 Government Rebates		0	(16)		0	
PROP Real Estate & Facility Services	14,862,100	14,954,025	15,814,416	16,498,690	1,544,665	10.3%
W101 RPAM Admin	243,800	246,835	222,263	242,780	(4,055)	-1.6%
Expense	243,800	246,835	222,263	242,780	(4,055)	-1.6%
Compensation and Benefits	180,600	188,265	191,099	193,687	5,422	2.9%
6001 Salaries - Regular	150,700	157,550	167,690	162,342	4,792	3.0%
6005 PDP Increases	0	0	(5,104)		0	
6100 Benefits - Salaries	24,000	24,913	25,447	25,444	531	2.1%
6151 Vehicle Allowance	2,900	2,916	0	2,916	0	0.0%
6152 Retirement Incentives	900	914	958	958	44	4.8%
6154 Workers' Compensation	2,100	1,972	2,019	2,027	55	2.8%
9200 HR CATS Wage/Ben		0	90		0	
Interdepartmental		0	36		0	
9911 PM Labour-Reg		0	36		0	
Office	19,600	15,460	9,146	16,866	1,406	9.1%
6201 Telephone	4,000	4,000	1,432	3,906	(94)	-2.4%
6202 Courier/Postage	1,300	1,170	95	1,170	0	0.0%
6203 Office Furniture and Equipment	1,500	1,350	1,398	1,350	0	0.0%
6204 Computer Software and Licenses	1,200	1,200	21	1,200	0	0.0%
6205 Printing & Reproduction	8,700	5,130	4,378	6,630	1,500	29.2%
6207 Office Supplies	2,900	2,610	1,822	2,610	0	0.0%
External Services	13,500	13,500	966	12,000	(1,500)	-11.1%
6399 Contract Services	13,500	13,500	966	12,000	(1,500)	-11.1%
Supplies	500	500	0	500	0	0.0%
6406 Bridge Tolls	500	500	0	500	0	0.0%
6407 Cleaning/Sanitary Supplies	0				0	
Building Costs		0	0		0	
6612 Safety Systems		0	0		0	
Equipment & Communications				0	0	
6711 Communication System				0	0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Other Goods & Services	29,600	29,110	21,016	19,727	(9,383)	-32.2%
6901 Membership Dues	1,500	1,500	621	1,500	0	0.0%
6902 Conferences and Workshops		0	518		0	
6903 Travel - Local	4,400	3,960	3,187	3,960	0	0.0%
6904 Travel - Out of Town	0	0	359		0	
6905 Training & Education	20,000	20,000	14,769	11,482	(8,518)	-42.6%
6912 Advertising and Promotion	500	450	20	289	(161)	-35.8%
6913 Awards	1,500	1,500	816	1,205	(295)	-19.7%
6917 Books and Periodicals	200	200	0	200	0	0.0%
6918 Meals	1,500	1,500	726	1,091	(409)	-27.3%
W921 Ops Admin	0	0	0	0	0	
Expense	0	0	555,691	0	0	
					0	
Compensation and Benefits	0	0	64,817	0	0	
6001 Salaries - Regular	0		(2,069)		0	
6002 Salaries - Overtime	0				0	
6100 Benefits - Salaries	0				0	
6154 Workers' Compensation	0				0	
6155 Overtime Meals	0				0	
6199 Comp & Benefits - Inter Dept, Exp/recove				0	0	
9200 HR CATS Wage/Ben	0	0	54,484	0	0	
9210 HR CATS OT Wage/Ben	0	0	12,402	0	0	
9230 HR CATS OT Meals	0				0	
					0	
Interdepartmental	0	0	241		0	
9910 PM Shop Expenses	0				0	
9911 PM Labour-Reg	0	0	306		0	
9970 Materials Chargeback RPS	0				0	
9971 Labour Chargeback RPS	0		(65)		0	
					0	
Other Fiscal	0		53,879		0	
8008 Transfer to/from Reserves			53,879		0	
8024 Transf to/fr Capital	0		0		0	
					0	
Office	0		877		0	
6205 Printing & Reproduction	0		264		0	
6207 Office Supplies			613		0	
					0	
External Services	0	0	96,252	0	0	
6303 Consulting Fees	0		8,541		0	
6309 Litigation Disbursements	0				0	
6310 Outside Personnel	0		41		0	
6311 Security	0	0	10,962	0	0	
6399 Contract Services	0	0	76,708	0	0	
					0	
Supplies	0	0	845		0	
6401 Uniforms & Clothing	0	0	741		0	
6407 Cleaning/Sanitary Supplies			103		0	
6499 Other Supplies	0				0	
					0	
Materials	0	0	6,052	0	0	
6501 Asphalt	0				0	
6502 Chemicals	0	0	3,523		0	
6504 Hardware	0		395		0	
6505 Lubricants			8		0	
6506 Lumber	0		495		0	
6510 Road Oils			343		0	
6513 Seeds & Plants			273		0	
6515 Stone and Gravel	0				0	
6517 Paint	0	0	840	0	0	
6599 Other Materials	0	0	174		0	
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
Building Costs	0	0	260,776	0	0	
6602 Electrical	0		16,169	0	0	
6603 Grounds and Landscaping	0				0	
6606 Heating Fuel	0				0	
6607 Electricity	0				0	
6610 Building - Exterior	0		211,795	0	0	
6611 Building - Interior	0		27,783		0	
6612 Safety Systems	0	0	1,204		0	
6613 Overhead Doors	0		2,782		0	
6614 Environmental Assessment/Clean-up	0				0	
6699 Other Building Cost	0	0	1,044		0	
					0	
Equipment & Communications	0	0	65,919	0	0	
6702 Small Tools	0		17		0	
6704 Equipment Rental	0				0	
6707 Plumbing & Heating	0		854	0	0	
6708 Mechanical Equipment	0	0	65,048	0	0	
					0	
Vehicle Expense	0		75		0	
6802 Vehicle Repair and Maintenance	0		32		0	
6803 Vehicle Fuel - Diesel	0		43		0	
					0	
Other Goods & Services	0	0	5,957	0	0	
6904 Travel - Out of Town	0				0	
6910 Signage	0	0	2,690		0	
6911 Facilities Rental	0				0	
6919 Special Projects			1,755	0	0	
6999 Other Goods and Services	0		1,512	0	0	
Revenue	0	0	(50,710)	0	0	
					0	
Other Revenue	0	0	(50,710)	0	0	
5508 Recoveries from External Parties	0	0	(50,710)	0	0	
			(504,981)	0	0	
					0	
			(504,981)	0	0	
			(504,981)	0	0	
W922 Contract Support	408,200	399,997	387,602	408,895	8,898	2.2%
Expense	408,200	399,997	387,602	408,895	8,898	2.2%
					0	
Compensation and Benefits	342,200	488,197	346,196	500,769	12,572	2.6%
6001 Salaries - Regular	282,300	409,544	363,974	419,094	9,550	2.3%
6002 Salaries - Overtime	0	0	2,000		0	
6005 PDP Increases	0	0	(10,143)		0	
6100 Benefits - Salaries	53,000	69,681	59,819	72,471	2,790	4.0%
6110 Vacancy Management		0	24,784		0	
6151 Vehicle Allowance		0	2		0	
6152 Retirement Incentives	1,600	2,010	1,793	2,088	78	3.9%
6154 Workers' Compensation	5,300	6,962	6,194	7,116	154	2.2%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(102,265)		0	
9200 HR CATS Wage/Ben		0	38		0	
					0	
Interdepartmental	5,700	8,000	8,691	8,717	717	9.0%
7001 Interdepartmental Equipment Charges	5,700	8,000	10,289	8,717	717	9.0%
9900 Rev/Exp.Vehicle Rental		0	(1,663)		0	
9971 Labour Chargeback RPS		0	65		0	
					0	
Other Fiscal	0	(138,700)	0	(142,819)	(4,119)	3.0%
8024 Transf to/fr Capital	0	(138,700)	0	(142,819)	(4,119)	3.0%
					0	
Office	5,000	0	2,659	0	0	
6201 Telephone	0	0	878		0	
6202 Courier/Postage	0	0	5		0	
6203 Office Furniture and Equipment	0				0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6205 Printing & Reproduction	0	0	85		0	
6207 Office Supplies	5,000	0	1,692	0	0	
External Services	15,000	5,000	4,247	5,000	0	0.0%
6301 Professional Fees		0	150		0	
6310 Outside Personnel	15,000	5,000	1,366	5,000	0	0.0%
6399 Contract Services	0	0	2,732	0	0	
Supplies	3,200	3,100	2,094	3,100	0	0.0%
6401 Uniforms & Clothing	2,200	2,200	1,393	2,200	0	0.0%
6406 Bridge Tolls	0	0	513	0	0	
6499 Other Supplies	1,000	900	188	900	0	0.0%
Materials		0	9	0	0	
6504 Hardware		0	9		0	
6515 Stone and Gravel				0	0	
Building Costs	0	0	379		0	
6611 Building - Interior		0	3		0	
6699 Other Building Cost	0	0	376		0	
Equipment & Communications	7,900	7,900	754	7,900	0	0.0%
6704 Equipment Rental	7,900	7,900	646	7,900	0	0.0%
6705 Equipment - Repair and Maintenance		0	108		0	
Vehicle Expense	5,700	5,700	5,719	5,700	0	0.0%
6802 Vehicle Repair and Maintenance				0	0	
6806 Long Term Fleet Rentals		0	50		0	
6807 Vehicle Leases	5,700	5,700	5,669	5,700	0	0.0%
6899 Other Vehicle Expense	0				0	
Other Goods & Services	23,500	20,800	16,854	20,528	(272)	-1.3%
6901 Membership Dues	0	0	150		0	
6903 Travel - Local	7,500	6,750	12,812	6,750	0	0.0%
6904 Travel - Out of Town		0	59		0	
6905 Training & Education	0				0	
6906 Licenses & Agreements	0				0	
6918 Meals	1,000	1,000	471	728	(272)	-27.2%
6999 Other Goods and Services	15,000	13,050	3,362	13,050	0	0.0%
W923 Facilities	13,804,500	14,462,041	15,200,575	16,594,490	2,132,449	14.7%
Expense	17,271,700	18,326,241	18,735,569	20,458,690	2,132,449	11.6%
Compensation and Benefits	4,533,900	5,368,826	5,125,362	5,532,228	163,402	3.0%
6001 Salaries - Regular	3,760,100	4,148,555	3,875,406	4,115,979	(32,576)	-0.8%
6002 Salaries - Overtime	311,700	317,934	430,121	431,497	113,563	35.7%
6003 Wages - Regular	0				0	
6005 PDP Increases	0	0	(18,239)		0	
6051 Shift Agreements	22,000	22,119	34,293	22,119	0	0.0%
6100 Benefits - Salaries	712,800	855,011	836,501	853,219	(1,792)	-0.2%
6110 Vacancy Management		0	376,477	0	0	
6151 Vehicle Allowance	900	905	0	905	0	0.0%
6152 Retirement Incentives	25,500	29,372	27,170	28,260	(1,112)	-3.8%
6154 Workers' Compensation	74,600	79,073	78,176	78,741	(332)	-0.4%
6155 Overtime Meals	1,500	1,508	2,178	1,508	0	0.0%
6158 WCB Recoverable Earnings		0	(173)		0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(40,343)		0	
9200 HR CATS Wage/Ben	(290,000)	0	(353,069)	0	0	
9210 HR CATS OT Wage/Ben	(85,200)	(85,651)	(123,113)	0	85,651	-100.0%
9230 HR CATS OT Meals		0	(24)		0	
Interdepartmental	(3,411,400)	(3,374,203)	(4,554,267)	(3,365,740)	8,463	-0.3%
7001 Interdepartmental Equipment Charges	215,000	190,247	273,271	198,710	8,463	4.4%
7004 Other Interdepartmental charges (Rev)	(219,600)	(219,600)	(219,600)	(219,600)	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
7005 Interdepartmental Expenditures	4,200				0	
7006 Interdepartmental Revenues	(3,411,000)	(3,344,850)	(3,398,500)	(3,344,850)	0	0.0%
7099 Interdepartmental Chargebacks	0	0	(1,187,982)		0	
9900 Rev/Exp.Vehicle Rental	0	0	(76)		0	
9910 PM Shop Expenses	0	0	1,075		0	
9911 PM Labour-Reg	0	0	(22,455)	0	0	
9920 Revenue Billing	0	0	0	0	0	
9970 Materials Chargeback RPS	0				0	
9971 Labour Chargeback RPS	0				0	
Debt Service	0	20,400	36,609	20,400	0	0.0%
8010 Other Interest	0	20,400	36,609	20,400	0	0.0%
					0	
Other Fiscal	608,700	909,140	838,526	1,099,140	190,000	20.9%
8003 Insurance Policies and Premiums	20,300	20,300	19,500	20,300	0	0.0%
8008 Transfer to/from Reserves	588,400	888,840	819,026	1,078,840	190,000	21.4%
					0	
Office	105,000	111,910	118,888	109,613	(2,297)	-2.1%
6201 Telephone	45,000	55,000	69,013	52,703	(2,297)	-4.2%
6202 Courier/Postage	4,200	3,780	3,488	3,780	0	0.0%
6203 Office Furniture and Equipment	17,000	15,300	5,235	15,300	0	0.0%
6204 Computer Software and Licenses	4,300	4,300	200	4,300	0	0.0%
6205 Printing & Reproduction	1,200	1,080	0	1,080	0	0.0%
6207 Office Supplies	14,000	17,010	16,261	17,010	0	0.0%
6299 Other Office Expenses	19,300	15,440	24,690	15,440	0	0.0%
					0	
External Services	3,264,200	3,592,978	3,811,769	4,559,868	966,890	26.9%
6301 Professional Fees	4,000	4,000	2,310	4,000	0	0.0%
6302 Legal Fees	2,000	2,000	0	2,000	0	0.0%
6303 Consulting Fees	19,300	14,668	0	14,668	0	0.0%
6304 Janitorial Services	769,400	1,019,810	1,304,363	1,287,500	267,690	26.2%
6305 Property Appraisal		50,000	5,477	0	(50,000)	-100.0%
6308 Snow Removal	1,251,300	1,201,300	610,208	1,483,000	281,700	23.4%
6309 Litigation Disbursements	0				0	
6310 Outside Personnel		0	2,648		0	
6311 Security	242,500	257,500	439,129	290,000	32,500	12.6%
6312 Refuse Collection	430,000	430,000	512,772	490,000	60,000	14.0%
6399 Contract Services	545,700	613,700	934,862	988,700	375,000	61.1%
					0	
Supplies	292,000	291,700	188,043	291,700	0	0.0%
6401 Uniforms & Clothing	65,000	65,000	12,214	65,000	0	0.0%
6402 Medical & First Aid Supplies	1,000	1,000	548	1,000	0	0.0%
6404 Recreation Programming Supplies	0	0	225		0	
6405 Photography Supplies & Equipment		0	161		0	
6406 Bridge Tolls	8,000	8,000	6,230	8,000	0	0.0%
6407 Cleaning/Sanitary Supplies	211,500	211,500	157,414	211,500	0	0.0%
6408 Pre School Nutrition Supplies	0	0	1,020		0	
6409 Personal Protective Equipment	3,500	3,500	6,387	3,500	0	0.0%
6499 Other Supplies	3,000	2,700	3,843	2,700	0	0.0%
					0	
Materials	304,600	272,600	350,365	330,400	57,800	21.2%
6501 Asphalt	29,000	29,000	39,839	39,000	10,000	34.5%
6502 Chemicals	65,000	65,000	63,776	85,000	20,000	30.8%
6504 Hardware	62,000	62,000	68,500	37,800	(24,200)	-39.0%
6505 Lubricants	1,000	1,000	200	1,000	0	0.0%
6506 Lumber	16,000	16,000	17,566	16,000	0	0.0%
6507 Propane	69,700	59,700	72,965	59,700	0	0.0%
6509 Reagents	0				0	
6510 Road Oils	200	200	1,164	200	0	0.0%
6511 Salt	200	200	132	200	0	0.0%
6512 Sand				0	0	
6515 Stone and Gravel	10,000	10,000	0	10,000	0	0.0%
6517 Paint	32,000	25,000	85,253	75,000	50,000	200.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6519 Welding Supplies	20,000	5,000	678	5,000	0	0.0%
6599 Other Materials	(500)	(500)	294	1,500	2,000	-400.0%
					0	
Building Costs	7,311,900	6,559,400	8,221,741	7,413,557	854,157	13.0%
6602 Electrical	273,000	327,000	302,640	318,035	(8,965)	-2.7%
6603 Grounds and Landscaping	49,000	49,000	61,483	45,400	(3,600)	-7.3%
6604 Bus Gates/Shelters - Repairs & Maintenance		0	562		0	
6605 Municipal Taxes	720,000	788,000	763,629	788,000	0	0.0%
6606 Heating Fuel	2,100,000	1,565,500	1,577,928	1,774,180	208,680	13.3%
6607 Electricity	2,600,000	2,620,000	3,493,348	2,701,540	81,540	3.1%
6608 Water	320,500	120,500	465,149	457,102	336,602	279.3%
6609 Elevator & Escalator	55,000	100,000	64,352	100,000	0	0.0%
6610 Building - Exterior	99,600	45,600	79,866	89,800	44,200	96.9%
6611 Building - Interior	213,800	164,800	355,607	332,000	167,200	101.5%
6612 Safety Systems	94,000	139,000	298,216	164,500	25,500	18.3%
6613 Overhead Doors	100,000	100,000	81,054	80,000	(20,000)	-20.0%
6614 Environmental Assessment/Clean-up	27,000	7,000	57,706	7,000	0	0.0%
6616 Natural Gas-Buildings	585,000	463,000	554,126	485,000	22,000	4.8%
6617 Pest Management	0	15,000	22,412	16,000	1,000	6.7%
6699 Other Building Cost	75,000	55,000	43,664	55,000	0	0.0%
					0	
Equipment & Communications	892,700	975,200	1,060,968	1,177,200	202,000	20.7%
6701 Equipment Purchase	25,000	20,000	2,365	20,000	0	0.0%
6702 Small Tools	29,000	29,000	18,438	29,000	0	0.0%
6703 Computer Equipment/Rentals		0		2,000	2,000	
6704 Equipment Rental	43,000	43,000	50,264	43,000	0	0.0%
6705 Equipment - Repair and Maintenance	145,800	105,800	171,738	210,000	104,200	98.5%
6706 Computer Repair and Maintenance	0				0	
6707 Plumbing & Heating	100,000	124,000	130,085	154,000	30,000	24.2%
6708 Mechanical Equipment	545,100	648,600	681,243	714,400	65,800	10.1%
6711 Communication System	4,800	4,800	6,835	4,800	0	0.0%
					0	
Vehicle Expense	82,000	92,000	343,682	92,000	0	0.0%
6801 Vehicle Purchase		20,000	0	20,000	0	0.0%
6802 Vehicle Repair and Maintenance	24,000	24,000	10,816	24,000	0	0.0%
6803 Vehicle Fuel - Diesel	0	0	299,724	0	0	
6804 Vehicle Fuel - Gasoline	0				0	
6806 Long Term Fleet Rentals	10,000	10,000	468	10,000	0	0.0%
6807 Vehicle Leases	43,000	33,000	32,424	33,000	0	0.0%
6899 Other Vehicle Expense	5,000	5,000	250	5,000	0	0.0%
					0	
Other Goods & Services	3,288,100	3,506,290	3,193,883	3,198,324	(307,966)	-8.8%
6901 Membership Dues	700	700	0	700	0	0.0%
6902 Conferences and Workshops	0	0	(253)	0	0	
6903 Travel - Local	30,000	26,550	26,417	26,550	0	0.0%
6904 Travel - Out of Town	0	0	120		0	
6905 Training & Education	0	0	1,849	0	0	
6906 Licenses & Agreements	3,000	3,000	3,485	3,000	0	0.0%
6908 Medical Examinations	300	300	284	300	0	0.0%
6910 Signage	6,000	6,000	5,498	6,000	0	0.0%
6911 Facilities Rental	3,100,000	3,300,800	2,901,369	2,950,499	(350,301)	-10.6%
6912 Advertising and Promotion	7,000	6,300	2,324	4,043	(2,257)	-35.8%
6913 Awards	0		124		0	
6916 Public Education	0				0	
6918 Meals	1,500	1,500	2,995	1,092	(408)	-27.2%
6919 Special Projects	0	0	89,907	0	0	
6938 Rewarding Excellence		0	48		0	
6940 Fencing	10,000	10,000	13,850	20,000	10,000	100.0%
6942 Management Fees	60,000	60,000	111,759	100,000	40,000	66.7%
6999 Other Goods and Services	69,600	91,140	34,107	86,140	(5,000)	-5.5%
Revenue	(3,467,200)	(3,864,200)	(3,534,994)	(3,864,200)	0	0.0%
					0	
Fee Revenues	(2,908,500)	(3,305,500)	(2,909,581)	(3,305,500)	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
5101 Parking Rentals	(403,800)	(800,800)	(887,909)	(800,800)	0	0.0%
5102 Facilities Rentals	(1,909,700)	(1,909,700)	(1,631,754)	(1,909,700)	0	0.0%
5151 Lease Revenue	(595,000)	(595,000)	(389,918)	(595,000)	0	0.0%
					0	
Other Revenue	(558,700)	(558,700)	(625,413)	(558,700)	0	0.0%
5508 Recoveries from External Parties	(558,700)	(558,700)	(625,227)	(558,700)	0	0.0%
5513 Government Rebates		0	(186)		0	
5600 Miscellaneous Revenue	0	0	0		0	
	0			0	0	
	0			0	0	
6709 Manholes and Manhole Equipment	0			0	0	
				0	0	
W961 Real Estate	405,600	(154,848)	3,976	(747,475)	(592,627)	382.7%
Expense	1,442,800	882,352	852,923	889,725	7,373	0.8%
					0	
Compensation and Benefits	1,225,000	680,872	686,311	703,603	22,731	3.3%
6001 Salaries - Regular	1,007,700	562,483	526,089	581,186	18,703	3.3%
6002 Salaries - Overtime	1,000	1,020	(61)	907	(113)	-11.1%
6005 PDP Increases	0	0	(4,693)		0	
6100 Benefits - Salaries	191,800	105,291	97,812	109,120	3,829	3.6%
6110 Vacancy Management		0	55,326	0	0	
6152 Retirement Incentives	5,600	3,059	2,897	3,177	118	3.9%
6154 Workers' Compensation	18,900	9,019	8,441	9,213	194	2.2%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	451		0	
9210 HR CATS OT Wage/Ben		0	48		0	
					0	
Interdepartmental	0	0	72		0	
9911 PM Labour-Reg	0	0	72		0	
					0	
Office	15,300	9,780	8,247	9,578	(202)	-2.1%
6201 Telephone	5,900	5,100	5,633	4,898	(202)	-4.0%
6202 Courier/Postage	2,100	1,260	772	1,260	0	0.0%
6203 Office Furniture and Equipment	1,700	450	927	450	0	0.0%
6205 Printing & Reproduction	0	0	66	0	0	
6207 Office Supplies	5,600	2,970	849	2,970	0	0.0%
					0	
External Services	137,000	134,600	129,131	134,600	0	0.0%
6302 Legal Fees	67,000	67,000	42,606	67,000	0	0.0%
6303 Consulting Fees	10,000	7,600	21,796	7,600	0	0.0%
6305 Property Appraisal	60,000	60,000	61,339	60,000	0	0.0%
6306 Property Survey		0	3,389	0	0	
					0	
Supplies	0				0	
6407 Cleaning/Sanitary Supplies	0				0	
					0	
Materials	0	0	142		0	
6504 Hardware	0				0	
6506 Lumber		0	83		0	
6510 Road Oils		0	58		0	
					0	
Building Costs	700	700	909	700	0	0.0%
6607 Electricity	700	700	909	700	0	0.0%
					0	
Equipment & Communications		0	37		0	
6706 Computer Repair and Maintenance		0	37		0	
					0	
Other Goods & Services	64,800	56,400	28,075	41,244	(15,156)	-26.9%
6901 Membership Dues	7,800	7,800	6,810	7,800	0	0.0%
6903 Travel - Local	7,000	6,300	1,464	6,300	0	0.0%
6904 Travel - Out of Town	2,500				0	
6912 Advertising and Promotion	47,000	42,300	19,125	27,144	(15,156)	-35.8%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6917 Books and Periodicals	500				0	
6918 Meals	0				0	
6999 Other Goods and Services	0	0	676	0	0	
Revenue	(1,037,200)	(1,037,200)	(848,947)	(1,637,200)	(600,000)	57.8%
					0	
Fee Revenues	(1,037,200)	(1,037,200)	(848,947)	(1,637,200)	(600,000)	57.8%
5151 Lease Revenue	0	0	(34,881)	0	0	
5250 Sales of Services Other	(353,400)	(353,400)	(269,826)	(353,400)	0	0.0%
5450 Other Sales Revenue	(683,800)	(683,800)	(544,240)	(1,283,800)	(600,000)	87.7%
PWOP Public Works Operations	2,629,000	2,562,067	2,445,754	2,980,257	418,190	16.3%
RSWK Sidewalks	2,629,000	2,562,067	2,445,754	2,980,257	418,190	16.3%
Expense	2,635,700	2,568,767	2,670,237	2,980,257	411,490	16.0%
					0	
Compensation and Benefits	1,766,200	1,789,857	1,435,292	1,852,635	62,778	3.5%
6001 Salaries - Regular	1,328,100	1,358,966	1,257,402	1,488,827	129,861	9.6%
6002 Salaries - Overtime	0	0	110,479	20,000	20,000	
6051 Shift Agreements	0	0	16		0	
6099 Other Allowances		0	(600)		0	
6100 Benefits - Salaries	283,800	278,812	263,203	304,622	25,810	9.3%
6110 Vacancy Management		0	115,169	0	0	
6152 Retirement Incentives	9,700	9,295	9,263	9,709	414	4.5%
6154 Workers' Compensation	29,200	26,772	26,597	29,477	2,705	10.1%
6155 Overtime Meals		0	2,086	0	0	
6156 Clothing Allowance	0				0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0		(442,125)	0	0	
9200 HR CATS Wage/Ben	0	0	(29,520)	0	0	
9210 HR CATS OT Wage/Ben	115,400	116,012	123,338	0	(116,012)	-100.0%
9230 HR CATS OT Meals	0	0	(17)		0	
					0	
Interdepartmental	200,000	200,000	279,537	500,000	300,000	150.0%
7001 Interdepartmental Equipment Charges	0	0	1,141	0	0	
7099 Interdepartmental Chargebacks	0				0	
9900 Rev/Exp.Vehicle Rental	200,000	200,000	278,343	500,000	300,000	150.0%
9911 PM Labour-Reg	0	0	54		0	
9972 Truck Stock Chargeback RPS				0	0	
					0	
Debt Service	56,700	47,700	47,747	15,800	(31,900)	-66.9%
8011 Interest on Debentures	11,400	2,500	2,504	500	(2,000)	-80.0%
8012 Principal on Debentures	45,300	45,200	45,242	15,300	(29,900)	-66.2%
					0	
Other Fiscal	(318,200)	(309,200)	(40,984)	(47,700)	261,500	-84.6%
8024 Transf to/fr Capital	(261,500)	(261,500)	0		261,500	-100.0%
9000 Prior Year Surplus/Deficit	(56,700)	(47,700)	(40,984)	(47,700)	0	0.0%
					0	
Office	0	720	748	700	(20)	-2.8%
6201 Telephone		0	398	400	400	
6202 Courier/Postage	0	0	32		0	
6203 Office Furniture and Equipment	0				0	
6207 Office Supplies	0	720	318	300	(420)	-58.3%
6299 Other Office Expenses				0	0	
					0	
External Services	586,400	533,800	531,682	360,800	(173,000)	-32.4%
6301 Professional Fees	0				0	
6312 Refuse Collection				0	0	
6399 Contract Services	586,400	533,800	531,682	360,800	(173,000)	-32.4%
					0	
Supplies	28,500	34,710	47,065	51,789	17,079	49.2%
6401 Uniforms & Clothing	21,300	27,200	16,684	18,800	(8,400)	-30.9%
6402 Medical & First Aid Supplies	0				0	
6404 Recreation Programming Supplies	0				0	
6405 Photography Supplies & Equipment	0				0	
6406 Bridge Tolls	500	500	54	100	(400)	-80.0%
6407 Cleaning/Sanitary Supplies	500	600	5,641	5,789	5,189	864.8%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6409 Personal Protective Equipment	0	200	6,650	9,100	8,900	4450.0%
6499 Other Supplies	6,200	6,210	18,036	18,000	11,790	189.9%
					0	
Materials	260,800	219,900	347,740	217,600	(2,300)	-1.0%
6501 Asphalt	169,300	143,700	176,493	153,200	9,500	6.6%
6502 Chemicals	3,000	3,000	1,589	1,900	(1,100)	-36.7%
6504 Hardware	8,100	8,500	9,512	9,600	1,100	12.9%
6505 Lubricants	0	400	103	100	(300)	-75.0%
6506 Lumber	4,600	6,400	6,073	6,800	400	6.3%
6507 Propane	500	500	0	0	(500)	-100.0%
6508 Ready Mix Concrete	55,500	36,400	117,991	24,500	(11,900)	-32.7%
6509 Reagents	1,000	1,500	0	1,000	(500)	-33.3%
6510 Road Oils	7,100	6,200	7,089	8,500	2,300	37.1%
6512 Sand	0	0	57		0	
6513 Seeds & Plants	0	0	89	100	100	
6514 Sods	3,000	2,700	4,055	2,600	(100)	-3.7%
6515 Stone and Gravel	5,000	3,400	14,372	2,700	(700)	-20.6%
6516 Topsoil	3,000	5,200	4,040	1,900	(3,300)	-63.5%
6517 Paint	700	1,000	341	700	(300)	-30.0%
6518 Metal	0	0	2,216	1,000	1,000	
6599 Other Materials	0	1,000	3,720	3,000	2,000	200.0%
					0	
Building Costs	1,000	200	111	100	(100)	-50.0%
6608 Water	1,000	200	0		(200)	-100.0%
6611 Building - Interior		0	111	100	100	
					0	
Equipment & Communications	35,200	29,900	14,968	16,100	(13,800)	-46.2%
6701 Equipment Purchase	5,600	9,300	6,578	4,500	(4,800)	-51.6%
6702 Small Tools	7,500	6,000	3,130	3,100	(2,900)	-48.3%
6704 Equipment Rental	22,100	14,600	5,250	8,500	(6,100)	-41.8%
6705 Equipment - Repair and Maintenance	0				0	
6711 Communication System		0	10		0	
					0	
Vehicle Expense	0	100	40	100	0	0.0%
6802 Vehicle Repair and Maintenance	0	0	14		0	
6804 Vehicle Fuel - Gasoline		0	18		0	
6899 Other Vehicle Expense	0	100	8	100	0	0.0%
					0	
Other Goods & Services	19,100	21,080	6,292	12,333	(8,747)	-41.5%
6903 Travel - Local		0	363	300	300	
6904 Travel - Out of Town	0				0	
6905 Training & Education	3,000	2,800	723	444	(2,356)	-84.1%
6906 Licenses & Agreements	0	400	451	500	100	25.0%
6908 Medical Examinations	0	0	499	500	500	
6910 Signage	2,000	4,500	483	2,200	(2,300)	-51.1%
6912 Advertising and Promotion		0	0		0	
6917 Books and Periodicals	0				0	
6918 Meals		0	83	100	100	
6919 Special Projects	0	0	0		0	
6929 Visa Purchases	0	0	3,892	2,000	2,000	
6936 Staff Relations	0	1,000	0	1,000	0	0.0%
6937 Corporate Training		0	48		0	
6938 Rewarding Excellence	0	500	288	215	(285)	-57.0%
6999 Other Goods and Services	14,100	11,880	(539)	5,074	(6,806)	-57.3%
Revenue	(6,700)	(6,700)	(6,763)		6,700	-100.0%
					0	
Area Rate Revenue	(5,400)	(5,500)	(5,563)		5,500	-100.0%
4200 Area Rate Revenue	(5,400)	(5,500)	(5,563)		5,500	-100.0%
					0	
Other Revenue	(1,300)	(1,200)	(1,200)		1,200	-100.0%
5803 Transfer - General Rate	(1,300)	(1,200)	(1,200)		1,200	-100.0%
			(217,720)	0	0	
					0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
			(217,720)	0	0	
			(217,720)	0	0	
SDQI Service Delivery & Quality Improvement	681,180	920,225	915,648	1,225,512	305,287	33.2%
R101 Service Delivery & Quality Improvement	557,080	566,701	573,855	736,875	170,174	30.0%
Expense	734,180	743,801	663,855	736,875	(6,926)	-0.9%
					0	
Compensation and Benefits	562,300	578,551	559,302	596,838	18,287	3.2%
6001 Salaries - Regular	465,800	479,684	438,374	497,965	18,281	3.8%
6002 Salaries - Overtime	5,000	5,100	0	0	(5,100)	-100.0%
6005 PDP Increases	0	0	(13,424)	0	0	
6100 Benefits - Salaries	80,800	83,536	74,972	86,610	3,074	3.7%
6110 Vacancy Management		0	50,546	0	0	
6152 Retirement Incentives	2,700	2,782	2,563	2,938	156	5.6%
6154 Workers' Compensation	7,600	7,047	6,271	8,923	1,876	26.6%
6156 Clothing Allowance	400	402	0	402	0	0.0%
9200 HR CATS Wage/Ben	0				0	
					0	
Interdepartmental	5,200	12,000	10,075	9,624	(2,376)	-19.8%
7001 Interdepartmental Equipment Charges	5,200	12,000	10,075	9,624	(2,376)	-19.8%
9911 PM Labour-Reg	0				0	
					0	
Office	38,500	36,600	10,706	32,013	(4,587)	-12.5%
6201 Telephone	4,000	4,000	4,186	3,813	(187)	-4.7%
6202 Courier/Postage	500	450	239	200	(250)	-55.6%
6203 Office Furniture and Equipment	10,000	9,000	275	9,000	0	0.0%
6204 Computer Software and Licenses	15,500	15,500	2,761	10,000	(5,500)	-35.5%
6205 Printing & Reproduction	1,500	1,350	883	3,000	1,650	122.2%
6206 Microfilms	0				0	
6207 Office Supplies	7,000	6,300	2,362	6,000	(300)	-4.8%
					0	
External Services	25,000	19,000	6,390	19,000	0	0.0%
6303 Consulting Fees	25,000	19,000	6,390	19,000	0	0.0%
					0	
Supplies	3,000	2,850	1,590	3,550	700	24.6%
6401 Uniforms & Clothing	1,500	1,500	594	1,500	0	0.0%
6405 Photography Supplies & Equipment	0	0	296	300	300	
6406 Bridge Tolls	0	0	314	300	300	
6499 Other Supplies	1,500	1,350	385	1,450	100	7.4%
					0	
Materials		0	76	300	300	
6504 Hardware		0	76	300	300	
					0	
Building Costs	1,000	1,000	8,991	5,000	4,000	400.0%
6602 Electrical	0				0	
6608 Water		0	33		0	
6610 Building - Exterior	0				0	
6699 Other Building Cost	1,000	1,000	8,959	5,000	4,000	400.0%
					0	
Equipment & Communications	11,000	11,000	1,516	9,300	(1,700)	-15.5%
6703 Computer Equipment/Rentals	10,000	10,000	794	8,000	(2,000)	-20.0%
6706 Computer Repair and Maintenance	1,000	1,000	929	1,000	0	0.0%
6711 Communication System	0	0	(207)	300	300	
					0	
Vehicle Expense	6,700	6,700	5,204	7,000	300	4.5%
6802 Vehicle Repair and Maintenance	1,700	1,700	110	1,000	(700)	-41.2%
6806 Long Term Fleet Rentals		0	561	1,000	1,000	
6807 Vehicle Leases	5,000	5,000	4,533	5,000	0	0.0%
6899 Other Vehicle Expense	0				0	
					0	
Other Goods & Services	81,480	76,100	60,006	54,250	(21,850)	-28.7%
6901 Membership Dues	800	800	458	800	0	0.0%
6902 Conferences and Workshops	12,000	10,800	1,364	6,197	(4,603)	-42.6%
6903 Travel - Local	8,000	7,200	5,671	7,200	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6904 Travel - Out of Town	7,000	4,970	1,658	5,000	30	0.6%
6905 Training & Education	35,000	35,000	30,620	21,593	(13,407)	-38.3%
6906 Licenses & Agreements	500	500	168	300	(200)	-40.0%
6912 Advertising and Promotion	5,000	4,500	0	2,888	(1,612)	-35.8%
6917 Books and Periodicals	2,000	2,000	1,022	2,000	0	0.0%
6918 Meals	0				0	
6938 Rewarding Excellence	2,680	2,680	7,290	472	(2,208)	-82.4%
6999 Other Goods and Services	8,500	7,650	11,755	7,800	150	2.0%
Revenue	(177,100)	(177,100)	(90,000)	0	177,100	-100.0%
					0	
Other Revenue	(177,100)	(177,100)	(90,000)	0	177,100	-100.0%
5508 Recoveries from External Parties	(177,100)	(177,100)	(90,000)	0	177,100	-100.0%
R102 New Integrated Security Management	124,100	353,524	341,793	488,637	135,113	38.2%
Expense	124,100	353,524	341,793	488,637	135,113	38.2%
					0	
Compensation and Benefits	100,100	188,050	197,159	308,509	120,459	64.1%
6001 Salaries - Regular	81,800	154,930	128,078	257,994	103,064	66.5%
6002 Salaries - Overtime	0	0	7,764	0	0	
6005 PDP Increases	0				0	
6100 Benefits - Salaries	16,000	29,442	26,827	45,142	15,700	53.3%
6110 Vacancy Management		0	74,039	0	0	
6152 Retirement Incentives	500	966	755	1,573	607	62.8%
6154 Workers' Compensation	1,800	2,712	2,676	3,800	1,088	40.1%
6199 Comp & Benefits - Inter Dept, Exp/recove	0	0	(24,000)		0	
9200 HR CATS Wage/Ben	0	0	(12,374)		0	
9210 HR CATS OT Wage/Ben	0	0	(6,606)		0	
					0	
Interdepartmental	0	0	(42,217)	0	0	
7001 Interdepartmental Equipment Charges		0	160		0	
7099 Interdepartmental Chargebacks	0	0	(50,250)		0	
9910 PM Shop Expenses		0	475		0	
9911 PM Labour-Reg	0	0	7,398	0	0	
					0	
Other Fiscal	0				0	
8008 Transfer to/from Reserves	0				0	
					0	
Office	5,500	5,100	2,610	5,800	700	13.7%
6201 Telephone	2,000	2,000	0	2,000	0	0.0%
6202 Courier/Postage	0	0	313	400	400	
6204 Computer Software and Licenses		0	200	500	500	
6207 Office Supplies	3,000	2,700	2,097	2,500	(200)	-7.4%
6299 Other Office Expenses	500	400	0	400	0	0.0%
					0	
External Services	0	12,087	32,796	57,000	44,913	371.6%
6301 Professional Fees		12,087	0	12,000	(87)	-0.7%
6311 Security	0	0	2,563	5,000	5,000	
6399 Contract Services	0	0	30,233	40,000	40,000	
					0	
Materials	0	0	12,625	40,200	40,200	
6502 Chemicals	0				0	
6504 Hardware	0	0	12,390	40,000	40,000	
6505 Lubricants	0			0	0	
6506 Lumber	0				0	
6517 Paint		0	47		0	
6599 Other Materials		0	188	200	200	
					0	
Building Costs	0	0	505		0	
6611 Building - Interior	0	0	505		0	
					0	
Equipment & Communications	6,600	21,600	23,600	21,600	0	0.0%
6701 Equipment Purchase	6,600	21,600	22,087	21,600	0	0.0%
6703 Computer Equipment/Rentals	0	0	901		0	
6705 Equipment - Repair and Maintenance	0	0	519		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6711 Communication System	0	0	93		0	
Vehicle Expense	5,000	5,000	863	5,000	0	0.0%
6802 Vehicle Repair and Maintenance	0	0	40		0	
6805 Tires and Tubes		0	671		0	
6807 Vehicle Leases	5,000	5,000	121	5,000	0	0.0%
6899 Other Vehicle Expense		0	30		0	
Other Goods & Services	6,900	121,687	113,852	50,528	(71,159)	-58.5%
6901 Membership Dues	500	500	246	500	0	0.0%
6903 Travel - Local	3,000	2,700	1,741	2,700	0	0.0%
6904 Travel - Out of Town		0	3,072	3,000	3,000	
6905 Training & Education	3,400	3,400	1,823	1,552	(1,848)	-54.4%
6919 Special Projects		108,787	106,970	36,476	(72,311)	-66.5%
6999 Other Goods and Services	0	6,300	0	6,300	0	0.0%
SEMO Sustainable Environment	544,000	469,391	434,650	515,709	46,318	9.9%
REGTRAN Regional Transportation Planning	544,000	469,391	434,650	515,709	46,318	9.9%
Expense	544,000	469,391	438,150	515,709	46,318	9.9%
Compensation and Benefits	441,900	380,628	350,365	562,032	181,404	47.7%
6001 Salaries - Regular	372,100	321,415	236,498	467,382	145,967	45.4%
6002 Salaries - Overtime	2,000	2,036	3,765	388	(1,648)	-80.9%
6005 PDP Increases	0	0	(1,959)		0	
6100 Benefits - Salaries	60,500	51,348	35,385	84,226	32,878	64.0%
6110 Vacancy Management		0	94,159	0	0	
6152 Retirement Incentives	2,100	1,795	1,133	2,574	779	43.4%
6154 Workers' Compensation	5,200	4,034	3,521	7,462	3,428	85.0%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben		0	(22,138)	0	0	
Interdepartmental	800	1,000	271	353	(647)	-64.7%
7001 Interdepartmental Equipment Charges	800	1,000	271	353	(647)	-64.7%
7099 Interdepartmental Chargebacks	0				0	
Other Fiscal		0		(45,295)	(45,295)	
8024 Transf to/fr Capital		0		(45,295)	(45,295)	
Office	12,400	8,921	8,794	6,978	(1,943)	-21.8%
6201 Telephone	5,500	4,655	2,532	2,878	(1,777)	-38.2%
6202 Courier/Postage	700	634	386	500	(134)	-21.1%
6203 Office Furniture and Equipment	800	162	104	500	338	208.6%
6204 Computer Software and Licenses	0				0	
6205 Printing & Reproduction	1,200	275	0	200	(75)	-27.3%
6207 Office Supplies	4,200	3,195	5,742	2,900	(295)	-9.2%
6299 Other Office Expenses		0	30	0	0	
External Services	2,000	1,872	0		(1,872)	-100.0%
6301 Professional Fees	0				0	
6302 Legal Fees	0				0	
6312 Refuse Collection	2,000	1,872	0		(1,872)	-100.0%
Supplies		0	62		0	
6401 Uniforms & Clothing		0	62		0	
Vehicle Expense	0	0	63	0	0	
6804 Vehicle Fuel - Gasoline	0	0	11	0	0	
6899 Other Vehicle Expense		0	52	0	0	
Other Goods & Services	86,900	76,970	78,594	(8,359)	(85,329)	-110.9%
6901 Membership Dues	2,000	2,011	781	2,400	389	19.3%
6902 Conferences and Workshops	3,800	3,442	3,244	433	(3,009)	-87.4%
6903 Travel - Local	2,900	2,624	1,929	1,800	(824)	-31.4%
6904 Travel - Out of Town	16,700	11,924	7,945	9,800	(2,124)	-17.8%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6905 Training & Education	2,200	1,864	6,679	1,406	(458)	-24.6%
6906 Licenses & Agreements	14,500	14,577	7,244	14,500	(77)	-0.5%
6912 Advertising and Promotion	6,100	5,511	1,603	2,425	(3,086)	-56.0%
6915 Research Data Acquisition		0	688		0	
6916 Public Education				0	0	
6917 Books and Periodicals	0				0	
6918 Meals	0	0	84	0	0	
6919 Special Projects	38,500	34,835	46,302	(41,385)	(76,220)	-218.8%
6938 Rewarding Excellence	0	0	338		0	
6999 Other Goods and Services	200	182	1,756	262	80	44.0%
Revenue	0	0	(3,500)		0	
					0	
Other Revenue	0	0	(3,500)		0	
5508 Recoveries from External Parties	0	0	(3,500)		0	
SWBU Solid Waste Services	27,340,300	30,377,399	29,920,224	33,057,429	2,680,030	8.8%
R310 Former Solid Waste System	307,700	295,300	371,458	265,600	(29,700)	-10.1%
Expense	307,700	295,300	371,458	265,600	(29,700)	-10.1%
					0	
Debt Service	326,500	312,900	312,913	283,200	(29,700)	-9.5%
8011 Interest on Debentures	63,000	49,400	49,406	35,500	(13,900)	-28.1%
8012 Principal on Debentures	263,500	263,500	263,507	247,700	(15,800)	-6.0%
					0	
Other Fiscal	(374,900)	(333,500)	(304,397)	(355,140)	(21,640)	6.5%
8008 Transfer to/from Reserves	(374,900)	(333,500)	(304,397)	(355,140)	(21,640)	6.5%
					0	
External Services	326,100	285,900	362,145	307,540	21,640	7.6%
6304 Janitorial Services	0				0	
6399 Contract Services	326,100	285,900	362,145	307,540	21,640	7.6%
					0	
Building Costs	30,000	30,000	796	30,000	0	0.0%
6603 Grounds and Landscaping	30,000	30,000	796	30,000	0	0.0%
6608 Water		0	0		0	
					0	
Equipment & Communications	0				0	
6704 Equipment Rental	0				0	
					0	
Other Goods & Services	0				0	
6912 Advertising and Promotion	0				0	
6999 Other Goods and Services	0				0	
R339 Administration Waste Resources	(9,241,200)	(9,605,707)	(8,944,261)	(8,628,746)	976,961	-10.2%
Expense	1,099,500	1,134,308	1,086,056	1,327,654	193,346	17.0%
					0	
Compensation and Benefits	861,900	902,101	898,230	1,094,792	192,691	21.4%
6001 Salaries - Regular	703,000	740,341	735,611	771,487	31,146	4.2%
6002 Salaries - Overtime	10,000	10,200	12,499	10,667	467	4.6%
6005 PDP Increases	0	0	(10,288)		0	
6100 Benefits - Salaries	132,000	134,977	133,937	292,503	157,526	116.7%
6110 Vacancy Management		0	10,393	0	0	
6152 Retirement Incentives	3,900	4,112	4,076	4,942	830	20.2%
6154 Workers' Compensation	13,000	12,471	12,003	15,193	2,722	21.8%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Interdepartmental	14,500	14,747	26,042	11,230	(3,517)	-23.8%
7001 Interdepartmental Equipment Charges	14,500	14,747	26,042	11,230	(3,517)	-23.8%
					0	
Office	30,200	27,260	34,869	35,835	8,575	31.5%
6201 Telephone	13,800	13,800	8,212	13,375	(425)	-3.1%
6202 Courier/Postage	5,100	4,590	2,857	4,590	0	0.0%
6203 Office Furniture and Equipment	2,000	1,800	15,366	10,800	9,000	500.0%
6204 Computer Software and Licenses	500	500	0	500	0	0.0%
6205 Printing & Reproduction	1,500	0	452		0	
6207 Office Supplies	7,300	6,570	7,596	6,570	0	0.0%
6299 Other Office Expenses		0	386		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
External Services	166,800	160,600	84,796	160,600	0	0.0%
6301 Professional Fees	83,400	77,200	57,696	77,200	0	0.0%
6302 Legal Fees	4,900	4,900	0	4,900	0	0.0%
6399 Contract Services	78,500	78,500	27,100	78,500	0	0.0%
					0	
Supplies	800	800	461	800	0	0.0%
6401 Uniforms & Clothing	800	800	160	800	0	0.0%
6405 Photography Supplies & Equipment		0	167		0	
6406 Bridge Tolls	0	0	134	0	0	
					0	
Equipment & Communications	2,000	2,000	1,047	2,000	0	0.0%
6703 Computer Equipment/Rentals	2,000	2,000	1,047	2,000	0	0.0%
					0	
Vehicle Expense	1,200	1,000	36	1,082	82	8.2%
6804 Vehicle Fuel - Gasoline	1,200	1,000	36	1,082	82	8.2%
					0	
Other Goods & Services	22,100	25,800	40,575	21,315	(4,485)	-17.4%
6901 Membership Dues	1,500	1,500	2,510	1,500	0	0.0%
6902 Conferences and Workshops	1,700	1,530	4,631	878	(652)	-42.6%
6903 Travel - Local	11,300	10,170	14,233	10,170	0	0.0%
6904 Travel - Out of Town	1,900	2,840	7,911	2,840	0	0.0%
6905 Training & Education	4,900	9,000	9,358	5,167	(3,833)	-42.6%
6906 Licenses & Agreements				0	0	
6912 Advertising and Promotion	0				0	
6914 Recruiting	200	200	0	200	0	0.0%
6916 Public Education				0	0	
6917 Books and Periodicals	200	200	231	200	0	0.0%
6918 Meals	0	0	1,044	0	0	
6938 Rewarding Excellence	0	0	515		0	
6999 Other Goods and Services	400	360	141	360	0	0.0%
Revenue	(10,340,700)	(10,740,015)	(10,030,317)	(9,956,400)	783,615	-7.3%
					0	
Fee Revenues	(10,221,500)	(10,620,815)	(9,932,529)	(9,844,600)	776,215	-7.3%
5225 Tipping Fees - Waste Resources	(10,221,500)	(10,620,815)	(9,932,529)	(9,844,600)	776,215	-7.3%
					0	
Other Revenue	(119,200)	(119,200)	(97,788)	(111,800)	7,400	-6.2%
5508 Recoveries from External Parties	(81,200)	(81,200)	(44,636)	(71,800)	9,400	-11.6%
5600 Miscellaneous Revenue	(38,000)	(38,000)	(53,152)	(40,000)	(2,000)	5.3%
					0	
					0	
					0	
R349 Otter Lake	19,965,400	21,000,700	20,824,538	21,853,500	852,800	4.1%
Expense	20,073,400	21,080,700	21,294,231	21,933,500	852,800	4.0%
					0	
Debt Service	2,339,100	2,891,900	2,933,695	2,751,600	(140,300)	-4.9%
8010 Other Interest	0	0	41,832	0	0	
8011 Interest on Debentures	731,200	720,900	720,810	670,200	(50,700)	-7.0%
8012 Principal on Debentures	1,607,900	2,171,000	2,171,053	2,081,400	(89,600)	-4.1%
					0	
Other Fiscal	3,100,000	2,528,000	2,486,610	2,528,000	0	0.0%
8008 Transfer to/from Reserves	3,100,000	2,528,000	2,486,610	2,528,000	0	0.0%
					0	
External Services	14,609,300	15,635,800	15,856,584	16,628,900	993,100	6.4%
6301 Professional Fees	11,313,400	0	382,220		0	
6399 Contract Services	3,295,900	15,635,800	15,474,364	16,628,900	993,100	6.4%
					0	
Building Costs	25,000	25,000	17,341	25,000	0	0.0%
6605 Municipal Taxes	25,000	25,000	17,341	25,000	0	0.0%
Revenue	(108,000)	(80,000)	(469,693)	(80,000)	0	0.0%
					0	
Other Revenue	(108,000)	(80,000)	(469,693)	(80,000)	0	0.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
5508 Recoveries from External Parties	0	0	(382,220)		0	
5600 Miscellaneous Revenue	(108,000)	(80,000)	(87,473)	(80,000)	0	0.0%
R359 SW Other	16,308,400	18,687,106	17,668,489	19,567,075	879,969	4.7%
Expense	21,897,300	24,155,511	24,616,089	26,425,875	2,270,364	9.4%
					0	
Compensation and Benefits	124,300	185,516	301,203	318,225	132,709	71.5%
6001 Salaries - Regular	94,500	150,212	243,440	253,222	103,010	68.6%
6002 Salaries - Overtime	7,000	7,140	3,468	6,347	(793)	-11.1%
6100 Benefits - Salaries	20,100	24,328	48,285	52,320	27,992	115.1%
6110 Vacancy Management		0	0		0	
6152 Retirement Incentives	500	531	1,287	1,342	811	152.7%
6154 Workers' Compensation	2,200	3,305	4,723	4,994	1,689	51.1%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Interdepartmental		0	(46,782)	1,363	1,363	
7001 Interdepartmental Equipment Charges		0	3,182	1,363	1,363	
7099 Interdepartmental Chargebacks		0	(50,000)		0	
9911 PM Labour-Reg		0	36		0	
					0	
Debt Service	136,800	196,400	196,475	189,600	(6,800)	-3.5%
8011 Interest on Debentures	41,600	46,200	46,238	40,600	(5,600)	-12.1%
8012 Principal on Debentures	95,200	150,200	150,237	149,000	(1,200)	-0.8%
					0	
Other Fiscal	300,000	300,000	300,000	300,000	0	0.0%
8008 Transfer to/from Reserves	300,000	300,000	300,000	300,000	0	0.0%
					0	
Office	4,800	8,380	75,537	118,351	109,971	1312.3%
6201 Telephone	2,800	2,800	543	2,771	(29)	-1.0%
6202 Courier/Postage	0	0	41,114	63,000	63,000	
6203 Office Furniture and Equipment	0	180	2,037	180	0	0.0%
6205 Printing & Reproduction		0	25,656	45,000	45,000	
6207 Office Supplies	2,000	5,400	6,183	7,400	2,000	37.0%
6299 Other Office Expenses	0	0	3		0	
					0	
External Services	20,987,100	23,153,020	23,534,166	25,243,557	2,090,537	9.0%
6301 Professional Fees	8,662,800	0	49,775	10,000	10,000	
6399 Contract Services	12,324,300	23,153,020	23,484,391	25,233,557	2,080,537	9.0%
					0	
Supplies	0	1,000	6,159	1,000	0	0.0%
6401 Uniforms & Clothing	0	1,000	4,656	1,000	0	0.0%
6406 Bridge Tolls		0	133	0	0	
6409 Personal Protective Equipment		0	1,259	0	0	
6499 Other Supplies	0	0	110	0	0	
					0	
Vehicle Expense	3,100	2,500	6,523	19,005	16,505	660.2%
6802 Vehicle Repair and Maintenance				0	0	
6804 Vehicle Fuel - Gasoline	3,100	2,500	0	2,705	205	8.2%
6807 Vehicle Leases		0	6,523	16,300	16,300	
6899 Other Vehicle Expense				0	0	
					0	
Other Goods & Services	341,200	308,695	242,809	234,774	(73,921)	-23.9%
6902 Conferences and Workshops	5,000	4,500	7,068	7,582	3,082	68.5%
6903 Travel - Local	5,000	4,500	8,704	4,500	0	0.0%
6904 Travel - Out of Town	1,500	1,065	4,922	1,065	0	0.0%
6905 Training & Education	0	500	216	287	(213)	-42.6%
6906 Licenses & Agreements				0	0	
6912 Advertising and Promotion	329,400	297,360	216,397	210,706	(86,654)	-29.1%
6916 Public Education		0	4,671	10,000	10,000	
6918 Meals	300	500	832	364	(136)	-27.2%
6933 Community Events	0				0	
6938 Rewarding Excellence				0	0	
6999 Other Goods and Services	0	270	0	270	0	0.0%
Revenue	(5,588,900)	(5,468,405)	(6,947,600)	(6,858,800)	(1,390,395)	25.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Transfers from other Gov't	(3,479,300)	(3,019,636)	(3,228,868)	(2,999,700)	19,936	-0.7%
4750 Other Grants	(3,479,300)	(3,019,636)	(3,228,868)	(2,999,700)	19,936	-0.7%
					0	
Fee Revenues	(1,921,600)	(2,248,769)	(3,117,087)	(3,117,100)	(868,331)	38.6%
5225 Tipping Fees - Waste Resources	(1,080,000)	(1,203,000)	(1,215,828)	(1,306,400)	(103,400)	8.6%
5403 Sales of Other Recyclables	(841,600)	(1,045,769)	(1,901,259)	(1,810,700)	(764,931)	73.1%
					0	
Other Revenue	(188,000)	(200,000)	(601,645)	(742,000)	(542,000)	271.0%
5508 Recoveries from External Parties	0	0	(185,983)	(500,000)	(500,000)	
5600 Miscellaneous Revenue	(188,000)	(200,000)	(415,662)	(242,000)	(42,000)	21.0%
TPWA Administration	412,460	652,418	589,281	699,257	46,839	7.2%
ADMN TPW Administration	412,460	652,418	589,281	699,257	46,839	7.2%
Expense	412,460	652,418	589,281	699,257	46,839	7.2%
					0	
Compensation and Benefits	327,200	338,063	397,119	447,461	109,398	32.4%
6001 Salaries - Regular	284,300	293,200	303,832	384,660	91,460	31.2%
6005 PDP Increases	0	0	(9,595)	0	0	
6100 Benefits - Salaries	36,400	38,599	45,712	54,716	16,117	41.8%
6152 Retirement Incentives	1,600	1,701	1,815	2,270	569	33.5%
6154 Workers' Compensation	4,900	4,563	5,356	5,815	1,252	27.4%
6199 Comp & Benefits - Inter Dept, Exp/recove		0	50,000	0	0	
					0	
Office	9,800	9,270	4,895	8,149	(1,121)	-12.1%
6201 Telephone	4,500	4,500	1,491	2,399	(2,101)	-46.7%
6202 Courier/Postage	900	810	366	1,000	190	23.5%
6203 Office Furniture and Equipment	1,300	1,170	0	1,000	(170)	-14.5%
6204 Computer Software and Licenses	0			0	0	
6205 Printing & Reproduction	600	540	981	1,500	960	177.8%
6207 Office Supplies	2,500	2,250	2,057	2,250	0	0.0%
					0	
External Services	10,300	246,575	141,306	5,000	(241,575)	-98.0%
6301 Professional Fees		0	246	0	0	
6303 Consulting Fees	10,300	7,828	0	5,000	(2,828)	-36.1%
6399 Contract Services		238,747	141,060	0	(238,747)	-100.0%
					0	
Supplies	1,500	1,350	763	1,000	(350)	-25.9%
6401 Uniforms & Clothing				0	0	
6409 Personal Protective Equipment		0	723	0	0	
6499 Other Supplies	1,500	1,350	40	1,000	(350)	-25.9%
					0	
Equipment & Communications	2,500	2,500	2,318	2,700	200	8.0%
6703 Computer Equipment/Rentals	2,300	2,300	2,318	2,500	200	8.7%
6704 Equipment Rental	100	100	0	100	0	0.0%
6705 Equipment - Repair and Maintenance	100	100	0	100	0	0.0%
					0	
Other Goods & Services	61,160	54,660	42,880	234,947	180,287	329.8%
6901 Membership Dues	4,400	4,400	3,591	4,400	0	0.0%
6902 Conferences and Workshops	5,000	4,500	16,379	2,582	(1,918)	-42.6%
6903 Travel - Local	4,000	3,600	5,353	5,000	1,400	38.9%
6904 Travel - Out of Town	15,000	10,650	5,890	10,650	0	0.0%
6905 Training & Education	10,000	10,000	650	5,741	(4,259)	-42.6%
6906 Licenses & Agreements	200	200	0	200	0	0.0%
6911 Facilities Rental	500	500	0	500	0	0.0%
6912 Advertising and Promotion	7,500	6,750	4,000	7,789	1,039	15.4%
6916 Public Education	0			0	0	
6917 Books and Periodicals	1,000	1,000	8	1,000	0	0.0%
6918 Meals	1,000	1,000	588	2,728	1,728	172.8%
6919 Special Projects	0	0		188,747	188,747	
6928 Committee Expenses	2,000	2,000	0	1,500	(500)	-25.0%
6936 Staff Relations	0	0	702	0	0	
6937 Corporate Training	0			0	0	
6938 Rewarding Excellence	5,360	5,360	4,649	3,945	(1,415)	-26.4%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6943 Health and Wellness Initiatives	200	200	0	165	(35)	-17.5%
6999 Other Goods and Services	5,000	4,500	1,070		(4,500)	-100.0%
Revenue		0	0		0	
					0	
Other Revenue		0	0		0	
5508 Recoveries from External Parties		0	0		0	
TRTR Traffic & Transportation	11,245,720	10,829,065	10,366,710	10,555,814	(273,251)	-2.5%
ROWA Right of Way Services	142,750	(48,420)	(63,067)	(43,527)	4,893	-10.1%
Expense	560,850	461,180	446,622	466,073	4,893	1.1%
					0	
Compensation and Benefits	520,900	425,244	427,111	431,626	6,382	1.5%
6001 Salaries - Regular	415,800	338,432	343,265	344,090	5,658	1.7%
6002 Salaries - Overtime	15,000	15,300	15,236	13,600	(1,700)	-11.1%
6005 PDP Increases	0	0	(4,404)		0	
6100 Benefits - Salaries	79,600	63,951	65,441	66,222	2,271	3.6%
6110 Vacancy Management				0	0	
6152 Retirement Incentives	2,300	1,868	1,904	1,916	48	2.6%
6154 Workers' Compensation	8,200	5,693	5,667	5,798	105	1.8%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
					0	
Office	3,900	4,310	7,300	5,892	1,582	36.7%
6201 Telephone	2,000	2,100	1,878	2,892	792	37.7%
6202 Courier/Postage	100	90	197	300	210	233.3%
6203 Office Furniture and Equipment	600	540	4,068	1,000	460	85.2%
6204 Computer Software and Licenses	0	500	0	500	0	0.0%
6205 Printing & Reproduction	200	180	126	200	20	11.1%
6207 Office Supplies	1,000	900	1,030	1,000	100	11.1%
					0	
External Services	0				0	
6399 Contract Services	0				0	
					0	
Supplies	400	600	236	900	300	50.0%
6401 Uniforms & Clothing	300	500	211	800	300	60.0%
6406 Bridge Tolls	100	100	25	100	0	0.0%
					0	
Equipment & Communications	9,100	5,100	0		(5,100)	-100.0%
6704 Equipment Rental	9,000	5,000	0		(5,000)	-100.0%
6706 Computer Repair and Maintenance	100	100	0		(100)	-100.0%
					0	
Other Goods & Services	26,550	25,926	11,976	27,655	1,729	6.7%
6901 Membership Dues	500	700	329	700	0	0.0%
6902 Conferences and Workshops	0	0		1,000	1,000	
6903 Travel - Local	22,000	19,800	9,587	21,336	1,536	7.8%
6904 Travel - Out of Town	2,000	1,420	191	1,500	80	5.6%
6905 Training & Education	1,000	306	109	870	564	184.3%
6912 Advertising and Promotion		2,700	1,348	1,533	(1,167)	-43.2%
6918 Meals	100	100	170	173	73	73.0%
6929 Visa Purchases	0				0	
6938 Rewarding Excellence	450	450	220	543	93	20.7%
6999 Other Goods and Services	500	450	22	0	(450)	-100.0%
Revenue	(418,100)	(509,600)	(509,689)	(509,600)	0	0.0%
					0	
Fee Revenues	(249,000)	(369,000)	(309,502)	(369,000)	0	0.0%
4905 Street opening Permits	(60,000)	(180,000)	(117,201)	(180,000)	0	0.0%
4912 Signs & Encroachments	(189,000)	(189,000)	(192,301)	(189,000)	0	0.0%
4914 Grade Alterations	0				0	
					0	
Other Revenue	(169,100)	(140,600)	(200,188)	(140,600)	0	0.0%
5508 Recoveries from External Parties	(169,100)	(140,600)	(200,188)	(140,600)	0	0.0%
RSHP Sign Shop	1,470,740	1,431,142	1,155,603	1,426,237	(4,905)	-0.3%
Expense	1,470,740	1,431,142	1,389,840	1,426,237	(4,905)	-0.3%
					0	
Compensation and Benefits	792,600	754,549	762,311	791,689	37,140	4.9%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6001 Salaries - Regular	591,200	561,100	540,320	596,490	35,390	6.3%
6002 Salaries - Overtime	60,000	61,200	100,541	54,400	(6,800)	-11.1%
6005 PDP Increases	0	0	(514)		0	
6100 Benefits - Salaries	124,100	117,259	124,836	125,003	7,744	6.6%
6110 Vacancy Management		0	12,265	0	0	
6152 Retirement Incentives	4,300	4,029	4,095	4,165	136	3.4%
6154 Workers' Compensation	13,000	10,961	12,654	11,631	670	6.1%
6155 Overtime Meals	0				0	
6158 WCB Recoverable Earnings	0				0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	1,746	0	0	
9210 HR CATS OT Wage/Ben	0	0	(33,631)	0	0	
					0	
Interdepartmental	0	22,800	102,909	1,362	(21,438)	-94.0%
7001 Interdepartmental Equipment Charges	0	22,800	179	1,362	(21,438)	-94.0%
7099 Interdepartmental Chargebacks	0				0	
9900 Rev/Exp.Vehicle Rental	0	0	102,730	0	0	
9911 PM Labour-Reg	0				0	
					0	
Office	5,200	5,000	3,452	5,500	500	10.0%
6201 Telephone	100	400	0	400	0	0.0%
6203 Office Furniture and Equipment	2,000	1,800	1,004	1,800	0	0.0%
6204 Computer Software and Licenses	2,000	1,000	1,146	1,500	500	50.0%
6205 Printing & Reproduction	0				0	
6207 Office Supplies	1,000	1,800	1,302	1,800	0	0.0%
6299 Other Office Expenses	100				0	
					0	
External Services	225,000	192,700	197,396	192,700	0	0.0%
6301 Professional Fees	0				0	
6399 Contract Services	225,000	192,700	197,396	192,700	0	0.0%
					0	
Supplies	93,800	84,100	90,188	82,700	(1,400)	-1.7%
6401 Uniforms & Clothing	3,000	3,000	2,815	3,000	0	0.0%
6402 Medical & First Aid Supplies	100	200	306	400	200	100.0%
6406 Bridge Tolls	2,500	1,500	0	200	(1,300)	-86.7%
6407 Cleaning/Sanitary Supplies	200	200	261	400	200	100.0%
6499 Other Supplies	88,000	79,200	86,807	78,700	(500)	-0.6%
					0	
Materials	225,700	255,200	172,919	252,700	(2,500)	-1.0%
6501 Asphalt		0	11		0	
6502 Chemicals	3,000	3,000	261	3,000	0	0.0%
6504 Hardware	29,000	29,000	13,856	29,000	0	0.0%
6505 Lubricants				0	0	
6506 Lumber	5,000	5,000	5,049	5,000	0	0.0%
6508 Ready Mix Concrete	1,300	1,300	465	1,300	0	0.0%
6509 Reagents		0	5		0	
6515 Stone and Gravel	500	500	0	500	0	0.0%
6517 Paint	147,400	147,400	111,383	147,400	0	0.0%
6518 Metal	36,000	36,000	37,498	36,000	0	0.0%
6519 Welding Supplies	2,500	2,500	1,940	2,500	0	0.0%
6599 Other Materials	1,000	30,500	2,450	28,000	(2,500)	-8.2%
					0	
Building Costs	3,100	2,300	904	400	(1,900)	-82.6%
6602 Electrical	2,000	1,000	470		(1,000)	-100.0%
6608 Water	100	300	434	400	100	33.3%
6611 Building - Interior	1,000	1,000	0		(1,000)	-100.0%
6699 Other Building Cost	0				0	
					0	
Equipment & Communications	25,600	16,100	18,876	17,500	1,400	8.7%
6701 Equipment Purchase	23,400	13,400	17,243	15,000	1,600	11.9%
6702 Small Tools	2,000	2,500	999	2,500	0	0.0%
6703 Computer Equipment/Rentals	0				0	
6704 Equipment Rental	200	200	603		(200)	-100.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6705 Equipment - Repair and Maintenance	0				0	
6708 Mechanical Equipment		0	30		0	
					0	
Vehicle Expense	5,600	5,600	1,738	2,000	(3,600)	-64.3%
6802 Vehicle Repair and Maintenance	0				0	
6806 Long Term Fleet Rentals	0				0	
6807 Vehicle Leases	5,600	5,600	1,738	2,000	(3,600)	-64.3%
					0	
Other Goods & Services	94,140	92,793	39,146	79,686	(13,107)	-14.1%
6901 Membership Dues	500	500	0	500	0	0.0%
6902 Conferences and Workshops	0				0	
6903 Travel - Local	0				0	
6904 Travel - Out of Town				0	0	
6905 Training & Education	6,100	5,753	353	2,550	(3,203)	-55.7%
6910 Signage	76,200	76,200	38,405	76,200	0	0.0%
6912 Advertising and Promotion	0				0	
6929 Visa Purchases		0	4		0	
6938 Rewarding Excellence	1,340	1,340	200	436	(904)	-67.5%
6999 Other Goods and Services	10,000	9,000	185		(9,000)	-100.0%
Revenue	0	0	(234,237)	0	0	
					0	
Other Revenue	0	0	(234,237)	0	0	
5505 Environmental Protection Levies	0				0	
5508 Recoveries from External Parties	0	0	(234,237)	0	0	
RTRT Transportation Services	1,424,540	1,417,616	1,384,616	1,244,119	(173,497)	-12.2%
Expense	1,424,540	1,417,616	1,384,941	1,244,119	(173,497)	-12.2%
					0	
Compensation and Benefits	1,122,200	1,172,909	1,125,980	1,005,441	(167,468)	-14.3%
6001 Salaries - Regular	940,100	982,483	841,046	839,536	(142,947)	-14.5%
6002 Salaries - Overtime	1,000	1,020	(286)	1,000	(20)	-2.0%
6004 Wages - Overtime		0	5,600		0	
6005 PDP Increases	0	0	(14,661)		0	
6100 Benefits - Salaries	160,100	169,226	140,902	147,172	(22,054)	-13.0%
6110 Vacancy Management		0	150,973	0	0	
6152 Retirement Incentives	4,900	5,187	4,250	4,429	(758)	-14.6%
6154 Workers' Compensation	16,100	14,993	13,233	13,304	(1,689)	-11.3%
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	(20,165)		0	
9210 HR CATS OT Wage/Ben	0	0	5,088		0	
					0	
Interdepartmental	154,800	127,547	58,649	136,359	8,812	6.9%
7001 Interdepartmental Equipment Charges	154,800	127,547	165,408	136,359	8,812	6.9%
7099 Interdepartmental Chargebacks	0				0	
9900 Rev/Exp.Vehicle Rental	0	0	(106,759)	0	0	
9911 PM Labour-Reg	0				0	
					0	
Office	18,800	13,560	10,911	14,562	1,002	7.4%
6201 Telephone	5,000	6,000	6,036	6,662	662	11.0%
6202 Courier/Postage	400	540	1,355	1,500	960	177.8%
6203 Office Furniture and Equipment	10,000	3,780	12	3,000	(780)	-20.6%
6205 Printing & Reproduction	200	360	273	400	40	11.1%
6207 Office Supplies	3,200	2,880	3,235	3,000	120	4.2%
					0	
External Services			146		0	
6399 Contract Services			146		0	
					0	
Supplies	1,000	6,500	6,137	6,800	300	4.6%
6401 Uniforms & Clothing	800	800	715	800	0	0.0%
6404 Recreation Programming Supplies		0	0		0	
6406 Bridge Tolls	200	5,700	5,422	6,000	300	5.3%
					0	
Materials	0	0	135	0	0	
6504 Hardware	0	0	83		0	

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
6506 Lumber	0	0	52		0	
6517 Paint				0	0	
Building Costs	0	0	0		0	
6602 Electrical	0				0	
6603 Grounds and Landscaping		0	0		0	
6604 Bus Gates/Shelters - Repairs & Maintenance	0				0	
Equipment & Communications	4,000	4,000	10,688	9,000	5,000	125.0%
6701 Equipment Purchase	4,000	4,000	9,156	9,000	5,000	125.0%
6706 Computer Repair and Maintenance		0	1,532		0	
Vehicle Expense	0	0	87		0	
6899 Other Vehicle Expense	0	0	87		0	
Other Goods & Services	123,740	93,100	172,206	71,957	(21,143)	-22.7%
6901 Membership Dues	8,000	5,500	2,097	5,000	(500)	-9.1%
6902 Conferences and Workshops	0	0	1,556	4,000	4,000	
6903 Travel - Local	44,400	39,960	20,777	30,000	(9,960)	-24.9%
6904 Travel - Out of Town	10,000	7,100	4,460	8,000	900	12.7%
6905 Training & Education	11,000	11,000	947	2,315	(8,685)	-79.0%
6906 Licenses & Agreements	10,000	2,000	3,336	2,000	0	0.0%
6910 Signage	0	0	133,104	0	0	
6912 Advertising and Promotion	30,000	19,800	2,505	17,906	(1,894)	-9.6%
6917 Books and Periodicals	1,000	1,000	588	1,000	0	0.0%
6918 Meals	2,000	0	60	1,000	1,000	
6929 Visa Purchases	0				0	
6938 Rewarding Excellence	1,340	1,340	1,606	736	(604)	-45.1%
6939 Duty to Accommodate		0	12		0	
6999 Other Goods and Services	6,000	5,400	1,157	0	(5,400)	-100.0%
Revenue	0	0	(325)	0	0	
Payments in Lieu of taxes	0				0	
4601 Grant in Lieu - Federal	0				0	
Fee Revenues				0	0	
5203 Sludge Tipping				0	0	
Other Revenue	0	0	(325)	0	0	
5508 Recoveries from External Parties	0				0	
5600 Miscellaneous Revenue		0	(325)	0	0	
STRT Traffic Signals & Streetlighting	8,207,690	8,028,727	7,889,558	7,928,985	(99,742)	-1.2%
Expense	8,207,690	8,028,727	8,072,514	7,928,985	(99,742)	-1.2%
Compensation and Benefits	845,500	778,586	805,335	790,160	11,574	1.5%
6001 Salaries - Regular	615,700	575,806	563,663	582,852	7,046	1.2%
6002 Salaries - Overtime	92,000	73,840	99,182	73,097	(743)	-1.0%
6005 PDP Increases	0	0	(1,815)		0	
6100 Benefits - Salaries	121,400	114,935	110,184	119,969	5,034	4.4%
6110 Vacancy Management		0	22,538	0	0	
6152 Retirement Incentives	3,300	3,086	2,987	3,131	45	1.5%
6154 Workers' Compensation	13,100	10,919	10,650	11,111	192	1.8%
6155 Overtime Meals	0	0	70		0	
6199 Comp & Benefits - Inter Dept, Exp/recove	0				0	
9200 HR CATS Wage/Ben	0	0	3,944		0	
9210 HR CATS OT Wage/Ben	0	0	(6,069)	0	0	
Interdepartmental	0	0	492		0	
9900 Rev/Exp.Vehicle Rental		0	456		0	
9911 PM Labour-Reg	0	0	36		0	
Other Fiscal		156,000	156,000		(156,000)	-100.0%
8008 Transfer to/from Reserves		156,000	156,000		(156,000)	-100.0%

""	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Office	92,700	88,340	82,357	87,796	(544)	-0.6%
6201 Telephone	79,700	79,700	74,809	79,246	(454)	-0.6%
6202 Courier/Postage	1,000	990	1,124	1,200	210	21.2%
6203 Office Furniture and Equipment	6,000	2,250	1,944	2,000	(250)	-11.1%
6207 Office Supplies	6,000	5,400	4,479	5,350	(50)	-0.9%
					0	
External Services	807,900	717,900	637,886	742,100	24,200	3.4%
6312 Refuse Collection	2,000	4,000	1,749	4,000	0	0.0%
6399 Contract Services	805,900	713,900	636,137	738,100	24,200	3.4%
					0	
Supplies	5,200	3,490	4,342	3,900	410	11.7%
6401 Uniforms & Clothing	2,000	2,000	3,467	3,000	1,000	50.0%
6406 Bridge Tolls	3,000	1,000	272	300	(700)	-70.0%
6407 Cleaning/Sanitary Supplies	100	400	603	600	200	50.0%
6409 Personal Protective Equipment				0	0	
6499 Other Supplies	100	90	0		(90)	-100.0%
					0	
Materials	4,900	6,300	3,176	3,800	(2,500)	-39.7%
6502 Chemicals	0				0	
6504 Hardware	400	1,200	2,997	3,200	2,000	166.7%
6505 Lubricants	0				0	
6506 Lumber	0	0	119		0	
6510 Road Oils		0	16		0	
6511 Salt		0	43		0	
6517 Paint	0	200	0	200	0	0.0%
6519 Welding Supplies	400	400	0	400	0	0.0%
6599 Other Materials	4,100	4,500	0	0	(4,500)	-100.0%
					0	
Building Costs	6,393,000	6,223,700	6,348,209	6,265,444	41,744	0.7%
6602 Electrical	506,100	507,100	519,598	573,204	66,104	13.0%
6607 Electricity	5,886,900	5,710,900	5,827,871	5,691,540	(19,360)	-0.3%
6608 Water	0	700	718	700	0	0.0%
6611 Building - Interior	0				0	
6612 Safety Systems		0	22		0	
6699 Other Building Cost		5,000	0		(5,000)	-100.0%
					0	
Equipment & Communications	7,000	7,000	6,772	7,500	500	7.1%
6701 Equipment Purchase	5,000	5,000	359	5,000	0	0.0%
6702 Small Tools	2,000	2,000	2,379	2,500	500	25.0%
6703 Computer Equipment/Rentals		0	3,960		0	
6708 Mechanical Equipment	0				0	
6711 Communication System		0	75		0	
					0	
Vehicle Expense	8,000	8,000	11,740	9,500	1,500	18.8%
6802 Vehicle Repair and Maintenance	1,500	1,500	250	1,000	(500)	-33.3%
6805 Tires and Tubes	0				0	
6806 Long Term Fleet Rentals	6,500	6,500	11,490	8,500	2,000	30.8%
					0	
Other Goods & Services	43,490	39,411	16,205	18,785	(20,626)	-52.3%
6901 Membership Dues	1,500	1,500	952	1,500	0	0.0%
6902 Conferences and Workshops	0	0	493		0	
6903 Travel - Local	10,200	9,180	6,487	9,000	(180)	-2.0%
6904 Travel - Out of Town	4,100	2,911	1,009	3,000	89	3.1%
6905 Training & Education	8,000	8,000	2,576	4,592	(3,408)	-42.6%
6906 Licenses & Agreements				0	0	
6907 Commission Fees	0				0	
6917 Books and Periodicals	100	100	0		(100)	-100.0%
6918 Meals		0	9		0	
6929 Visa Purchases	0	0	(241)	0	0	
6938 Rewarding Excellence	890	890	388	693	(197)	-22.1%
6999 Other Goods and Services	18,700	16,830	4,531	0	(16,830)	-100.0%
Revenue	0	0	(182,955)	0	0	

	2009-10 Budget	2010-11 Budget	2010-11 Actual	2011-12 Approved Budget	Change in Dollars	Change % over 2010- 11
					0	
Other Revenue	0	0	(182,955)	0	0	
5508 Recoveries from External Parties	0	0	(182,955)	0	0	
				0	0	
Sub Total	0	0	(4,113,794)	0	0	
Area Rates			1,434,854			
Year end Accounting Adjustments			145,440			
General Rate			(2,533,500)			
