

Mayor Kelly and Members of Council:

As discussed during our Committee of the Whole discussion, please find attached a list of the ideas that are being provided for cost saving consideration. As mentioned, this is a work in process and the information contained within it has not been fully vetted.

As always, our budget presents a challenge. But this year, we will likely be almost three months into our Fiscal Year by the time the budget is adopted. The uncertainty about what the program changes need to produce that approved budget may look like will add to our need to be particularly vigilant in the next few months.

Council has directed that staff identify \$14 million in savings, efficiencies, and extra revenues, The attached begins to outline some options for consideration. The ultimate program and service decisions taken by Council will determine the final outcome.

The attached file represents a living document, a work in progress, and may be subject to significant revision as additional costing and analysis is applied to the document. As a draft it has not been fully reviewed or validated.

We fully expect to meet our goal and look forward to supporting an informed Budget Debate.

Budget Opportunities

Initial List of Budget Savings for 2010-2011

Description	Revenues Items	Efficiency	Service Reduction	Belt-Tightening, No Service Impact
Evaluate service levels (not enough detail in this comment to be helpful, but I believe it was in context of snow and ice and mun ops)			2,500,000	
Delay payment of holdback on Cell Construction Contract until following fiscal year.		2,500,000		
One time accrual of uncollected Summary Offence Tickets	2,000,000			
New CCC Charges	1,000,000			
Reduce 10/11 Community Facility Partnership Program by \$500 k			1,000,000	
Defer trails spending. Reduce capital for new trails, and possible reduction in support to trails.			870,000	
Solid Waste - Increase Tipping Fees-landfill June implementation	702,000			
Mirror Contract negotiation opportunity				
Suspend Streetscaping & underground wiring projects pending fed/prov funds available (see 95)			500,000	
Sports Field User Fees	500,000			
Mortgage Admin Fees	490,000			
Recover secondments for international policing (Fed Gov't).			400,000	
Reduce budget for space rental, contract services				400,000
Parking revenues (new) Queen Street Lots (2)	397,000			
Solid Waste Services - Eliminate expanded weekly summer green cart			355,000	
Contracting in - Traffic and Right of Way Mgmt (work currently out-sourced)		350,000		
Eliminate annual operating grant to Desination Halifax			325,000	
Overstated Facility budget W202 5102 already in estimates	0			
Extend life-cycling of computer equipment from 3 to 4 years				300,000
Parking Meters	280,000			
Reduce equipment budget			275,000	
Visitor Information Centers			266,000	
Budget for recoveries				259,000
Reduce #6902 Conferences & Workshops. Reduce by 10%.				250,000
Wage freeze for non-union staff and Council (Wage Freeze for M4 Managers, Directors, Executive Team and Council)				220,000
Cut Councillors and staff travel costs. My suggestion is to reduce Out of Town Travel by 30% for next year, but leave Local Travel alone.		195,885		
Recreation Service Review				195,000
Reduce use of consultants & do more in house. Reduce budget for Consulting Fees by 25%? (#21)		186,024		
Change contribution to trusts from 90% to 15%	170,000			
Rationalize corporate publications and marketing			150,000	
Reduce Rural Fire Buildings Budget			140,535	
1 year hiatus Rural Reserve Contribution				125,000
Fleet??? Vehicle Rationalization? Enforcement of a Municipal Vehicle Use Policy?		120,000		
Permit Fees Streets and Services - By-law change, and pull fees out into Admin Order	120,000			
Increase arena ice rental fees to standardize at market rates	115,000			
Real Estate Facility Services - Gas Conversion Savings		100,000		
Career development reduction				100,000
Casual wages reduction				100,000
Reduce #6912 Advertising & Promo by 10%. Do less.				95,000
Increase all Rec program fees by 4% across the board- already in estimates	92,000			
Reduce #6207 Office supplies by 10% and use less				90,000
Reduce #6919 Special Projects by 10%. Do less.				85,000
CAO Office Keep a position vacant.. One year only				80,000

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Budget Opportunities

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Reduce #6202 Courier/Postage by 10% and do less correspondence				78,000
Cut Heavy Urban Search and Rescue			75,000	
Further Reduction of Equipment Budget			75,000	
Library - Lease savings on computer systems				75,000
Reduce #6203 Office Furniture/Equipment by 10%... Do with old stuff				70,000
Solid Waste - Increase Tipping Fees-organics June implementation	63,000			
Increase cemetery cremation plot fees	60,125			
Pesticide by-law enforcement education by HRM not contract		60,000		
1 year hiatus reserve contribution for Line of Duty Death				60,000
Discontinue Call Centre Holiday Service			50,000	
Reduce Snow Removal Budget. Fire is doing much of their own snow removal		50,000		
Reduce #6205 Printing & Reproduction by 10% and do more electronically on line				50,000
1-900 Provision of Tax Info	50,000			
Sell columbarium niches	50,000			
Reduce Health/Wellness Budget			48,600	
Increase Summary Offence Ticket Cancellation Fee	45,000			
Reduce GHP grant by 3%			42,000	
Solid Waste Services - Eliminate mobile household hazardous waste events (Dartmouth & County)			40,000	
Lock Box System - Calgary has one. Would require a by-law. Would be an operational benefit. Charge a maintenance fee to building owners	40,000			
Reduce #6499 Other Supplies. Reduce by 10% use less.				35,000
Halifax Water SLA-GIS arrangement	30,000			
Reduce Fire Prevention Budget			25,000	
Further Reduction of Uniforms/Clothing Budget			25,000	
EMO contribution - 1 year deferral				25,000
Eliminate Dog Licensing Program			23,000	
TPW - Reduced support for Public Art Program			20,000	
PSAB Office - will fold in May				20,000
Reduce Corporate Safety budget				20,000
Relocate Customer Service Centre			18,800	
Full time payroll position that could go part time		16,000		
Increasing fee for criminal records checks	15,400			
Budget for accounts payable discounts				15,000
Civic Addressing Program revenue				13,000
Civic Addressing Funding	13,000			
Eliminate one retirement seminar program			12,000	
Reduce #6299 Other Office Expenditures by 20%				12,000
Reduce Office supplies (DUP)				10,000
Defer improvements to Legal Library				10,000
New fee for Development Permits for accessory construction	10,000			
Business Occupancy Tax - savings				8,000
Bill Audit Fees to ABCs				6,000
Increase for planning applications	5,000			
Reduce extra hours budget - requirement set off by self serve machines			5,000	
Reduce local travel budget and use more tele-conferencing				5,000
Reduce #6405 Photo supplies & equipment. Reduce by 10% do less photography				5,000
Reduce binding budget				2,000
Reduce Out of Province Travel				1,000
Total	6,247,525	4,277,909	7,240,935	2,819,000

Budget Opportunities

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Complete List of Suggested Budget Savings - As Submitted

Reduce Customer Service Centre Hours to close at 4 pm.
 Revenue from Halifax Water Information Technology Service Level Agreement
 Consolidate Quality Improvement Resources
 Fiscal Policy/Tax Reform funds no longer required
 Increase non-recoverable tender deposits
 Reduce budget for Office Furniture (DUP)
 Eliminate provision of stores to external agencies
 Reduce telephone budget (DUP)
 Reduction in Consulting Fees (DUP)
 Reduction in Local Travel (DUP)
 Reduce printing budget (DUP)
 Reduce membership fees (DUP)
 Real Estate - Potential savings re: vacant facilities. QE, Rehab Centre
 Mun Ops - Service Reduction
 Cemeteries/Burial Services - Alternate Delivery
 Rationalization of hours of operation of facilities
 Consolidation of resources?
 Reduce water sampling
 Reduce uniforms and clothing budget
 Reduce Office furniture & equipment (DUP)
 Review Recreation Programs
 1 year holiday from position funding reserve
 Renegotiate 911 service
 Purchase 1874 Brunswick instead of leasing Duplicate
 Reduce by-law service on weekends
 Police Study Impact
 Possible efficiency with HRM Finance
 Reserve opportunities?
 Reduce Office furniture and equipment (DUP)
 Capacity savings - increase support from a Financial Consultant

Cease accepting donations from the public. Will not save money but will avoid costs and create capacity. Only 2% is acceptable.

Provincial funding - Unknown...
 Library - Find Service Reductions
 Salary savings from a purchased leave program??
 RCMP - Reduction in FTEs (only mechanism for savings due to PPSA)
 Ask Province for more funding for students, then reduce supp education. Not possible this year.
 Review Library functions. Make a line department? Any savings?
 Review 10/11 capital projects. What can be deferred or cut?

Transit fare increase versus increasing transit area rates
 Revisit winterworks and paying contractors on standby
 Add a municipal gas tax
 Reduce number of staff attending public meetings. Would there be OT savings?
 Provide a list of surplus buildings and land and initiate disposals where possible
 Divert furniture from the landfill for resale
 Increase Bridge Toll for Transit Use
 Toll for entry to Peninsula
 Only deliver core services (not enough detail in this comment to be helpful)
 Area rate solid waste, or cut solid waste pick up. IE: Can we go to 3 weeks instead of 2 in suburban and rural areas? (Duplicate)

Hiring freeze for HRM vacant positions.

Budget Opportunities

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<p>Provide more support for volunteers operating HRM facilities, or encourage this as it saves us money.</p> <p>Take money from capital and redirect into operating. (new capability projects and not base??) Oublic Art/Watershed Study/Streetscaping Hubs</p> <p>Lobby for more Gas Tax</p> <p>Combine DH with GHP and Trade Centre</p> <p>Start renting out Halifax Hall for Public Events</p> <p>Prepare a communication package for residents (on what??)</p>				
<p>Implement more user fees... increase the ones we have</p> <p>Combine Fire and Police into one Integrated Emergency Response (#101)</p> <p>Use more LICs</p> <p>Go to one DCAO position instead of two</p> <p>Early retirement incentive program to reduce staff</p> <p>Merge some departments... reduce Directors and administration</p>				
<p>Provide a spreadsheet on all revenues, fees, permits and tax rates.</p>				
<p>Limit taxi lights to just one per driver and increase the fee</p> <p>Park Land Dedication Fee - Adjust SD by-laws to include new lots, condos and multi-units</p> <p>Concern re: residents paying for transit services in their areas that will never get the service. This was a comment... not a suggestion.</p> <p>Form of Commuter Taxation (#89/90)</p> <p>Sell Parking Garage</p> <p>Reduce Blackberry Use</p> <p>Increase CCC Charges from 10 to 15%</p> <p>Eliminate on Call for Supervisors</p> <p>Expand coverage of local transit rate to 2K</p> <p>Revise method of charging development fees. Ontario example</p>				
<p>Review Fleet for opportunities to save \$ or reduce vehicles (DUP 34)</p> <p>Self fund WCB to all non union staff. It works for Police Union and saves about \$300 k a year.</p> <p>Self fund Fire WCB program for non union</p> <p>Idea from a resident - Eliminate waste pickup when it falls on a weekend.... (ie after a holiday). Rotate the pickup day one day after each holiday.</p> <p>Reduce Consultings Fees... (DUP) 82</p> <p>Reduce #6399 Contract Services... amount TBD. What can be done here?</p> <p>Reduce #6404 Program Supplies. Reduce by 10% use less.</p> <p>Reduce #6403 Local Travel. Reduce by 10%.</p> <p>Reduce #6404 Program Supplies. Reduce by 10% use less. Do less. (DUP)</p> <p>Reduce #6917 Books and Periodicals by 25%.</p> <p>Reduce #6999 Other Goods & Services by 25%</p> <p>Reduce support to Grants Program</p> <p>Eliminate Public Art program</p> <p>Restorative Youth Public Art program</p> <p>Reduce the Size of Council</p> <p>Eliminate mailouts from HRM to Citizens (#76)</p> <p>Electronic Pay Stubs rather than paper - in development</p> <p>Electronic Council Packages rather than paper</p> <p>Paperless Environment</p> <p>Effective use of technology to replace manual processes</p> <p>Electronic Data Interchange with business partners to reduce manual work</p> <p>Eliminate Staff Inservice and appreciation events</p> <p>Make staff accountable for unjustified cell phone charges (#112)</p>				
<p>Limit Office Supply Purchases</p>				

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<p>Limit out of office travel/mileage Control Absences more effectively reduce the amount of project outsourcing to consultants #21)</p>				
<p>outside audit of peoples jobs and what they do on a daily basis</p>				
<p>No need for HR Consultant and a Labour Relations Consultant</p>				
<p>Revisit policing study decision - Hire HRMP rather than RCMP</p>				
<p>Early retirement program Put all solid waste services on a two-week cycle - refuse one week and recyclables/compost ("blue bag"/"green bin") the next</p>				
<p>there should be a limit on how much below market value HRM can sell to non-profit agencies Distribution of procurement documents(plans) electronically. This would save money from Capital Projects.</p>				
<p>Cleaning services could be contracted out with considerable cost savings, in the region of \$800k per year. 16 custodial hours through the week is excessive Eliminate staff taking home vehicles after hours do an audit of heat energy consumption Eliminate blackberry use (#112) Eliminate catering at meetings Freeze all employee's wages (DUP) Eliminate Councillor Discretionary funds review jobs to see if other positions are doing the same or similar work</p>				
<p>Rationalise business units Building a \$50M library when most libraries are closed Sunday and Monday illustrates that they are not used to capacity and another may not be warranted</p>				
<p>Make Library an HRM Business unit, and eliminate duplication at the management level (#77) Reduce standards for capital projects - build a Kia rather than a Cadillac</p>				
<p>Reduce Snow and Ice Standards to save money Cut bonus paid to Halifax Water Staff Increase dividend paid by Halifax Water to HRM Do not provide early retirement incentive program - will cost a bundle, and we will lose top talent and experience.</p>				
<p>Eliminate Service Delivery via planned overtime Close Cole Harbour Place library when new one opens - duplication of service within 2 kilometers. Dartmouth has two other libraries.</p>				
<p>Alternate Service Delivery - Receivers office Alternative Service Delivery - Call Center Alternative Service Delivery - IT Services Defer move from Duke Tower to Alderney Gate Alternative Service Delivery - Review Maritime Travel RFP - are we saving any money?</p>				
<p>Retain and use air miles earned on HRM Travel Use cheaper hotels Charge other organizations for our expertise Use Alternate Dispute Resolution instead of Arbitration Develop partnerships with the Feds and Province for Training</p>				
<p>Charge business units for Corporate Training to ensure efficient use of money Eliminate paid union president positions Further explore our partnership with NSCC Review Leadership Week expenses - look at doing it differently</p>				
<p>Look at different ways of doing Diversity Week</p>				

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<p>Target layoffs based on service reductions Eliminate positions through service review Change pre-retirement leave benefits for non union Change pension waiver benefits for employees on LTD Review of Community Relations and Cultural Affairs division – Review of all small divisions Adjudicating sick leave – automatic sick pay. Setting a threshold where you would not pay without evidence of sickness.</p>				
<p>Holding Post for 24 months while employee on LTD – revisit</p>				
<p>Re-negotiate rental agreements, insurances, car leases, anything with a cost Eliminate maternity/paternity top up Full review of HRM Fleet. Do we really need all the vehicles we already have? (DUP 34 & #118) Charge a fee to pickup furniture or christmas trees instead of having it provided free Pension Plan Changing the rule of 80 to rule of 85. Fire Station-Permanent Closures Red Cross Building Gottingen Lease Renewal - Buy versus lease</p>				
<p>Review any other Lease renewals that are timely to determine if we should buy the building Outsource other Municipal Ops Functions Use Mobile & Internet service instead of buildings Phase out all grants programs Eliminate Community Facility Partnership Program No new recreation or sports facilities for 5 year period; recapitalization or maintenance only Close fire stations not required to meet standards Suspend housing advocacy initiatives Cancel Menial Health Mobile Crisis team (Prov function) Review Trails Program Suspend Trail projects pending fed/prov funds available Cancel further projects with School Board (Auditoriums/Gyms)</p>				
<p>Metro Center surplus recall Reduce scope Dartmouth Transit Terminal Eliminate reserve contribution to New Capital Replacement Reserve Contribution to WTCC limit (10-15% of cost)</p>				