

Halifax Regional Municipality

# Multi-Year **BUSINESS & CAPITAL PLANS**

Year 2

Proposed 2018/19

**HALIFAX**



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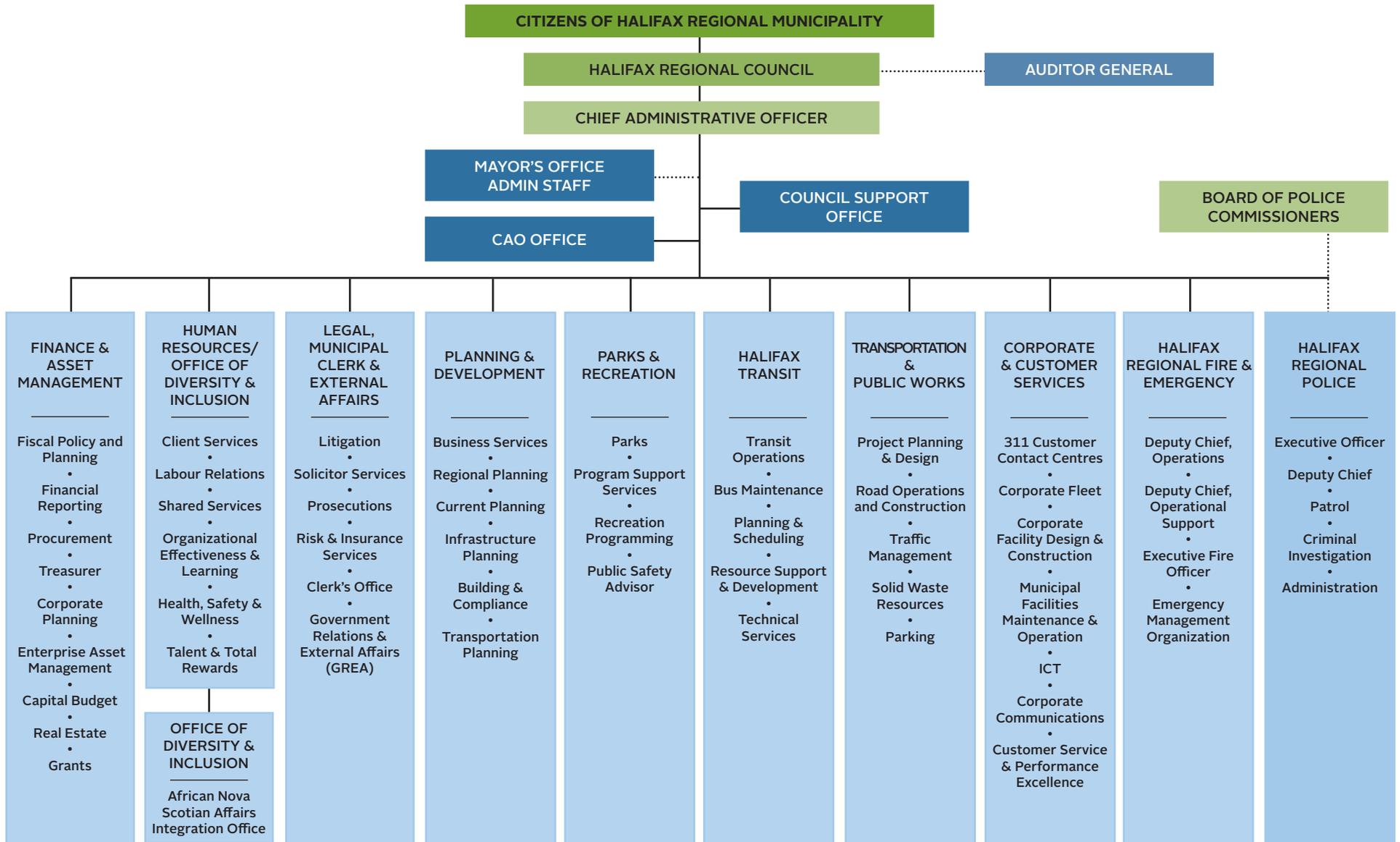
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# HALIFAX REGIONAL MUNICIPALITY





# Executive Summary

The Halifax region is continuing to experience moderate, above trend economic growth. Real incomes, investment demand and labour force growth are positive. Supportive national financial conditions such as federal stimulus and low interest rates continue to support growth. Against these economic conditions, Regional Council will maintain service levels with enhancements in targeted service areas, with the average tax bill per single family home set to rise 1.975 per cent.

Regional Council direction stipulates the average residential tax bill will rise 1.975 per cent to \$1,917 per average home. The overall average commercial tax bill will decrease by 1.1%. For 80 per cent of commercial properties, the average tax bill will rise 1.95 per cent to \$9,249 per property. Staff have targeted 80 per cent of the commercial distribution given Council's desire to help lower valued properties and small firms. As economic conditions evolve, striking a balance between infrastructure maintenance, an appropriate tax burden and services that support economic and social welfare will remain critical.

Tax revenues grow in a linear trend, although commercial assessment growth is set to remain flat or negative in the short-run, largely due to excess supply of commercial property and the end of the building cycle. Deed Transfer Taxes have increased substantially although it is not clear this increase is sustainable.

Municipal expenditures are forecast to be \$760.6m, an increase of \$17m from the prior year. Recent arbitration awards have led to significant increases in Police and Fire wages. In addition, the adoption of enhanced Fire Service Standards has led to the hiring of new fire fighters which requires additional funding for training, overtime and personal protective equipment. These costs are absorbable in the short-run, but will crowd-out other productive spending, for example on existing or new infrastructure.

Public debt levels also continue to decline. Debt peaked in 1998-99 at nearly \$350m and now stands at \$240m, a reduction over \$100m, and an average decline in HRM stock of debt of 1.6% per year since 1999. Debt is best thought of as a longer-term financial tool that is typically optimal when economic conditions are supportive and the region has capital projects that are long-term in nature. HRM's debt position remains conducive to support capital spending into the future.

2018-19 gross capital spending of \$128.6 m supports a combination of:

- Increased focus on road and street maintenance;
- Initial capital projects supporting the Integrated Mobility Plan (IMP)
- Completion of Dartmouth Sportsplex Revitalization

HRM's expenditure flexibility is crucial in its ability to respond to changing conditions, and to support broad social welfare in the region. As with any large region, national fiscal and monetary policy affect the growth trajectory. HRM will eventually face Nova Scotia's structural issues over time, as labour force growth slows and demand for public services continues to rise.

In the medium term, the Municipality will be in a robust financial position given Council's commitment to expenditure and debt management, while maintaining its commitment to future prosperity and economic well-being.



# Introduction to Halifax

The Halifax Regional Municipality (HRM) is Nova Scotia's largest and most diverse municipality. Nearly 45 per cent of the provincial population resides within HRM (Statistics Canada, 2017). HRM has significant suburban and rural content, with a sizeable urban mix. The land area of the municipality – equal to 5,577 square kilometres is larger than that of Prince Edward Island (PEI). As of 2017, Halifax is home to 431,700 residents living in 200 communities.

HRM is a modern example of urban, suburban and rural living in Canada. Areas of note include the historic downtown areas on both sides of the world's second largest natural harbour; 400 kilometres of shoreline, fertile agricultural land in the Musquodoboit Valley and suburban communities such as Bedford, Sackville and Cole Harbour.

## **The Local Economy**

Halifax has a diverse economy; notable sectors include export (trade), real estate, health care, professional services, education and public administration. Employment is forecast to grow to 230,000 during 2018, according to the Conference Board of Canada.

During the macroeconomic slowdown in 2008-09 and subsequent periods of slow growth, Halifax has seen growth in employment average 1 per cent, while growth in GDP/Capita is set to average 3 per cent to 2021. Halifax's labour pool is attractive to many new firms who have located in the area in recent years. Its universities produce high-skilled graduates across ocean science, maths, engineering, commerce, and information technology.

Halifax is a relatively small and open market that relies on larger export markets like the United States, China and South-East Asia for value-added goods and services exports. Nova Scotia firms have targeted emerging markets across Asia as a market for their products, but face short-run uncertainty due to geopolitical risk, exchange rate fluctuations, and financial instability in parts of the emerging world.

## **The Municipal Government**

Halifax is governed by a Council/Chief Administrative Officer form of government, including one Councillor for each geographic area and an independently elected Mayor. Currently, there are 16 Councillors representing 16 distinct areas of HRM. The Chief Administrative Officer (CAO) provides advice and guidance to Council while carrying out relevant Council policies and programs. The Municipality has over 4,000 employees providing a wide range of services and programs as mandated by Regional Council.

Services include:

- Public Transit
- Policing
- Fire and Emergency
- Streets and Roads and Sidewalks
- Recreation and Cultural Programs
- Libraries
- Community Planning
- Economic Development
- Regulatory and Compliance
- Environmental Stewardship
- Environmental Services (water, waste water, and storm water management services are provided by the Halifax Regional Water Commission, a regulated utility owned by HRM)

The Municipality is governed by the *Halifax Charter*, a Provincial law that sets out its powers and responsibilities. It operates on a 12-month fiscal cycle, from April 1st to March 31st of the following year. It is required to prepare an operating budget for ongoing items such as salaries, wages, and other recurring costs, in addition to a capital budget for fixed assets. By law, the operating budget must be balanced. The capital budget is financed through a combination of debt, cost sharing, reserves and current-year tax revenue.

# Halifax Regional Municipality Key Map

**Population:** 431,700 (more than on-third of Nova Scotia's population)

**Area:** 5,577 square kms

**Coastline:** Over 400 km (250 miles) of coastline

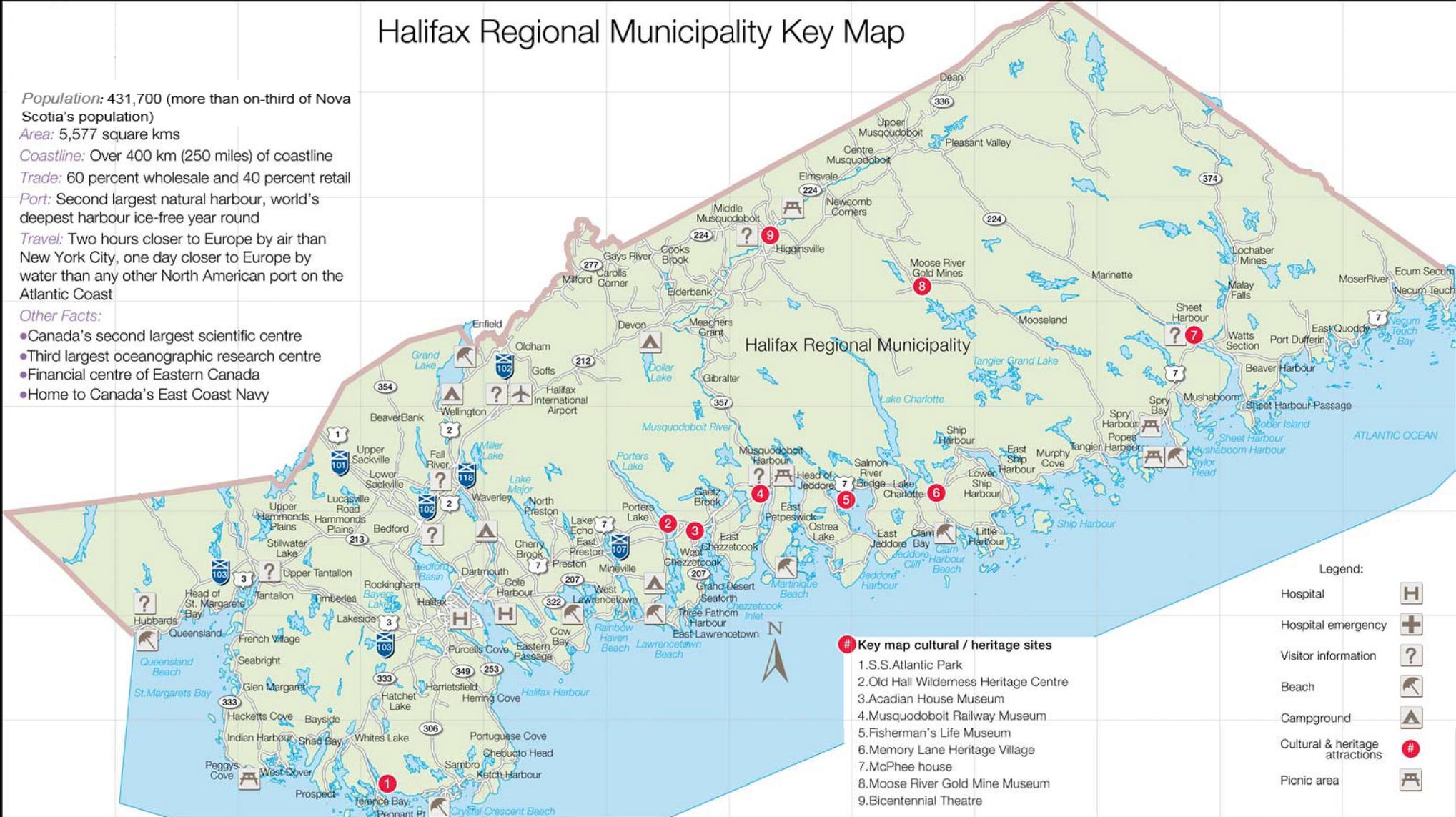
**Trade:** 60 percent wholesale and 40 percent retail

**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



**Legend:**

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

**# 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

# HALIFAX

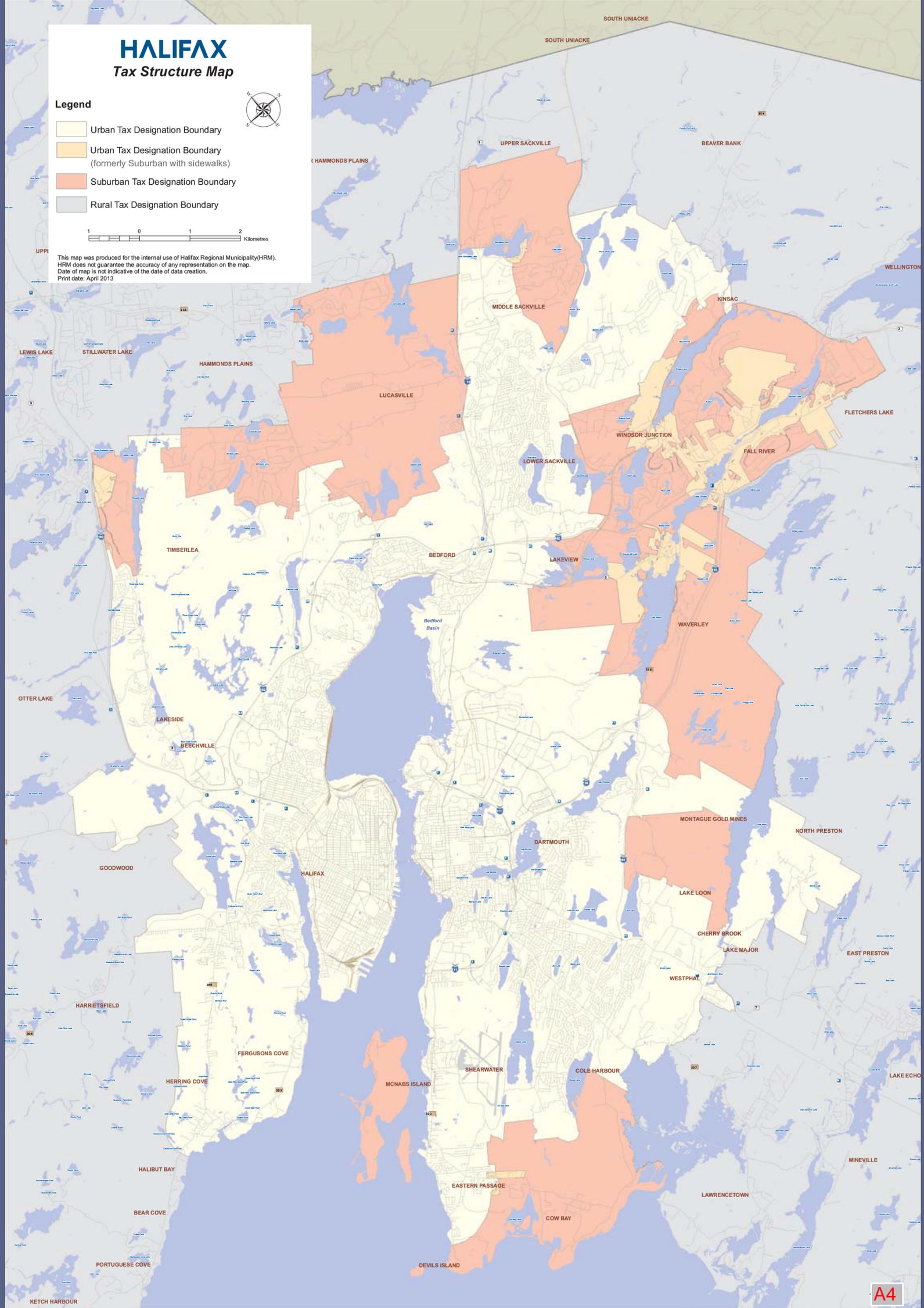
## Tax Structure Map

### Legend

- Urban Tax Designation Boundary
- Urban Tax Designation Boundary (formerly Suburban with sidewalks)
- Suburban Tax Designation Boundary
- Rural Tax Designation Boundary



This map was produced for the internal use of Halifax Regional Municipality (HRM). HRM does not guarantee the accuracy of any representation on the map. Date of map is not indicative of the date of data creation. Print date: April 2013



# Discussion and Analysis

The municipality has modernized its financial approach to better integrate its budget framework with economic conditions. In 2016, Regional Council directed that the budget take “... a much broader view that looks at the underlying fiscal and economic assumptions and critical key decisions such as the level of the overall capital budget, debt, tax levels, reserves and the capacity to undertake service enhancements.” The long-term goal being the the integration of macroeconomic constraints, service levels, appropriate levels of taxation and providing services to enhance public and economic welfare. Work has continued refining a Multi-Year Budget Framework that is practical, forward-looking and grounded in sound public finance principles.

## **Economic Conditions and Constraints**

Within Nova Scotia exist two distinct, but highly inter-dependent economies. The Halifax region’s economy has greater income levels and economic opportunities than any other region. The municipality accounts for 45 per cent of the population but approximately 57 per cent of GDP. Nova Scotia’s municipalities face difficult challenges including:

- Limited provincial cost sharing with municipalities due to funding limitations in areas such as health and infrastructure.
- Municipalities fund a substantial portion of education. HRM pays out \$140.3 million per year to cover the costs of public education. While other Canadian municipalities receive cost sharing, collectively municipalities in Nova Scotia are net payers to the Province.
- Nova Scotian municipalities are heavily dependent on property tax. Nearly 80 per cent of HRM’s revenues come from property taxes.
- Even though property tax levels in the Halifax region benchmark favourably to other Canadian cities, high provincial taxes make it difficult to raise municipal tax levels, meaning the total tax take is already substantial.

In short, the municipality has limited tax room and, as such, needs to direct resources carefully to the services and areas most needed.

## **Budget Approach, Framework**

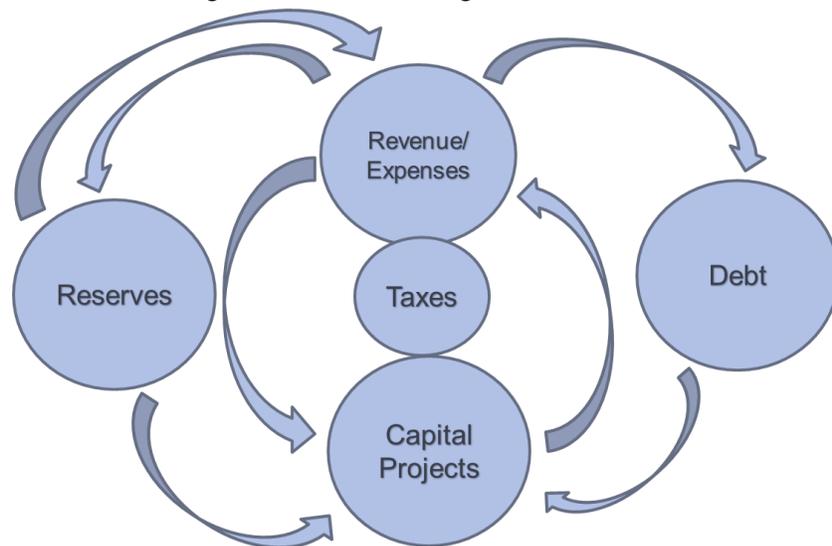
Multi-year budgeting is a forward-looking planning process that is well aligned with the municipality’s debt and reserves policies, which have built a robust financial foundation with low public debt levels, healthy reserve levels and an excellent liquidity position.

In December 2016, Regional Council approved a fiscal framework that outlined the benefits of, and approach to, multi-year budgeting:

- Predictability/sustainability
- Less annual effort
- Enables long-term view
- Reflects modern practices in other jurisdictions

The framework focused on balancing economic growth with four key inter-related financial pillars: the operating budget and required taxation; the capital budget; the municipality's debt picture; and reserve accounts. This adopted framework is illustrated in figure 1 below:

Figure 1 – 2018-19 Budget Framework



Each of these pillars is critical to maintaining long-term sustainability. The operating budget is represented by **expenses and revenues**. The latter is nearly 80 per cent composed of property taxes. The operating budget pays not only for everyday services but also for:

- outstanding **debt**;
- the cost of **capital projects** and the resulting operating costs; and,
- contributions to and withdrawals from **reserves**.

In simple terms, the operating budget is like any household budget, comprised of family income and household costs. The debt that the municipality owes is like a household mortgage; reserve funds are essentially a series of saving accounts; and the capital budget is a proxy for the cost of buying, fixing or expanding a home or other asset like a vehicle.

Regional Council provides direction on seven key decisions:

1. **Taxes** – Should taxes rise, fall or stay the same?

2. **Services (Existing)** – How can value be optimized?
3. **Services (New)** – How will new services be funded?
4. **Capital Budget** – How much should be invested in state of good repair, growth and service improvements?
5. **Capital from Operating** – How much should HRM pay down on the capital budget?
6. **Debt** – Appropriate debt levels?
7. **Reserves** – What reserve balances does HRM expect?

None of these decisions work in isolation. A change in one will affect a change in one or more of the other areas.

Initial estimates beyond 2018-19 indicate that growth and inflation will remain at or above 2 per cent. In general, this means the municipal tax burden is stable (or slightly declining) in real (i.e.; inflation adjusted) terms. Estimates also suggest the long-term outlook for capital spending will need to be revised or reprioritized as projected expenditures exceed projected capital budget capacity beyond 2020.

*Figure 2 – Economic Outlook (Conference Board of Canada, Autumn, 2017)*

	Spring Outlook			Autumn Outlook		
	2017-18	2018-19	2019-20	2017-18	2018-19	2019-20
Real GDP	1.4%	1.7%	1.7%	1.4%	2.2%	2.2%
Personal Income per Capita	45,198	46,121	47,286	44,883	45,985	47,278
Percent Change	-	2.0%	2.5%	-	2.5%	2.8%
Inflation (CPI)	1.2%	1.9%	2.2%	1.2%	2.0%	2.2%
Population (000's)	434	440	445	434	440	446
Dwelling Units	194,984	196,954	198,782	194,159	195,529	198,837
Percent Change	-	1.0%	0.9%	-	0.7%	1.7%

Underlying economic conditions contribute to the price (cost) of public services, the growth in real incomes/property values (ability to tax), and stipulate what boundaries public sector entities can operate in.

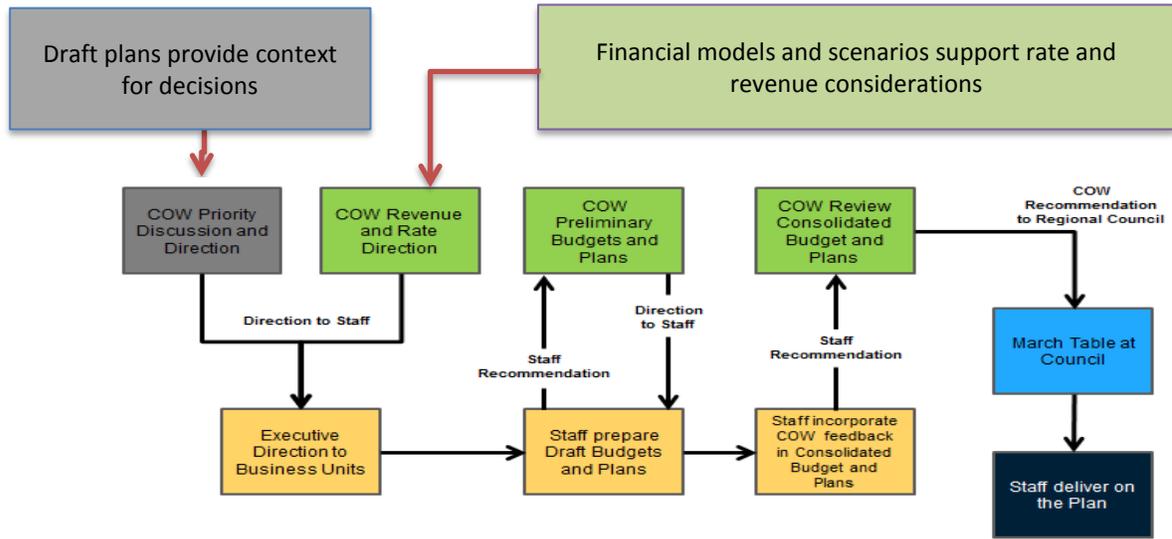
- Inflationary pressures on municipal government can be considerable, especially considering the wide range of unique services. Unlike many private sector organizations, outsourcing services have substantial practical limitations.
- Municipal assets have an approximate \$5 billion replacement value and include both linear assets (roads and pipes) and other tangible assets (buildings, fleet). The cost to maintain these assets can increase due to oil prices or environmental and other regulations. Additions of new assets usually require additional resources (staff, materials).

- Compensation costs represent roughly half of the municipal budget and are a substantial portion of many individual business unit costs. In addition, pension costs remain a significant upward pressure combined with post-employment benefit obligations.
- As a modern municipality, there are substantial expectations that HRM provide better and expanded services. There are service changes planned for 2018-19 and forward including expanded ferry service and capital work on active transportation initiatives. While new home construction provides additional revenues, it also brings additional cost pressure to service those homes.
- Funding the capital budget requires additional capital from operating (expected to increase faster than inflation) and requirements for more reserve funding. While debt funding can provide some relief from this pressure, future debt servicing costs are borne by the general tax rate.

Nova Scotia uses a market-based assessment system to determine property values. Under Provincial law there is a “cap” on the assessment increase that homes and small apartments can experience in a single year. The cap creates distributional effects that have negative impacts on upward mobility and housing market liquidity. HRM is heavily dependent upon property taxation, with limited alternatives for additional revenues. Several critical elements of the property tax are important:

- Taxes vary by specific property values, with 10 percent of homes in the municipality paying taxes of less than \$1,000 annually while the top 10 percent pay taxes of \$4,400 or more. The median tax is \$2,400.
- Commercial tax rates are nearly three times higher than residential tax rates making HRM more dependent on changes in commercial taxation than on residential. The commercial sector pays roughly 38 percent of property tax.
- Property taxes in the Halifax region compare favorably to other Canadian cities. Average residential taxes benchmark in the bottom third of Canadian cities while commercial taxes are at similar levels to that of most cities.
- Both personal income levels and real gross domestic product (GDP) are rising faster in the Halifax region than property taxes.
- While average property tax levels have not risen substantially in the municipality, high provincial taxes make it difficult to further increase taxation. Potential changes in taxes, however, need to be balanced against the public’s expectations of additional and improved municipal services.
- As the population ages, there are fewer new single-family homes being built but more multiple-unit condos and apartments under construction. Commercial assessment has expanded considerably in past years but, following a considerable growth cycle, has now entered a slow growth phase.

Figure 3-Committee of the Whole (COW) Budget Overview



**Operating Budget**

The operating budget includes the day-to-day expenses and revenues that are required to run the municipality and provide services to citizens. It includes items such as compensation, contracts, fuel, building costs, material, debt charges and capital from operating. These costs are offset by the revenues, property taxes (residential and commercial), tax agreements, payments in lieu of taxes, and a variety of fees and fines. By law, the municipality may not budget for a deficit. Any deficit it does incur must be made up for in the following year.

The 2018-19 budget includes \$157.9 million for provincial services such as education, Corrections Nova Scotia, housing and property assessment. HRM does not provide these services, nor is the municipality accountable for how the money is spent. Under provincial law, all municipalities must levy taxes for these items and transfer the collected funds to school boards and other entities.

Figure 4- Municipal/Provincial Expenditures (In Millions)

	2017-18	2018-19
<b>Gross Expenditures</b>	<b>895.7</b>	<b>918.5</b>
Less: Mandatory Provincial Costs	-152.9	-157.9
<b>Municipal Expenditures</b>	<b>742.8</b>	<b>760.6</b>

In 2018-19 municipal expenditures will total \$760.6 million. Major areas of cost increases are related to replacement and expansion of capital assets and public safety compensation increases. Over time, the municipality’s population has grown while the costs to provide municipal service have also increased,

through increases in staff complements and compensation levels, and capital asset repair. Examples of these increases are shown in figures 5 and 6 below.

*Figure 5- Municipal Expenditures by Business Unit (In Millions)*

<b>Business Units</b>	<b>2017-18</b>	<b>2018-19</b>
<b>Public Safety Service:</b>		
Fire and Emergency Services	59.5	72.0
Halifax Regional Police	86.6	95.6
RCMP	<u>26.0</u>	<u>26.2</u>
<b>Total</b>	<b>172.1</b>	<b>193.7</b>
<b>Public Services:</b>		
Halifax Transit	115.4	115.6
Library Services	26.9	27.0
Corporate & Customer Services	62.0	64.3
Parks & Recreation	41.0	43.0
Planning and Development	20.1	20.4
Transportation and Public Works	<u>98.8</u>	<u>100.3</u>
<b>Total</b>	<b>364.3</b>	<b>370.7</b>
<b>Governance and Support Services:</b>		
Auditor General	1.0	1.0
CAO	4.6	4.9
Finance & Asset Management	20.3	21.3
Human Resource Services	6.6	6.9
Legal, Insurance and Risk Management	<u>11.7</u>	<u>12.1</u>
<b>Total</b>	<b>44.3</b>	<b>46.2</b>
<b>Total</b>	<b>580.6</b>	<b>610.6</b>
Corporate Services (Fiscal)	<u>162.2</u>	<u>150.0</u>
<b>Total</b>	<b>742.8</b>	<b>760.6</b>

Figure 6- HRM Full Time Equivalent (FTEs)

	<b>2017-18 Total FTEs Approved</b>	<b>2018-19 Total FTEs Proposed</b>
<b>Support Services</b>		
Auditor General	10.0	10.0
CAO	25.0	25.0
Finance & Asset Management	194.5	197.3
Human Resource Services	60.5	64.7
Legal Services	<u>66.5</u>	<u>68.4</u>
<b>Subtotal</b>	<b>356.5</b>	<b>365.4</b>
<b>Public Services</b>		
Corporate & Customer Services	337.0	347.2
Planning and Development	209.8	217.5
Halifax Transit	963.5	994.8
Parks and Recreation	476.5	466.2
Library Services	338.0	338.0
Transportation and Public Works	<u>301.2</u>	<u>306.7</u>
<b>Subtotal</b>	<b>2,626.0</b>	<b>2,670.4</b>
<b>Public Safety</b>		
RCMP	0.0	0.0
Halifax Regional Police	795.4	802.4
Fire and Emergency Services	<u>507.7</u>	<u>523.0</u>
<b>Subtotal</b>	<b>1,303.1</b>	<b>1,325.4</b>
<b>Total</b>	<b>4,285.6</b>	<b>4,361.2</b>

A high-level overview of aggregate expenditures is shown below in figure 7, arriving at a forecasted balanced budget.

Figure 7- Summary of Municipal Budget Balance, 2017-18, 2018-19 (In Millions)

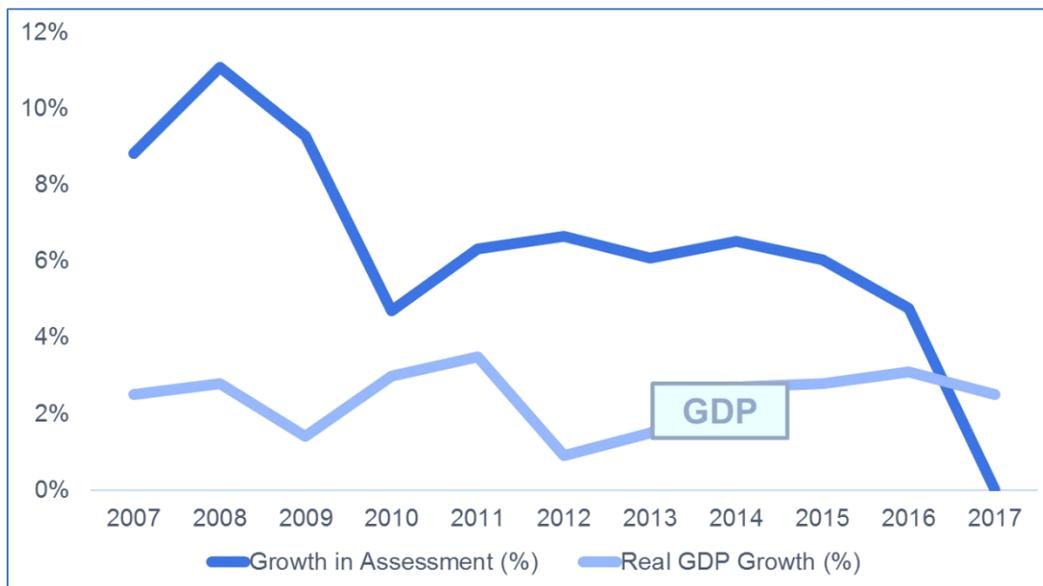
	<b>2017-18</b>	<b>2018-19</b>
<b>Gross Expenditures</b>	895.7	918.5
Less: Mandatory Provincial Costs	-152.9	-157.9
<b>Municipal Expenditures</b>	<b>742.8</b>	<b>760.6</b>
Less: Revenues	-235.0	-241.5
<b>Net Municipal Expenditures</b>	<b>507.8</b>	<b>519.1</b>
Less: General and Transit Tax Levy	-507.8	-519.1
<b>Total</b>	<b>0.0</b>	<b>0.0</b>

## Taxation

Canadian municipalities rely on property taxation as their major source of revenue. HRM is similarly dependent. Approximately 80 per cent of total revenues come from residential and commercial property tax or various tax agreements and payments in lieu of tax. While taxes are universally unpopular, they reflect the price (cost) of public services.

Nova Scotia's tax system is based on current market values, although single-family homes are eligible to have their values capped at the consumer price index (CPI). The rate of growth in residential and commercial assessments has fallen relative to the recent historical trend. While growth in the residential sector continues, it has moderated considerably. Importantly, the growth rate in the value of commercial properties is flat and may become negative in the near term, largely due to excess supply of commercial space, low real interest rates and structural changes in space requirements by firms. A snap shot of this phenomenon is illustrated in figure 8 below:

*Figure 8- Commercial Assessment, Real GDP (Annual Rate of Change)*



HRM has different tax rates including general tax rates that vary by urban, suburban and rural areas. Additionally, it has two dedicated residential taxes for transit: A Local Transit tax paid by those within one kilometre of a local route, and a Regional Transportation tax that is applicable to a much larger area within the municipality.

Figure 9- Residential and Commercial Tax Rates

Tax Rate (\$)	2017-18	2018-19	Change
<b>Residential</b>			
Urban	0.667	0.673	.006
Suburban/Rural	0.634	0.640	.006
Transit Local + Regional	0.146	0.144	-.002
<b>Commercial</b>			
Urban/Suburban	2.869	2.924	.055
Rural	2.542	2.591	.049

In 2018-19, the average tax bill for a single-family home is \$1,917 and the average tax bill for a business will decrease to \$40,986.

Figure 10- Average Assessments, Tax Rates and Tax Bills

**Average Tax Bill**

	2017-18	2018-19
<b>Residential:</b>		
Average Assessment (Single Family Home)	\$231,300	\$234,500
Urban Tax Rate	0.8130	0.8175
<b>Average Tax Bill</b>	<b>\$1,880</b>	<b>\$1,917</b>

**Average Tax Bill**

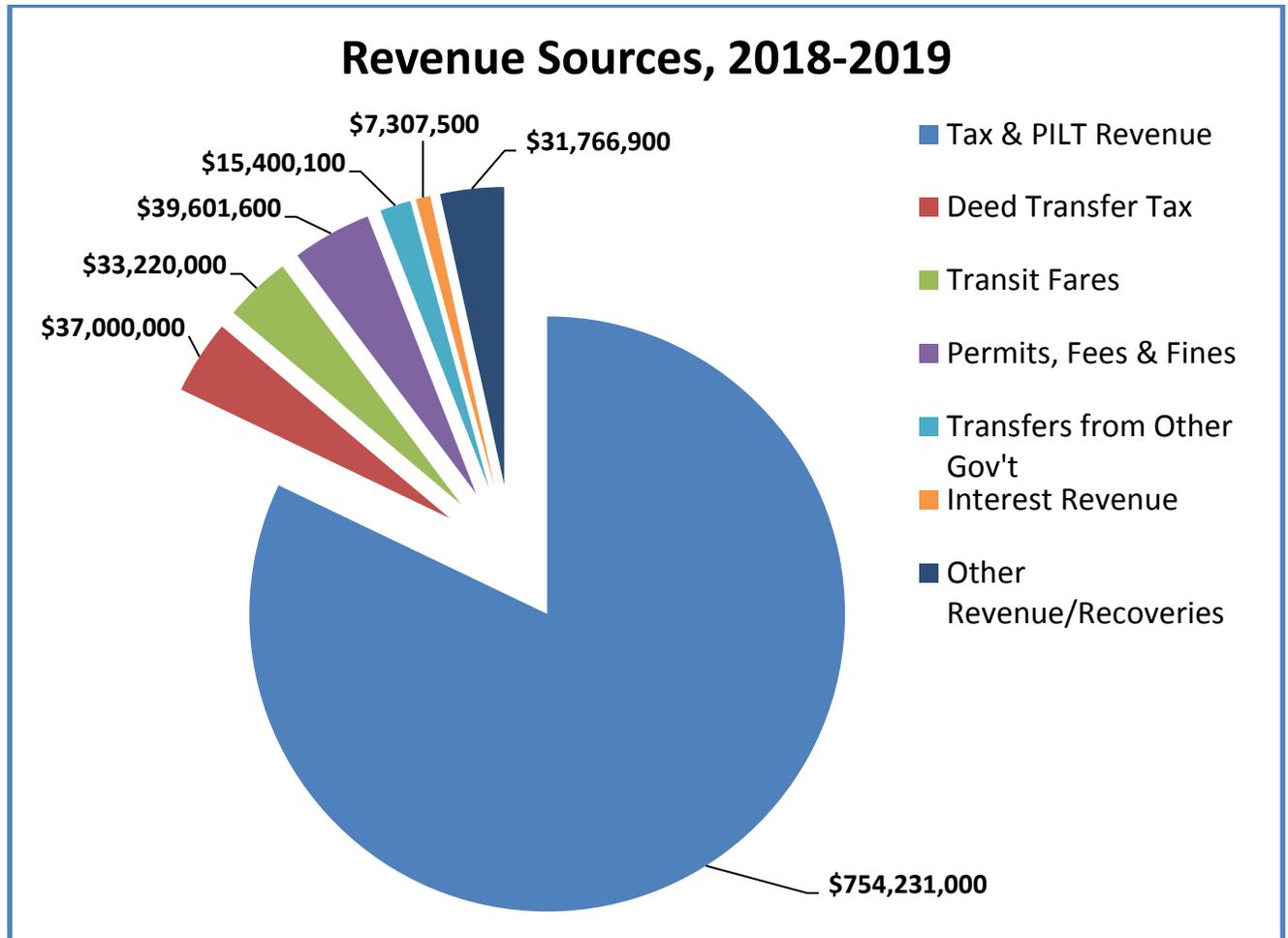
	2017-18	2018-19
<b>Commercial:</b>		
<b>Average Assessment</b>	<b>\$1,445,000</b>	<b>\$1,401,000</b>
Urban Tax Rate	2.8690	2.9255
<b>Average Tax Bill</b>	<b>\$41,457</b>	<b>\$40,986</b>

Available benchmarks for property taxes indicate that average taxes in the Halifax region compare favourably to other Canadian cities. While average taxes are growing, growth and income levels are outpacing residential taxes. In 2018-19 residential taxes are expected to represent just over 1 per cent

of regional income. Similarly, commercial taxes represent 2.1 per cent of GDP and 38.6 per cent of total tax revenues, down from a historic high of 50 per cent at amalgamation in 1996.

Municipal revenues grow in a linear trend, roughly following economic indicators like income or nominal GDP growth. Property taxes and Payments In lieu of Taxes (PILT) form the most significant share of municipal revenues, this is shown in figure 11 below.

Figure 11- Municipal Revenues by Type



## **Capital Budget**

The capital budget funds the purchase, construction, and rehabilitation of assets. The municipality has a considerable asset base of \$3.4 billion that includes over 300 buildings, 1,200 parks and playgrounds, 1,800 kilometres of roads and more than 1,200 vehicles.

HRM uses capital from operating and reserve funds to avoid debt financing and to plan for known and recurring asset needs. Its capital budget is also classified according to projects that repair assets (“State of Good Repair”), projects that service new homes and communities (“Growth”), and for enhancements to services (“Service Improvement”).

Many capital projects take more than a single year to plan, design and develop, with the associated capital funding approved within each budget year until project completion. Council continues to recognize the need to be diligent in balancing the municipality’s ability to fully complete capital projects against the desire for additional capital investment.

The upcoming Capital Budget will see the municipality approving \$128.6 million in 2018-19. Given federal policy changes to cost sharing programs, and available reserve funding, new capital investment can fluctuate from year to year.

See 2018-19 Capital Budget detail in figures 12 and 13 below.

*Figure 12- Gross Capital Budget Summary (In Thousands)*

<b>Budget Category</b>	<b>2018-19 Expenditures</b>
Buildings	24,520
Business Tools	12,529
District Capital Funds	1,504
Equipment & Fleet	6,900
Halifax Transit	21,157
Parks & Playgrounds	10,209
Roads & Active Transportation	44,335
Solid Waste	4,750
Traffic Improvements	2,680
<b>Grand Total</b>	<b>128,584</b>

Figure 13- Capital Budget Funding (In Thousands)

**Project Specific Funding:**

Reserves	21,424
Cost Sharing	2,000
Area Rates and Other Charges	<u>3,735</u>
<b>Sub-Total</b>	<b>25,868</b>

**Capital Capacity:**

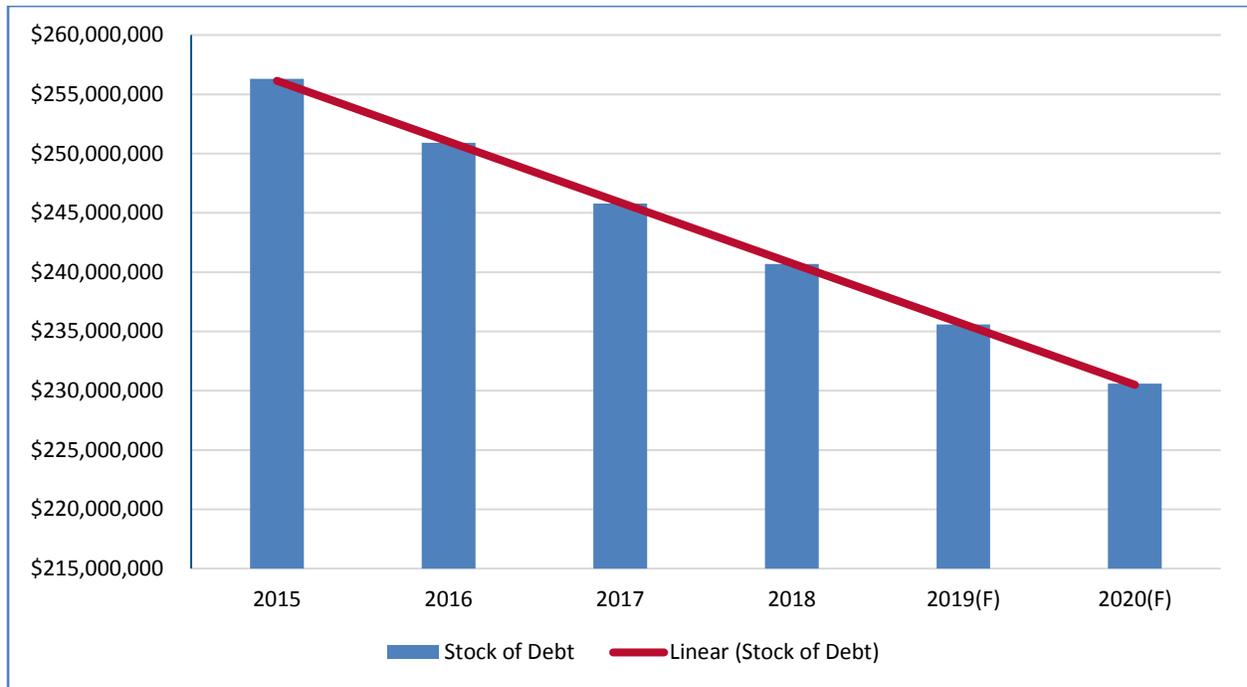
Additional Debt Approved	29,800
Capital from Operating	36,200
Federal Gas Tax	26,500
Other (Crespool, project closures)	<u>10,216</u>
<b>Sub-Total</b>	<b>102,716</b>
<b>Total Funding</b>	<b>128,584</b>

**Debt**

Debt is a long-term tool that can be used to fund the capital budget. In many respects, it works much like a home mortgage, with the principal and interest being repaid over the asset’s life. HRM has a specific debt policy to ensure that all ongoing “state of good repair” capital is from current revenues (taxes), or historical revenues (reserves).

To accomplish this, the municipality has set specific targets for debt, which has helped it to steadily reduce its debt level and associated debt charges (principal and interest) that must be repaid each year. Since amalgamation, municipal debt has fallen by roughly 30 per cent. HRM has the flexibility to fund future growth or rehabilitation initiatives due to its approach to debt management.

Figure 14- Stock of Municipal Debt, Trend



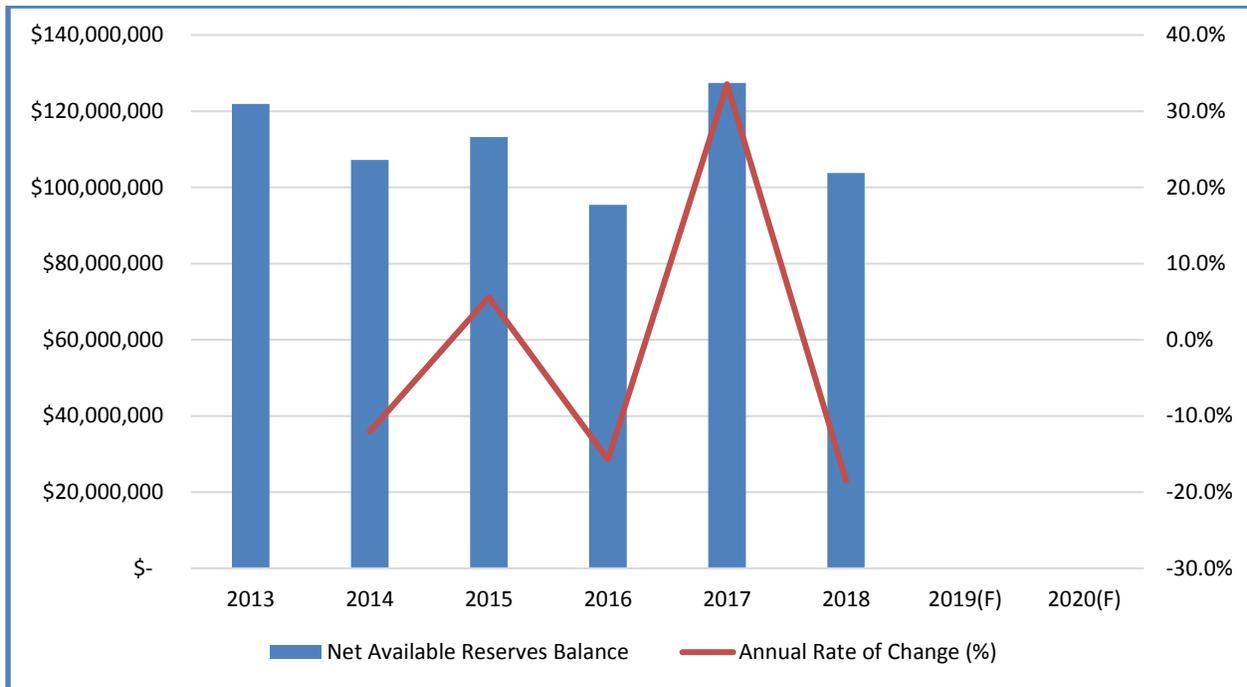
## Reserves

The municipality recently reclassified its reserves into three main categories, each designed to reflect the specific purposes of the reserve system.

- Contingency funds for unforeseen financial **risk** such as emergencies or economic events;
- Savings funds for future **obligations** that the municipality expects to make such as a specific asset or other commitment; and,
- Contingency funds for **opportunities**, such as federally cost shared programs.

HRM's reserve balances are in a relatively strong position with an expected reserve balance of \$103.8 million at March 31<sup>st</sup>, 2018. At Council's direction, many of these funds are earmarked for initiatives that are expected to start after the end of the Four-Year Plan. Reserve expenditures are closely related to spending on larger, "strategic capital" projects, which Regional Council will be prioritizing in the medium-term.

Figure 15- Net Available Reserve Balances



\*2019 and 2020 projected reserve balances to be determined after long-term capital discussion

## Summary

The Halifax region is a relatively small and open economy. It has seen above-trend rates of growth and considerable investment activity. To maintain its competitive advantage, public expenditures should continue to support economic and social outcomes, productivity and leverage its existing strengths.

While cyclical trends have seen investment in commercial activity reach a historical high, structural issues that are being felt in other Atlantic Canadian regions will eventually be felt in HRM. Projected labour force declines, and lower potential economic growth due to demographic and productivity challenges will need to be met with appropriate policy responses.

Limited by a large tax-take at the federal and provincial levels, the property tax take is limited. This implies the need to “spend for impact”, and to ensure public services support the most vulnerable, encourage business investment, city-building and inclusive growth. Through its Multi-Year Budget Framework, the region is taking steps to secure future prosperity.

### Halifax Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	355,830,900	358,866,697	367,552,100	364,520,156	387,452,400	19,900,300	5.4
* Office	10,377,760	9,807,129	10,366,600	10,925,467	11,446,000	1,079,400	10.4
* External Services	111,720,250	127,800,993	111,155,950	110,711,440	114,884,050	3,728,100	3.4
* Supplies	3,630,550	4,034,820	3,566,350	4,389,836	3,607,250	40,900	1.1
* Materials	2,683,300	3,605,873	2,868,900	3,075,492	3,075,800	206,900	7.2
* Building Costs	18,375,950	18,597,117	18,468,200	18,794,869	19,918,900	1,450,700	7.9
* Equipment & Communications	7,520,240	8,015,301	7,881,400	8,533,514	8,113,700	232,300	2.9
* Vehicle Expense	21,745,000	25,947,517	24,259,600	25,226,723	24,450,300	190,700	0.8
* Other Goods & Services	22,218,650	21,531,603	26,680,200	24,962,271	26,807,400	127,200	0.5
* Interdepartmental	53,500	(138,650)	99,300	382,771	104,900	5,600	5.6
* Debt Service	53,952,000	53,530,492	51,227,000	50,939,900	49,104,300	(2,122,700)	(4.1)
* Other Fiscal	264,730,000	263,443,526	271,609,300	271,071,315	269,562,100	(2,047,200)	(0.8)
<b>** Total</b>	<b>872,838,100</b>	<b>895,042,417</b>	<b>895,734,900</b>	<b>893,533,753</b>	<b>918,527,100</b>	<b>22,792,200</b>	<b>2.5</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Tax Revenue	(479,528,700)	(481,778,851)	(497,516,600)	(503,568,400)	(512,267,600)	(14,751,000)	3.0
* Area Rate Revenue	(219,256,500)	(221,172,596)	(223,440,100)	(224,060,500)	(229,254,900)	(5,814,800)	2.6
* Tax Agreements	(10,358,500)	(10,511,337)	(10,617,300)	(10,797,500)	(12,165,000)	(1,547,700)	14.6
* Payments in Lieu of taxes	(37,647,100)	(37,626,450)	(38,946,100)	(38,808,100)	(39,152,100)	(206,000)	0.5
* Transfers from other Gov'ts	(15,039,100)	(15,008,938)	(14,570,100)	(16,550,100)	(15,400,100)	(830,000)	5.7
* Interest Revenue	(6,806,900)	(7,349,705)	(7,099,200)	(7,504,200)	(7,307,500)	(208,300)	2.9
* Fee Revenues	(73,323,800)	(71,384,073)	(73,613,900)	(71,721,515)	(72,821,600)	792,300	(1.1)
* Other Revenue	(30,877,500)	(49,233,932)	(29,931,600)	(32,616,125)	(30,158,300)	(226,700)	0.8
<b>** Total</b>	<b>(872,838,100)</b>	<b>(894,065,881)</b>	<b>(895,734,900)</b>	<b>(905,626,440)</b>	<b>(918,527,100)</b>	<b>(22,792,200)</b>	<b>2.5</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	(0)	976,536	0	(12,092,687)	0	0	0

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
***** Corporate & Customer Serv	55,908,400	53,872,517	59,369,000	57,050,886	61,752,000	2,383,000	4.0
***** Planning & Development	5,243,900	4,598,047	5,647,200	6,855,090	7,752,500	2,105,300	37.3
***** Parks and Recreation	26,086,200	26,138,361	29,403,800	29,353,500	29,914,300	510,500	1.7
***** Office of the Auditor Gen	946,000	816,746	1,043,500	937,740	1,019,600	(23,900)	(2.3)
***** CAO	4,921,800	4,855,358	4,549,300	4,519,300	4,683,700	134,400	3.0
***** Fire & Emergency Services	58,305,000	59,032,969	59,076,300	62,638,100	71,702,500	12,626,200	21.4
***** Finance & Asset Managemen	15,396,200	15,080,171	15,785,800	15,148,469	16,097,600	311,800	2.0
***** Human Resources/Diversity	5,923,700	5,639,407	6,533,600	6,426,250	6,828,400	294,800	4.5
***** Legal, Municipal Clerk &	8,737,100	8,471,910	9,022,600	8,988,190	9,423,300	400,700	4.4
***** Non-Departmental	(391,352,200)	(389,666,968)	(406,657,300)	(416,330,300)	(436,229,100)	(29,571,800)	7.3
***** Halifax Transit Services							
***** Outside Police BU (RCMP)	24,183,000	24,423,536	25,979,600	26,043,988	26,204,600	225,000	0.9
***** Regional Police	76,964,700	76,913,912	77,603,800	77,065,600	86,535,000	8,931,200	11.5
***** Transportation & Public W	89,296,200	90,384,036	91,852,800	88,216,500	93,386,000	1,533,200	1.7
***** Non TCA and Adjustments		1,224,631					
***** Library	19,440,000	19,191,905	20,790,000	20,994,000	20,929,600	139,600	0.7
<b>***** Total</b>	<b>(0)</b>	<b>976,536</b>	<b>0</b>	<b>(12,092,687)</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
***** Corporate & Customer Serv	57,072,500	55,261,971	60,428,600	58,235,725	62,731,600	2,303,000	3.8
***** Planning & Development	18,229,900	17,006,521	20,128,200	19,488,390	20,409,600	281,400	1.4
***** Parks and Recreation	40,307,500	40,674,405	42,568,000	44,368,565	44,565,000	1,997,000	4.7
***** Office of the Auditor Gen	946,000	819,106	1,043,500	937,740	1,019,600	(23,900)	(2.3)
***** CAO	4,960,300	4,904,552	4,587,800	4,557,800	4,922,200	334,400	7.3
***** Fire & Emergency Services	58,617,700	59,397,735	59,529,000	63,108,700	71,955,200	12,426,200	20.9
***** Finance & Asset Managemen	19,958,200	19,680,220	20,348,000	20,244,201	21,265,100	917,100	4.5
***** Human Resources/Diversity	6,003,700	5,760,242	6,613,600	6,692,050	6,908,400	294,800	4.5
***** Legal, Municipal Clerk &	11,295,900	11,972,353	11,686,100	11,746,390	12,092,200	406,100	3.5
***** Non-Departmental	309,001,100	321,635,256	315,091,400	313,227,700	307,896,200	(7,195,200)	(2.3)
***** Halifax Transit Services	114,285,000	112,927,429	115,446,300	113,728,200	115,612,600	166,300	0.1
***** Outside Police BU (RCMP)	24,183,000	24,423,536	25,979,600	26,043,988	26,204,600	225,000	0.9
***** Regional Police	85,741,400	85,990,895	86,552,300	86,685,200	95,579,500	9,027,200	10.4
***** Transportatation & Public W	96,554,600	98,193,304	98,829,200	97,311,200	100,322,400	1,493,200	1.5
***** Non TCA and Adjustments		790,694					
***** Outside Agency Support		9,731,989					
***** Library	25,681,300	25,872,210	26,903,300	27,157,904	27,042,900	139,600	0.5
***** Total	<b>872,838,100</b>	<b>895,042,417</b>	<b>895,734,900</b>	<b>893,533,753</b>	<b>918,527,100</b>	<b>22,792,200</b>	<b>2.5</b>

### Summary of Gross Revenues

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
***** Corporate & Customer Servi	(1,164,100)	(1,389,454)	(1,059,600)	(1,184,839)	(979,600)	80,000	(7.6)
***** Planning & Development	(12,986,000)	(12,408,474)	(14,481,000)	(12,633,300)	(12,657,100)	1,823,900	(12.6)
***** Parks and Recreation	(14,221,300)	(14,536,044)	(13,164,200)	(15,015,065)	(14,650,700)	(1,486,500)	11.3
***** Office of the Auditor Gene		(2,360)					
***** CAO	(38,500)	(49,194)	(38,500)	(38,500)	(238,500)	(200,000)	519.5
***** Fire & Emergency Services	(312,700)	(364,766)	(452,700)	(470,600)	(252,700)	200,000	(44.2)
***** Finance & Asset Management	(4,562,000)	(4,600,049)	(4,562,200)	(5,095,732)	(5,167,500)	(605,300)	13.3
***** Human Resources/Diversity&	(80,000)	(120,835)	(80,000)	(265,800)	(80,000)		
***** Legal, Municipal Clerk & E	(2,558,800)	(3,500,444)	(2,663,500)	(2,758,200)	(2,668,900)	(5,400)	0.2
***** Non-Departmental	(700,353,300)	(711,302,224)	(721,748,700)	(729,558,000)	(744,125,300)	(22,376,600)	3.1
***** Halifax Transit Services	(114,285,000)	(112,927,429)	(115,446,300)	(113,728,200)	(115,612,600)	(166,300)	0.1
***** Regional Police	(8,776,700)	(9,076,983)	(8,948,500)	(9,619,600)	(9,044,500)	(96,000)	1.1
***** Transportatation & Public Wo	(7,258,400)	(7,809,267)	(6,976,400)	(9,094,700)	(6,936,400)	40,000	(0.6)
***** Non TCA and Adjustments		433,937					
***** Outside Agency Support		(9,731,989)					
***** Library	(6,241,300)	(6,680,305)	(6,113,300)	(6,163,904)	(6,113,300)		
***** Total	<b>(872,838,100)</b>	<b>(894,065,881)</b>	<b>(895,734,900)</b>	<b>(905,626,440)</b>	<b>(918,527,100)</b>	<b>(22,792,200)</b>	<b>2.5</b>

### Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	273,799,100	264,972,855	279,966,500	285,492,290	286,607,800	6,641,300	2.4
6002 Salaries - Overtime	11,944,600	17,832,448	12,797,100	17,883,841	17,526,600	4,729,500	37.0
6003 Wages - Regular	415,400	5,578,774	132,400	3,200	172,400	40,000	30.2
6004 Wages - Overtime		4,428					
6005 PDP & Union Con Incr		14,186		(17,834,662)			
6050 Court Time	1,187,500	1,055,535	1,187,500	1,483,100	1,290,700	103,200	8.7
6051 Shift Agreements	119,200	245,035	133,200	140,597	310,700	177,500	133.3
6052 Shift Differentials	416,700	301,052	417,600	418,600	417,600		
6053 Extra Duty	612,400	619,063	612,400	767,900	612,400		
6054 Vacation payout		680,015		579,130			
6099 Other Allowances	35,000	70,164	20,000	4,100	21,000	1,000	5.0
6100 Benefits - Salaries	54,557,600	54,282,727	54,753,900	56,608,499	58,385,700	3,631,800	6.6
6101 Benefits - Wages		100					
6110 Vacancy Management	(8,527,600)		(7,967,300)	(2,163,205)	(6,232,900)	1,734,400	(21.8)
6120 Comp OCC Budget Yr 1	1,238,800		2,701,400	340,000	2,719,200	17,800	0.7
6150 Honorariums	1,915,900	2,195,341	3,055,900	2,755,250	3,055,600	(300)	(0.0)
6151 Vehicle Allowance	3,000	21,436	3,000	18,100	3,000		
6152 Retirement Incentives	5,111,400	4,168,645	5,399,400	5,487,013	5,657,400	258,000	4.8
6153 Severence		363,950		143,209			
6154 Workers' Compensation	5,420,100	5,505,382	5,442,200	5,412,031	5,781,500	339,300	6.2
6155 Overtime Meals	23,400	71,440	21,800	19,630	19,800	(2,000)	(9.2)
6156 Clothing Allowance	641,500	662,537	649,600	652,900	665,600	16,000	2.5
6157 stipends	348,000	273,452	326,500	271,750	326,500		
6158 WCB Recov Earnings	(18,300)	(63,955)	(18,300)	(22,690)	(18,300)		
6164 On the Job injuries		215,585	244,400	393,900	244,400		
6194 Sick Bank allowance		263,200					
6198 Non TCA Compensation		58					
6199 Comp & Ben InterDept	747,400	(611,260)	1,865,200	184,233	4,111,000	2,245,800	120.4
9200 HR CATS Wage/Ben	5,807,700	(36,468)	5,807,700	6,031,849	5,774,700	(33,000)	(0.6)
9210 HR CATS OT Wage/Ben	32,000	(169,830)		(550,409)			
9230 HR CATS OT Meals		(10)					
<b>* Compensation and Benefits</b>	<b>355,830,900</b>	<b>358,866,697</b>	<b>367,552,100</b>	<b>364,520,156</b>	<b>387,452,400</b>	<b>19,900,300</b>	<b>5.4</b>
6201 Telephone	2,307,000	2,079,520	1,933,800	2,002,130	1,984,800	51,000	2.6
6202 Courier/Postage	1,154,800	1,111,391	913,300	877,497	911,600	(1,700)	(0.2)
6203 Office Furn/Equip	568,000	460,307	541,200	597,338	553,400	12,200	2.3
6204 Computer S/W & Lic	3,951,560	4,153,527	4,769,700	5,352,257	5,287,200	517,500	10.8
6205 Printing & Reprod	1,266,600	1,148,814	1,321,600	1,227,823	1,378,400	56,800	4.3
6206 Microfilms	4,800		4,800		4,800		
6207 Office Supplies	690,700	704,846	669,000	699,811	705,800	36,800	5.5
6208 Binding	13,000	11,684	13,000	13,000	13,000		
6290 Office Transfer	110,000		9,300		414,000	404,700	4,351.6
6299 Other Office Expenses	311,300	137,039	190,900	155,611	193,000	2,100	1.1
<b>* Office</b>	<b>10,377,760</b>	<b>9,807,129</b>	<b>10,366,600</b>	<b>10,925,467</b>	<b>11,446,000</b>	<b>1,079,400</b>	<b>10.4</b>
6301 Professional Fees	624,700	653,613	756,300	782,263	690,400	(65,900)	(8.7)
6302 Legal Fees	535,300	888,065	641,800	476,055	278,300	(363,500)	(56.6)
6303 Consulting Fees	1,682,500	2,702,911	956,600	1,923,192	2,088,300	1,131,700	118.3
6304 Janitorial Services	2,966,200	3,380,741	3,250,500	3,370,501	3,167,400	(83,100)	(2.6)
6305 Property Appraisal	95,100	107,858	90,000	75,000	98,100	8,100	9.0
6306 Property Survey	40,000	44,472	44,000	64,000	47,500	3,500	8.0
6308 Snow Removal	2,125,900	3,150,028	2,186,800	1,982,400	2,207,500	20,700	0.9
6309 Litigation Disburse	15,000	13,198	15,000	23,283	15,300	300	2.0
6310 Outside Personnel	1,397,250	1,601,682	1,282,200	1,470,500	1,312,000	29,800	2.3
6311 Security	1,571,600	1,723,048	1,539,200	1,734,736	1,606,800	67,600	4.4
6312 Refuse Collection	594,600	689,742	648,500	700,161	709,800	61,300	9.5
6314 Prosecution Services	120,000	105,116	123,800	113,800	126,300	2,500	2.0
6315 Outside Policing	24,520,000	25,465,999	26,316,600	26,218,988	26,316,600		
6316 Real Property Disb	20,000	6,951	10,000	16,000	16,000	6,000	60.0
6390 Ext Svc Transfer			50,000		50,000		
6399 Contract Services	75,412,100	87,267,570	73,244,650	71,760,561	76,153,750	2,909,100	4.0
<b>* External Services</b>	<b>111,720,250</b>	<b>127,800,993</b>	<b>111,155,950</b>	<b>110,711,440</b>	<b>114,884,050</b>	<b>3,728,100</b>	<b>3.4</b>

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6401 Uniforms & Clothing	1,325,200	1,686,913	1,154,600	1,887,191	1,182,000	27,400	2.4
6402 Med & First Aid Supp	21,100	26,975	26,800	33,898	27,500	700	2.6
6403 Patrol Equip Supplies	440,400	389,805	403,400	417,600	403,400		
6404 Rec Prog Supplies	487,800	409,293	479,350	463,650	469,550	(9,800)	(2.0)
6405 Photo Supp & Equip	23,700	28,877	23,700	37,620	23,700		
6406 Bridge Tolls	458,350	476,096	496,200	501,737	495,500	(700)	(0.1)
6407 Clean/Sani Supplies	402,700	456,325	411,900	435,211	411,000	(900)	(0.2)
6409 Personal Protect Equ	120,200	219,322	178,600	246,330	196,800	18,200	10.2
6490 Supplies Transfer	12,000		46,500		120,500	74,000	159.1
6499 Other Supplies	339,100	341,214	345,300	366,599	277,300	(68,000)	(19.7)
* Supplies	3,630,550	4,034,820	3,566,350	4,389,836	3,607,250	40,900	1.1
6501 Asphalt	296,200	217,044	365,400	391,100	465,250	99,850	27.3
6502 Chemicals	132,200	187,114	193,800	244,400	244,000	50,200	25.9
6503 Fertilizer	22,500	15,645	31,000	22,560	28,800	(2,200)	(7.1)
6504 Hardware	287,000	237,014	316,200	292,670	281,600	(34,600)	(10.9)
6505 Lubricants	195,700	175,501	177,200	195,740	201,200	24,000	13.5
6506 Lumber	60,100	92,608	69,500	70,650	66,100	(3,400)	(4.9)
6507 Propane	158,700	129,716	130,200	130,503	130,200		
6508 Ready Mix Concrete	123,300	116,406	138,300	148,200	149,100	10,800	7.8
6510 Road Oils	7,200	2,395	8,200	7,200	7,200	(1,000)	(12.2)
6511 Salt	726,200	1,832,664	750,500	902,500	790,500	40,000	5.3
6512 Sand	44,000	28,898	33,400	21,858	25,200	(8,200)	(24.6)
6513 Seeds & Plants	82,000	66,374	91,200	57,700	61,500	(29,700)	(32.6)
6514 Sods	15,300	4,439	14,900	11,825	14,500	(400)	(2.7)
6515 Stone and Gravel	111,100	94,643	122,900	124,706	139,950	17,050	13.9
6516 Topsoil	74,800	63,596	89,800	126,220	121,600	31,800	35.4
6517 Paint	252,600	246,401	240,700	241,210	246,100	5,400	2.2
6518 Metal	37,100	27,569	37,100	36,100	41,500	4,400	11.9
6519 Welding Supplies	11,000	16,788	12,500	13,700	12,000	(500)	(4.0)
6520 Salt-Sand Mix					500	500	
6522 Greenhouse Materials					15,000	15,000	
6599 Other Materials	46,300	51,059	46,100	36,650	34,000	(12,100)	(26.2)
* Materials	2,683,300	3,605,873	2,868,900	3,075,492	3,075,800	206,900	7.2
6602 Electrical	970,400	1,099,126	955,400	1,006,570	981,700	26,300	2.8
6603 Grnds & Landscaping	333,200	173,103	350,000	277,494	339,100	(10,900)	(3.1)
6604 Bus Gates/Shltr-R&M	125,500	90,513	45,000	26,400	40,000	(5,000)	(11.1)
6605 Municipal Taxes	1,030,400	976,276	1,120,600	841,840	1,087,000	(33,600)	(3.0)
6606 Heating Fuel	1,584,200	1,122,607	1,292,900	1,100,900	1,230,900	(62,000)	(4.8)
6607 Electricity	8,364,000	8,670,022	8,424,500	8,695,547	9,555,700	1,131,200	13.4
6608 Water	910,800	1,082,010	893,300	945,512	935,200	41,900	4.7
6609 Elevator & Escalator	149,000	114,624	150,300	149,200	150,300		
6610 Building - Exterior	263,100	520,117	503,700	824,150	493,600	(10,100)	(2.0)
6611 Building - Interior	498,600	811,967	690,200	914,387	772,500	82,300	11.9
6612 Safety Systems	783,650	756,282	667,900	730,200	675,000	7,100	1.1
6613 Overhead Doors	145,000	189,842	180,500	180,300	180,500		
6614 Envir Assess/Cleanup	82,300	213,963	42,600	160,000	141,500	98,900	232.2
6615 Vandalism Clean-up	204,100	200,384	213,300	206,200	213,300		
6616 Natural Gas-Buildings	1,905,300	1,427,440	1,925,100	1,464,729	1,869,700	(55,400)	(2.9)
6617 Pest Management	81,600	84,719	90,000	95,100	91,200	1,200	1.3
6690 Building Exp Transfe		16	16,000	540	66,000	50,000	312.5
6699 Other Building Cost	944,800	1,064,107	906,900	1,175,800	1,095,700	188,800	20.8
* Building Costs	18,375,950	18,597,117	18,468,200	18,794,869	19,918,900	1,450,700	7.9
6701 Equipment Purchase	1,451,440	1,249,309	1,720,700	1,665,605	1,733,700	13,000	0.8
6702 Small Tools	204,700	273,865	211,100	296,743	223,500	12,400	5.9
6703 Computer Equip/Rent	1,074,800	1,045,242	1,147,300	1,149,340	1,282,800	135,500	11.8
6704 Equipment Rental	163,100	157,970	183,000	175,150	189,700	6,700	3.7
6705 Equip - R&M	791,200	897,520	800,100	1,055,750	890,100	90,000	11.2
6706 Computer R&M	452,700	555,021	577,900	462,891	620,800	42,900	7.4
6707 Plumbing & Heating	343,200	534,429	272,300	441,587	270,100	(2,200)	(0.8)
6708 Mechanical Equipment	824,500	1,193,760	856,400	1,119,700	781,300	(75,100)	(8.8)
6711 Communication System	1,590,500	1,755,816	1,743,900	1,798,048	1,753,000	9,100	0.5
6731 Airtime	438,400	253,145	258,700	258,700	258,700		
6732 Mobile Data	185,700	99,224	110,000	110,000	110,000		

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget	
						Var. to 2017 Budget	Var %
* Equipment & Communications	7,520,240	8,015,301	7,881,400	8,533,514	8,113,700	232,300	2.9
6801 Vehicle Purchase				100,000			
6802 Vehicle R&M	10,493,200	10,983,285	9,618,600	10,028,710	9,920,500	301,900	3.1
6803 Vehicle Fuel - Diesel	8,956,200	9,081,610	9,823,600	9,602,800	9,067,100	(756,500)	(7.7)
6804 Vehicle Fuel - Gas	1,233,800	1,673,045	1,249,600	1,373,563	1,263,800	14,200	1.1
6805 Tires and Tubes	981,200	1,368,704	1,058,300	1,273,400	1,146,900	88,600	8.4
6806 Vehicle Rentals	29,300	30,254	38,800	49,650	31,100	(7,700)	(19.8)
6807 Vehicle Leases		16,014		14,000	15,000	15,000	
6810 Comm Vehicle R&M		2,915,471	2,791,900	2,593,000	2,706,200	(85,700)	(3.1)
6811 Shop Supplies		93,693	44,400	146,300	114,900	70,500	158.8
6890 Vehicle Transfer	7,100	(271,872)	169,200		585,600	416,400	246.1
6899 Other Vehicle Expense	44,200	57,313	(534,800)	45,300	(400,800)	134,000	(25.1)
* Vehicle Expense	21,745,000	25,947,517	24,259,600	25,226,723	24,450,300	190,700	0.8
6901 Membership Dues	557,300	550,437	652,000	718,775	719,850	67,850	10.4
6902 Conferences/Workshop	266,600	189,747	277,000	307,367	284,900	7,900	2.9
6903 Travel - Local	944,200	910,388	930,850	900,234	930,350	(500)	(0.1)
6904 Travel - Out of Town	692,300	725,871	692,300	759,090	759,900	67,600	9.8
6905 Training & Education	1,476,750	1,177,740	1,378,250	1,408,147	1,487,850	109,600	8.0
6906 Licenses & Agreements	664,200	612,915	651,800	913,202	651,600	(200)	(0.0)
6907 Commission Fees	400,000	396,100	400,000	400,000	400,000		
6908 Medical Examinations	109,700	393,897	84,900	110,750	84,950	50	0.1
6909 Cost of Sales	592,800	769,438	681,200	802,885	718,800	37,600	5.5
6910 Signage	141,300	115,711	156,500	144,880	166,100	9,600	6.1
6911 Facilities Rental	6,052,500	5,817,324	6,399,100	6,531,456	6,795,900	396,800	6.2
6912 Advertising/Promotio	1,308,000	788,207	1,224,150	1,122,470	1,274,600	50,450	4.1
6913 Awards	131,500	128,401	129,300	129,899	137,500	8,200	6.3
6914 Recruiting	147,200	320,986	146,200	249,200	141,200	(5,000)	(3.4)
6915 Research Data Acquis	58,500	5,710	148,500	102,171	133,500	(15,000)	(10.1)
6916 Public Education	214,000	178,407	258,500	251,800	278,500	20,000	7.7
6917 Books and Periodicals	1,945,900	2,206,132	2,198,000	2,223,048	2,199,700	1,700	0.1
6918 Meals	150,050	165,760	137,800	157,763	136,400	(1,400)	(1.0)
6919 Special Projects	3,192,350	1,993,632	3,755,800	4,347,798	4,336,000	580,200	15.4
6920 Land Purchase	14,000			82,500	14,000	14,000	
6928 Committee Expenses	14,300	6,514	14,350	17,050	14,300	(50)	(0.3)
6929 Procurement Card Clg	200	14,437	200	200	200		
6932 Youth Pr Services			3,000	1,200	3,000		
6933 Community Events	1,071,700	1,126,414	965,600	1,433,515	962,900	(2,700)	(0.3)
6936 Staff Relations	52,200	26,310	23,700	42,600	48,200	24,500	103.4
6937 Corporate Training	200,000	193,841	304,000	241,000	300,000	(4,000)	(1.3)
6938 Rewarding Excellence	105,100	48,829	104,300	115,025	97,500	(6,800)	(6.5)
6940 Fencing	95,000	149,821	133,000	187,360	204,200	71,200	53.5
6941 Playground Equipment	53,400	27,142	78,800	88,100	94,200	15,400	19.5
6942 Management Fees	516,300	642,786	516,300	730,934	868,200	351,900	68.2
6943 Health and Wellness	121,200	88,317	125,400	83,600	125,400		
6946 Branch Programming	41,700	56,845	54,700	55,925	54,700		
6947 Literacy/Heritage Pr	9,500	59,840	9,500	9,500	9,500		
6948 Arts/Perform. Program	10,900	750					
6950 Region.Serv.Program	20,000	36,272	22,900	23,172	72,900	50,000	218.3
6990 Gds & Svcs Trsf	45,100		700		1,100	400	57.1
6999 Other Goods/Services	802,900	1,606,684	4,021,600	269,655	2,299,500	(1,722,100)	(42.8)
* Other Goods & Services	22,218,650	21,531,603	26,680,200	24,962,271	26,807,400	127,200	0.5
7001 Interdept Equip Chg				736			
7005 Interdept EXP				(53)			
7007 ltnTrsf Paper Recyc	200						
7009 Internal Trfr Other	49,600	(3,470)	71,600	470,908	74,200	2,600	3.6
7010 IntTrfr Insur Funds		3,260	1,000	67,964	5,000	4,000	400.0
7011 Int Trf Record Check	(3,300)		(3,300)	4,000	(3,300)		
7012 Int Trf Print/Reprod	5,000		30,000	25,000	30,000		
7013 Int Trf Extra Duty		(138,134)		(186,586)	(1,000)	(1,000)	
7015 Int Trf FacilityRent	2,000			348			
9900 Rev/Exp.Vehicle Rent	0		0	0	0		
9911 PM Labour-Reg		(306)		454			
* Interdepartmental	53,500	(138,650)	99,300	382,771	104,900	5,600	5.6

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
8010 Other Interest	40,900	27,769	40,900	25,900	40,900		
8011 Interest on Debentur	9,971,000	9,777,863	8,828,700	8,556,600	7,680,700	(1,148,000)	(13.0)
8012 Principal on Debentu	43,937,700	43,724,861	42,355,000	42,355,000	41,380,300	(974,700)	(2.3)
8013 Loan Principal Repay	2,400		2,400	2,400	2,400		
* Debt Service	53,952,000	53,530,492	51,227,000	50,939,900	49,104,300	(2,122,700)	(4.1)
8001 Transf Outside Agenc	173,140,100	173,972,429	180,946,600	181,153,183	187,005,700	6,059,100	3.3
8002 Insurance Claims		1,079,407		3,500			
8003 Insurance Pol/Prem	3,941,500	2,178,394	3,978,400	3,650,500	4,016,800	38,400	1.0
8004 Grants	4,753,800	6,365,181	5,355,200	5,470,900	5,868,400	513,200	9.6
8005 Tax Exemptions	1,425,000	1,200,575	1,475,000	1,475,000	1,475,000		
8006 Tax Concess Non Prof	3,775,000	3,726,694	4,020,000	4,020,000	4,170,000	150,000	3.7
8007 Tax Concess Commerci	455,000	168,961	1,060,000	500,000	990,000	(70,000)	(6.6)
8008 Transf to/fr Reserve	22,066,100	40,713,904	25,008,200	21,512,547	16,882,600	(8,125,600)	(32.5)
8009 Fire Protection	7,456,600	7,180,718	7,456,600	7,456,600	7,093,000	(363,600)	(4.9)
8014 Capital from Operati	41,280,000	23,418,074	36,930,000	36,930,000	36,200,000	(730,000)	(2.0)
8015 Debenture Discount	256,800	282,859	251,000	257,900	246,000	(5,000)	(2.0)
8016 Provision for Allow	4,200,000	(7,279,137)	4,200,000	5,700,000	3,000,000	(1,200,000)	(28.6)
8017 Bank Charges	410,100	412,606	425,300	425,413	545,300	120,000	28.2
8022 Transf to/fr Trust	(800)	(78,044)	(800)	(79,735)	(800)		
8024 Transf to/fr Capital	1,600	2,120,174		995,000			
8026 Property Damage		28,329					
8045 Amortization Expense		266,530					
8046 Stormwater ROW Chg	3,881,400	3,881,408	3,835,000	3,846,600	3,835,000		
9000 Prior Yr. Sur/Def	(2,312,200)	(1,172,194)	(3,628,700)	(3,750,200)	(2,900,800)	727,900	(20.1)
9001 Current Yr. Sur/Def		4,976,659	297,500	1,504,107	1,135,900	838,400	281.8
* Other Fiscal	264,730,000	263,443,526	271,609,300	271,071,315	269,562,100	(2,047,200)	(0.8)
** Total	872,838,100	895,042,417	895,734,900	893,533,753	918,527,100	22,792,200	2.5
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4001 Res. Property Taxes	(229,173,000)	(229,100,551)	(240,741,000)	(240,400,000)	(250,022,400)	(9,281,400)	3.9
4002 Comm. Property Taxes	(214,852,000)	(214,156,628)	(220,562,000)	(219,452,000)	(222,083,600)	(1,521,600)	0.7
4005 Resrc Property Taxes	(1,402,000)	(1,404,724)	(1,391,000)	(1,391,000)	(1,405,000)	(14,000)	1.0
4006 Rec. Non Profit	(15,000)	(17,982)	(17,000)	(19,800)	(17,000)		
4007 Resource Forest Taxes	(42,000)	(42,205)	(42,000)	(42,000)	(42,000)		
4008 Comm. Forest Taxes	(81,000)	(87,740)	(89,000)	(89,000)	(89,000)		
4100 Deed Transfer Taxes	(32,000,000)	(35,840,780)	(33,000,000)	(40,500,000)	(37,000,000)	(4,000,000)	12.1
4101 Capital Charges	(1,963,700)	(1,128,242)	(1,674,600)	(1,674,600)	(1,608,600)	66,000	(3.9)
* Tax Revenue	(479,528,700)	(481,778,851)	(497,516,600)	(503,568,400)	(512,267,600)	(14,751,000)	3.0
4201 Area Rate Residential	(137,665,000)	(138,234,818)	(140,404,900)	(140,742,400)	(145,622,200)	(5,217,300)	3.7
4202 Area Rate Commercial	(36,485,900)	(37,519,399)	(37,032,200)	(37,314,500)	(37,208,300)	(176,100)	0.5
4204 Area Rate Loc Transi	(27,305,300)	(27,576,829)	(27,873,000)	(27,873,000)	(28,110,000)	(237,000)	0.9
4205 Area Rate Reg Transp	(16,952,200)	(16,991,579)	(17,303,000)	(17,303,000)	(17,453,100)	(150,100)	0.9
4206 Area Rate Resource	(848,100)	(849,970)	(827,000)	(827,600)	(861,300)	(34,300)	4.1
* Area Rate Revenue	(219,256,500)	(221,172,596)	(223,440,100)	(224,060,500)	(229,254,900)	(5,814,800)	2.6
4501 Tax Agreement - NSLC	(723,500)	(709,412)	(703,000)	(703,000)	(707,000)	(4,000)	0.6
4502 Tax Agreement - NSPI	(3,500,000)	(3,589,517)	(3,625,000)	(3,731,300)	(3,750,000)	(125,000)	3.4
4503 Tax Agreement - MT&T	(1,714,000)	(1,664,954)	(1,582,000)	(1,655,900)	(1,650,000)	(68,000)	4.3
4506 Tax Agreement - Mari	(887,000)	(864,550)	(838,000)	(838,000)	(817,000)	21,000	(2.5)
4507 Tax Agreement - Heri	(1,210,000)	(1,353,069)	(1,085,000)	(1,085,000)	(1,107,000)	(22,000)	2.0
4508 Tax Agreement - HIAA	(1,455,000)	(1,462,852)	(1,517,300)	(1,517,300)	(1,565,000)	(47,700)	3.1
4509 Tax Agrmnt - Irving	(629,000)	(622,608)	(1,005,000)	(1,005,000)	(1,200,000)	(195,000)	19.4
4550 Tax Agreement - Other	(240,000)	(244,375)	(262,000)	(262,000)	(1,369,000)	(1,107,000)	422.5
* Tax Agreements	(10,358,500)	(10,511,337)	(10,617,300)	(10,797,500)	(12,165,000)	(1,547,700)	14.6
4601 Grant in Lieu-Fed	(22,646,300)	(22,627,769)	(23,811,600)	(23,811,600)	(24,030,600)	(219,000)	0.9
4602 Grant in Lieu-Prov.	(9,105,800)	(9,197,325)	(9,192,500)	(9,111,500)	(9,261,500)	(69,000)	0.8
4603 Grant in Lieu-CPC	(693,000)	(692,761)	(765,000)	(718,000)	(720,000)	45,000	(5.9)
4605 Grant Lieu-Hflx Port	(2,999,000)	(3,067,158)	(3,108,000)	(3,103,300)	(3,200,000)	(92,000)	3.0
4606 Grant in Lieu - CBC	(197,000)	(196,704)	(203,000)	(203,000)	(40,000)	163,000	(80.3)
4607 Grant Lieu -Via Rail	(175,000)	(175,423)	(182,000)	(176,700)	(184,000)	(2,000)	1.1
4608 Grant in Lieu - WCB	(131,000)	(130,567)	(133,000)	(133,000)	(134,000)	(1,000)	0.8
4609 Grant in Lieu- Citad	(1,456,000)	(1,455,910)	(1,470,000)	(1,470,000)	(1,500,000)	(30,000)	2.0

Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
4610 Grant in Lieu-NRC	(69,000)	(68,924)	(67,000)	(67,000)	(68,000)	(1,000)	1.5
4650 Grant in Lieu - Other	(175,000)	(13,909)	(14,000)	(14,000)	(14,000)		
* Payments in Lieu of taxes	(37,647,100)	(37,626,450)	(38,946,100)	(38,808,100)	(39,152,100)	(206,000)	0.5
4703 Cond. Grant NS(Other)	(8,716,000)	(8,721,750)	(8,716,000)	(8,768,000)	(8,716,000)		
4704 Conditnl Grnts Other					(200,000)	(200,000)	
4705 HWC Cost Sharing		(31,476)					
4706 Uncond. Grant NS(oth)	(3,700,000)	(3,719,723)	(3,700,000)	(3,628,000)	(3,530,000)	170,000	(4.6)
4750 Other Grants	(2,623,100)	(2,535,989)	(2,154,100)	(4,154,100)	(2,954,100)	(800,000)	37.1
* Transfers from other Gov'ts	(15,039,100)	(15,008,938)	(14,570,100)	(16,550,100)	(15,400,100)	(830,000)	5.7
4801 Int. Rev. - Tax	(4,800,000)	(5,114,735)	(5,000,000)	(5,000,000)	(5,000,000)		
4803 Int. Rev. - Cap. Chrg	(336,900)	(391,445)	(289,200)	(289,200)	(237,500)	51,700	(17.9)
4850 Int. Rev. - Other	(70,000)	(131,341)	(70,000)	(115,000)	(70,000)		
4860 Investment Income	(1,600,000)	(1,712,184)	(1,740,000)	(2,100,000)	(2,000,000)	(260,000)	14.9
* Interest Revenue	(6,806,900)	(7,349,705)	(7,099,200)	(7,504,200)	(7,307,500)	(208,300)	2.9
4901 Parking Meters	(2,675,000)	(2,612,797)	(2,675,000)	(2,675,000)	(2,675,000)		
4902 Fines Fees	(5,039,200)	(4,248,808)	(6,375,500)	(3,873,090)	(4,375,500)	2,000,000	(31.4)
4903 Building Permits	(3,900,000)	(3,734,284)	(4,000,000)	(3,950,000)	(4,000,000)		
4904 Plumbing Permits	(125,000)	(102,058)	(120,000)	(110,000)	(110,000)	10,000	(8.3)
4905 St. Opening Permits	(170,000)	(174,159)	(170,000)	(170,000)	(308,300)	(138,300)	81.4
4906 Subdivision Applic.	(83,000)	(83,951)	(75,000)	(60,000)	(263,100)	(188,100)	250.8
4907 Taxi Licenses	(158,000)	(126,533)	(158,000)	(158,000)	(158,000)		
4908 Animal Licenses	(200,000)	(316,863)	(100,000)	(200,000)	(100,000)		
4909 False Alarm Recovery	(285,000)	(245,930)	(685,000)	(694,400)	(905,000)	(220,000)	32.1
4911 Zoning Fees	(88,000)	(78,900)	(88,000)	(88,000)	(88,000)		
4912 Signs & Encroachments	(792,000)	(781,548)	(807,000)	(1,127,000)	(832,000)	(25,000)	3.1
4913 Occupancy Permits	(2,000)						
4914 Grade Alterations	(20,000)	(22,258)	(20,000)	(48,000)	(20,000)		
4915 Minor Variance	(26,000)	(35,090)	(30,000)	(30,000)	(26,000)	4,000	(13.3)
4916 Vending Licenses	(40,000)	(23,507)	(40,000)	(25,000)	(40,000)		
4920 Development Permits	(280,000)	(239,253)	(280,000)	(280,000)	(280,000)		
4950 Other Lic. & Permits	(87,500)	(123,867)	(87,500)	(111,000)	(87,500)		
4951 By-Law F300 Revenue	(1,960,000)	(1,962,704)	(1,985,000)	(1,970,000)	(1,985,000)		
5101 Parking Rentals	(2,656,000)	(2,870,192)	(2,700,700)	(2,981,700)	(2,974,000)	(273,300)	10.1
5102 Facilities Rentals	(2,978,100)	(3,241,744)	(2,853,000)	(2,825,897)	(2,923,200)	(70,200)	2.5
5150 Other Rental Revenue	(38,600)	(135,156)	(50,000)	(53,964)	(43,600)	6,400	(12.8)
5151 Lease Revenue	(1,282,200)	(1,438,898)	(1,309,300)	(1,479,581)	(1,180,300)	129,000	(9.9)
5201 Fare Revenue	(34,500,000)	(32,824,490)	(33,820,000)	(32,130,000)	(33,220,000)	600,000	(1.8)
5204 Administration Fees	(207,500)	(188,075)	(223,800)	(189,000)	(33,800)	190,000	(84.9)
5205 Tax Certificates	(270,000)	(226,740)	(210,000)	(210,000)	(210,000)		
5206 Stipends	(38,500)	(41,527)	(38,500)	(38,500)	(38,500)		
5207 Arts & Crafts Revenue	(123,700)	(127,756)	(134,000)	(159,700)		134,000	(100.0)
5208 Dance & Drama Revenue	(93,900)	(74,038)	(88,200)	(86,428)		88,200	(100.0)
5209 Comm. Events Rev.	(567,200)	(488,332)	(547,200)	(654,116)	(549,200)	(2,000)	0.4
5210 Sport & Fitness Rev.	(634,800)	(696,782)	(631,400)	(717,855)	(660,800)	(29,400)	4.7
5211 Program Facil. Rev.	(77,000)	(60,343)	(78,000)	(33,685)		78,000	(100.0)
5212 Leisure Skills Rev.	(237,700)	(227,141)	(240,600)	(261,838)	(274,600)	(34,000)	14.1
5213 Play. & Camp Rev.	(719,400)	(756,384)	(768,500)	(832,637)	(731,900)	36,600	(4.8)
5214 Wellness Revenue	(28,200)	(39,701)	(21,400)	(50,795)		21,400	(100.0)
5215 Aquat. Rev.-Instuct.	(957,000)	(762,893)	(879,000)	(869,870)	(869,000)	10,000	(1.1)
5216 Aquat. Rev.-Recreat.	(181,500)	(157,416)	(182,500)	(161,733)	(170,800)	11,700	(6.4)
5218 Hockey Revenue	(11,400)	(9,130)	(11,000)	(5,000)	(30,000)	(19,000)	172.7
5219 Ice Rentals	(3,663,400)	(3,714,392)	(2,742,400)	(4,280,702)	(4,734,900)	(1,992,500)	72.7
5220 Public Skates	(18,000)	(17,490)	(18,000)	(18,000)	(18,000)		
5225 Tipping Fees-Waste R	(1,314,500)	(1,216,190)	(1,480,000)	(1,479,900)	(1,480,000)		
5227 Photocopier Revenue	(200)	(98,831)	(97,400)	(110,250)	(97,200)	200	(0.2)
5228 Membership Revenue	(979,300)	(761,996)	(887,300)	(692,500)	(785,300)	102,000	(11.5)
5229 Tax Sale Admin Fees	(145,000)	(129,350)	(145,000)	(104,300)	(105,000)	40,000	(27.6)
5239 Cultural Programs					(192,400)	(192,400)	
5250 Sales of Svcs-Other	(1,250,300)	(1,141,055)	(1,154,000)	(1,154,200)	(1,270,800)	(116,800)	10.1
5253 Subdiv Insp Fees	(10,000)	(5,259)	(10,000)	(10,000)	(10,000)		
5255 Engineering Fees		(1,176)					
5256 SOT Revenue	(2,380,000)	(2,317,887)	(2,380,000)	(2,420,000)	(2,380,000)		

						<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		
5402 Sale of Bottles	(85,000)	(49,169)	(60,000)	(40,000)	(60,000)		
5403 Sale-Other Recycle	(1,910,000)	(2,499,585)	(1,950,000)	(1,936,000)	(1,150,000)	800,000	(41.0)
5404 Canteen Revenue	(5,100)	(143,124)	(175,100)	(139,874)	(13,000)	162,100	(92.6)
5450 Other Sales Revenue	(29,600)	(9,322)	(31,600)	(24,000)	(361,900)	(330,300)	1,045.3
<b>* Fee Revenues</b>	<b>(73,323,800)</b>	<b>(71,384,073)</b>	<b>(73,613,900)</b>	<b>(71,721,515)</b>	<b>(72,821,600)</b>	<b>792,300</b>	<b>(1.1)</b>
5501 Fundraising	(5,400)		(5,400)	(5,400)	(5,400)		
5502 HRWC Dividend	(4,663,000)	(4,578,497)	(4,826,900)	(4,773,900)	(5,142,400)	(315,500)	6.5
5503 Advertising Revenue	(850,700)	(832,438)	(812,200)	(878,798)	(948,900)	(136,700)	16.8
5504 StormWater ROW Levies	(3,935,200)	(4,270,391)	(3,537,500)	(3,655,000)	(3,756,000)	(218,500)	6.2
5508 Recov External Parti	(18,751,400)	(36,341,542)	(18,244,800)	(20,660,593)	(17,669,000)	575,800	(3.2)
5509 NSF Chq Fee	(25,400)	(23,505)	(26,500)	(22,500)	(26,500)		
5520 Donations	(270,000)	(508,992)	(15,000)	(25,000)	(15,000)		
5521 CUPE Admin Fee	(80,000)	8	(80,000)		(80,000)		
5600 Miscellaneous Revenue	(2,296,400)	(2,678,574)	(2,383,300)	(2,594,934)	(2,515,100)	(131,800)	5.5
<b>* Other Revenue</b>	<b>(30,877,500)</b>	<b>(49,233,932)</b>	<b>(29,931,600)</b>	<b>(32,616,125)</b>	<b>(30,158,300)</b>	<b>(226,700)</b>	<b>0.8</b>
<b>** Total</b>	<b>(872,838,100)</b>	<b>(894,065,881)</b>	<b>(895,734,900)</b>	<b>(905,626,440)</b>	<b>(918,527,100)</b>	<b>(22,792,200)</b>	<b>2.5</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Bud Var.</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>(0)</b>	<b>976,536</b>	<b>0</b>	<b>(12,092,687)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Halifax Regional Fire & Emergency

## 2018/19 Multi-Year Budget and Business Plan

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

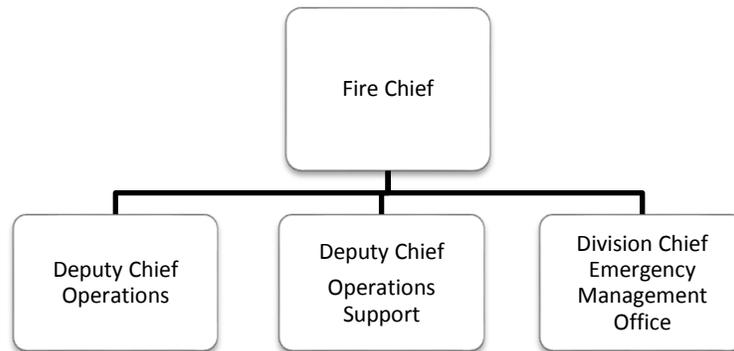
## HALIFAX REGIONAL FIRE & EMERGENCY OVERVIEW

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

- Healthy, Liveable Communities – Public Safety

Halifax Regional Fire & Emergency (HRFE) serves and protects 418,000 permanent residents in a 5,577 km<sup>2</sup> area. Strategically located in 51 fire stations throughout HRM, career and volunteer fire crews provide a full range of emergency services including: fire prevention (fire inspections & code enforcement, fire investigations, plans examination, and public fire safety education), fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench, and confined space rescue, collapse rescue, hazardous materials response including CBRNE (chemical, biological, radioactive, nuclear & explosive), pre-hospital emergency medical services, and emergency preparedness.

**Halifax Regional Fire & Emergency Org Chart**



### Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Planned Total FTE's	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	507	16	523
Total	507	16	523

\* New positions for 2018/19 include:  
 12 Firefighters  
 3 Training Officers  
 1 Diversity & Recruitment Officer

## Halifax Regional Fire & Emergency Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Planned	Planned	Planned
Percent of the average tax bill spent on Halifax Regional Fire & Emergency	12.4%	12.1%	13.9%
Average tax bill amount spent on Halifax Regional Fire & Emergency	\$228.30	\$228.00	\$266.60

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19)

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

### Healthy, Liveable Communities – Public Safety

#### HRFE Communications and Technology Roadmap

Aligning and supporting HRFE's Master Fire Plan, this five-year initiative focuses on driving service improvement through implementation and updating of supporting technology. Phased implementation of the roadmap began in 2014/15. Deliverables in 2018/19 will include starting the implementation of a new roster system, continued FDM functional upgrades, and expansion of mobile technology including mobile data terminals (MDTs) and automatic vehicle locators (AVL) on fire apparatus.

#### HRFE Operational Plan Implementation

Continue the implementation of Council-approved HRFE Operational Plan recommendations. The Council approved increases to the career firefighter complement at Stations 8, 16, 17, and 58 were completed in spring 2017. In 2018/19, an aerial located at Station 12 (Highfield Park) will be staffed with a 2-person crew. Work continues to prepare options, for Council's consideration, to amend HRFE's Service Delivery Standards and Administrative Order 24. Strategic planning will begin in 2018/19 with internal and external stakeholder engagements and research into fire department accreditation; emphasis will be placed on red tape reduction and performance excellence.

### Our People - Talent

#### HRFE Human Resource Initiatives

HRFE will utilize the newly developed recruitment process to address current and anticipated workforce requirements, and a formal succession management plan to ensure leadership continuity. Recruitment of volunteer firefighters at Stations 4 (Lady Hammond, Halifax) and 13 (King Street, Dartmouth) has been completed and they will begin responding to incidents after a fire truck has been purchased for each station. This adds two more permanent composite stations in our urban area.

Recruitment continues for career firefighters. A pool of firefighter candidates will be finalized in the spring of 2018 with an additional 40 firefighters being hired and trained by the end of 2018 to ensure vacancies and additional FTEs are filled.

HRFE will build on strategies from our Outreach Committee and the Diversity & Community Liaison Officer to achieve a diverse, culturally sensitive, and inclusive workforce.

With a significant number of senior officers able to retire, succession planning will take precedence in 2018/19, including leadership and performance excellence training for leadership candidates.

## Halifax Regional Fire & Emergency Budget

### Halifax Regional Fire & Emergency Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
<b>Healthy, Liveable Communities</b>			
Public Safety	Equipment Replacement*	\$1,250,000	
	Opticon Signalization System*	\$80,000	
	Corporate Scheduling	\$795,000	
	Apparatus Replacement	\$2,455,000	
	Station 2 University Ave	\$1,000,000	
	Fire Station Repairs	\$250,000	
	FDM Upgrades	\$150,000	
	Sambro Harrietsfield Fire Station	\$1,500,000	

\* Directly managed by HRFE. All other projects are managed by Corporate Customer Service.

### Halifax Regional Fire & Emergency Budget by Service Area

<b>Service Area Budget Overview</b>								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Operations Summary of Expense & Revenue Types	47,057,800	47,411,639	47,637,100	50,460,400	47,281,200	59,230,300	11,593,200	24.3
Operations Support Summary of Expense & Revenue Types	11,247,200	11,621,330	11,439,200	12,177,700	11,439,200	12,472,200	1,033,000	9.0
	<b>58,305,000</b>	<b>59,032,969</b>	<b>59,076,300</b>	<b>62,638,100</b>	<b>58,720,400</b>	<b>71,702,500</b>	<b>12,626,200</b>	<b>21.4</b>

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

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$59,076,300</b>
Compensation	Salary increases required for IAFF Collective Agreement, Step Increases and 2017-18 Non-Union ISA	No impact	\$6,451,000	\$6,451,000
Interdepartmental Transfers	Transfer of False Alarm Fee Revenue to Finance & Asset Management	No impact	\$200,000	\$200,000
Budget adjustments	Eliminate vacancy target in Operations as vacancies must be backfilled to ensure 4 staff per truck	No impact	\$868,000	\$5,975,200
	12 New Firefighter positions as mandated by Council	Staffed aerial	\$556,000	
	Operations overtime required to ensure 4 staff per truck. \$464,000 could be allocated for 3 new Training Officers and a Diversity & Recruitment Officer as they would reduce OT required.	No impact	\$4,647,800	
	Reduction in interest on debentures	No impact	-\$21,600	
	Remove one-time funding for Halifax Explosion Centennial	No impact	-\$75,000	
<b>Total Impact of Changes</b>				<b>\$12,626,200</b>
<b>2018/2019 Proposed Budget</b>				<b>\$71,702,500</b>

## Halifax Regional Fire & Emergency Operating Budget

### Halifax Regional Fire & Emergency Summary of Expense & Revenue Types

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	54,929,700	55,393,642	55,789,300	58,305,800	68,312,100	12,522,800	22.4
* Office	252,100	259,914	252,100	312,400	252,100		
* External Services	487,500	475,477	487,500	417,300	487,500		
* Supplies	589,000	825,293	589,000	1,046,700	589,000		
* Materials		1,913		100			
* Building Costs	171,600	379,741	171,600	226,800	171,600		
* Equipment & Communications	408,300	445,574	408,300	648,000	408,300		
* Vehicle Expense		609		100			
* Other Goods & Services	904,900	1,118,742	979,900	1,340,600	904,900	(75,000)	(7.7)
* Interdepartmental		7,544		200			
* Debt Service	682,100	682,088	658,800	658,800	637,200	(21,600)	(3.3)
* Other Fiscal	192,500	(192,802)	192,500	151,900	192,500		
<b>** Total</b>	<b>58,617,700</b>	<b>59,397,735</b>	<b>59,529,000</b>	<b>63,108,700</b>	<b>71,955,200</b>	<b>12,426,200</b>	<b>20.9</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(81,100)	(70,314)	(221,100)	(231,100)	(21,100)	200,000	(90.5)
* Other Revenue	(231,600)	(294,452)	(231,600)	(239,500)	(231,600)		
<b>** Total</b>	<b>(312,700)</b>	<b>(364,766)</b>	<b>(452,700)</b>	<b>(470,600)</b>	<b>(252,700)</b>	<b>200,000</b>	<b>(44.2)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>58,305,000</b>	<b>59,032,969</b>	<b>59,076,300</b>	<b>62,638,100</b>	<b>71,702,500</b>	<b>12,626,200</b>	<b>21.4</b>

## 18/19 HALIFAX REGIONAL FIRE & EMERGENCY SERVICE AREA PLANS

### Operations

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

- 9- 24hr Career Stations
- 9 - 24hr Career Composite Stations (Career & Volunteer)
- 11 - 10.5hr Career Composite Stations (Career & Volunteer)
- 22 - Volunteer Stations

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

**Services Delivered:****Healthy, Liveable Communities – Public Safety**

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

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

**Service Delivery Measures**

Operations Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	MBNC Median* 2016
Number of calls	10,561	11,554	11,500	N/A
Residential Fire Related Injuries per 100,000 Population (entire municipality)	4.36	4.18	N/A	6.83
Residential Fire Related Fatalities per 100,000 Population (entire municipality)	0.26	0	N/A	0.42
Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	1.2	1.2	1.4	0.9

\* Municipal Benchmarking Network Canada

\*\* Population: 431,701 for 2017/18, Households 195,529

**Performance Analysis**Fire Response

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

## 18/19 Operations Key Deliverables

18/19 Deliverables with Estimated Completion	
<b>Healthy, Liveable Communities – Public Safety</b>	
<b>Operational Review Recommendations</b> (Est. Compl: Q3 18/19) Implement the Council approved Operational Review Recommendations which includes increasing the crew size at Stations 8 (Bedford), 16 (Eastern Passage), 17 (Cole Harbour) and 58 (Lakeside) and staffing an aerial at Station 12 (Highfield Park) with a 2-person crew.	
<b>Our People - Talent</b>	
<b>Volunteer Recruitment</b> (Est. Compl: Ongoing) Continue to investigate and pilot new volunteer recruitment, retention options and partnerships.	
<b>Career Recruitment</b> (Est. Compl: Q3 18/19) Create a pool of firefighter recruit candidates by Q2 2018/19. Hire 32 net new firefighters by Q3 2018/19.	

## Operations Summary of Expenses & Revenues Budget

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	46,465,300	47,182,342	47,132,900	49,828,200	58,622,700	11,489,800	24.4
* External Services	50,000	48,155	50,000	24,900	50,000		
* Supplies		988		26,500			
* Materials		352					
* Building Costs	4,000	7,546	4,000	10,300	4,000		
* Equipment & Communications	105,000	81,784	105,000	205,100	105,000		
* Other Goods & Services	42,400	49,538	117,400	145,900	42,400	(75,000)	(63.9)
* Interdepartmental		2,927		(10,300)			
* Debt Service	682,100	682,088	658,800	658,800	637,200	(21,600)	(3.3)
* Other Fiscal		(332,381)					
** Total	47,348,800	47,723,339	48,068,100	50,889,400	59,461,300	11,393,200	23.7
<b>Revenues</b>							
* Fee Revenues	(81,100)	(70,314)	(221,100)	(231,100)	(21,100)	200,000	(90.5)
* Other Revenue	(209,900)	(241,386)	(209,900)	(197,900)	(209,900)		
** Total	(291,000)	(311,700)	(431,000)	(429,000)	(231,000)	200,000	(46.4)
<b>Net Surplus/Deficit</b>							
Net Surplus/Deficit	47,057,800	47,411,639	47,637,100	50,460,400	59,230,300	11,593,200	24.3

## Support and Logistics

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

### Services Delivered:

#### Healthy, Liveable Communities – Public Safety

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

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

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

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

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

### Service Delivery Measures

Operations Support Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
% of completed legislated inspections	11.1%	14.9%	22%	28%
# Career Recruits Trained	16	16	40	40
# Volunteer Recruits Trained	59	59	69	50

## Performance Analysis

### Training Barriers

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

### Data

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

## 18/19 Support and Logistics Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Financial Responsibility – Responsibility for Resources</b>
<p><b>Year 3 Technology Roadmap: Roster Management</b> (Est. Compl: Q4 18/19) Begin implementation of the chosen roster management system to comply with the OAG recommendations to efficiently manage roster staffing requirements and minimize overtime expenditures.</p>
<b>Service Excellence – Service Improvements</b>
<p><b>Year 3 Technology Roadmap: FDM Upgrades</b> (Est. Compl: Q4 18/19) Continue incremental FDM upgrade to improve quality of data and reporting.</p>
<p><b>Year 3 Technology Roadmap: Improve Dispatch/Call Management Process</b> (Est. Compl: Q4 18/19) Continue to implement accepted recommendations from the Dispatch/Call Management Study to improve processes. Develop a Service Level Agreement between Integrated Emergency Services and HRFE.</p>
<p><b>Year 3 Technology: Data Management and Process Review (ongoing)</b> Implement recommendations from data management and process review intended to assist with the creation and availability of reliable data and associated reporting which will support strategic decision making. This includes the harvesting of data through an expansion of Mobile Data Terminals (MDTs) and pilot of Automatic Vehicle Locators (AVL) on fire apparatus.</p>
<p><b>Implement Fire Prevention Process Changes (ongoing)</b> Continue implementing changes in Fire Prevention to increase the number of building visits and improve building inspection compliance.</p>

## Support and Logistics Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	8,464,400	8,211,299	8,656,400	8,477,600	9,689,400	1,033,000	11.9
* Office	252,100	259,914	252,100	312,400	252,100		
* External Services	437,500	427,322	437,500	392,400	437,500		
* Supplies	589,000	824,305	589,000	1,020,200	589,000		
* Materials		1,562		100			
* Building Costs	167,600	372,195	167,600	216,500	167,600		
* Equipment & Communications	303,300	363,791	303,300	442,900	303,300		
* Vehicle Expense		609		100			
* Other Goods & Services	862,500	1,069,204	862,500	1,194,700	862,500		
* Interdepartmental		4,616		10,500			
* Other Fiscal	192,500	139,579	192,500	151,900	192,500		
** Total	11,268,900	11,674,396	11,460,900	12,219,300	12,493,900	1,033,000	9.0
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Other Revenue	(21,700)	(53,066)	(21,700)	(41,600)	(21,700)		
** Total	(21,700)	(53,066)	(21,700)	(41,600)	(21,700)		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	11,247,200	11,621,330	11,439,200	12,177,700	12,472,200	1,033,000	9.0

## Emergency Management Office

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

### Services Delivered:

#### Healthy, Liveable Communities – Public Safety

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

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

## Performance Analysis

### Incident Command System (ICS)

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

## 18/19 Emergency Management Office Key Deliverables

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

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
F110 Operations	46,341,400	46,701,720	46,944,000	49,776,900	58,558,800	11,614,800	24.7
F791 Rural Fire Debt Payments	682,100	682,088	658,800	658,800	637,200	(21,600)	(3.3)
F793 Rural Fire-Rural Op	(8,100)	(14,570)	(8,100)	(17,700)	(8,100)		
F724 Enfield	40,000	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400	2,400		
** Operations	47,057,800	47,411,639	47,637,100	50,460,400	59,230,300	11,593,200	24.3
A451 Emerg Measures Recov	25,000	25,000	25,000	25,000	25,000		
C801 Emergency Meas. Adm	229,500	226,780	238,400	238,800	238,900	500	0.2
F120 Training	2,152,800	2,318,667	2,202,100	2,444,000	2,724,000	521,900	23.7
F121 Career Development	75,000	106,060	75,000	142,600	75,000		
F130 Prevention	1,905,500	1,576,498	2,120,800	1,724,600	2,311,500	190,700	9.0
F140 Administration	4,325,500	4,239,681	4,256,400	4,416,700	4,498,600	242,200	5.7
F141 Community Relations	113,000	165,923	113,000	176,500	113,000		
F160 Buildings & Logistic	2,000,200	2,611,884	1,988,200	2,567,500	2,056,900	68,700	3.5
F180 Safety & Strat. Init	120,000	68,011	120,000	106,600	120,000		
F181 Locked: USAR Project							
F190 Communications	300,700	282,827	300,300	335,400	309,300	9,000	3.0
** Operations Support	11,247,200	11,621,330	11,439,200	12,177,700	12,472,200	1,033,000	9.0
** Locked Cost Centres							
*** Total	58,305,000	59,032,969	59,076,300	62,638,100	71,702,500	12,626,200	21.4

### Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
F110 Operations	46,599,300	46,992,274	47,341,900	50,184,800	58,756,700	11,414,800	24.1
F791 Rural Fire Debt Payments	682,100	682,088	658,800	658,800	637,200	(21,600)	(3.3)
F793 Rural Fire-Rural Op	25,000	6,576	25,000	3,400	25,000		
F724 Enfield	40,000	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400	2,400		
** Operations	47,348,800	47,723,339	48,068,100	50,889,400	59,461,300	11,393,200	23.7
A451 Emerg Measures Recov	25,000	25,000	25,000	25,000	25,000		
C801 Emergency Meas. Adm	229,500	226,780	238,400	238,800	238,900	500	0.2
F120 Training	2,155,800	2,318,667	2,205,100	2,444,000	2,727,000	521,900	23.7
F121 Career Development	75,000	106,060	75,000	142,600	75,000		
F130 Prevention	1,916,200	1,588,164	2,131,500	1,732,300	2,322,200	190,700	8.9
F140 Administration	4,328,500	4,243,381	4,259,400	4,445,700	4,501,600	242,200	5.7
F141 Community Relations	113,000	165,923	113,000	178,700	113,000		
F160 Buildings & Logistic	2,005,200	2,614,584	1,993,200	2,570,200	2,061,900	68,700	3.4
F180 Safety & Strat. Init	120,000	98,011	120,000	106,600	120,000		
F181 Locked: USAR Project							
F190 Communications	300,700	287,827	300,300	335,400	309,300	9,000	3.0
** Operations Support	11,268,900	11,674,396	11,460,900	12,219,300	12,493,900	1,033,000	9.0
** Locked Cost Centres							
*** Total	58,617,700	59,397,735	59,529,000	63,108,700	71,955,200	12,426,200	20.9

## Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
F110 Operations	(257,900)	(290,554)	(397,900)	(407,900)	(197,900)	200,000	(50.3)
F793 Rural Fire-Rural Op	(33,100)	(21,146)	(33,100)	(21,100)	(33,100)		
* Operations	(291,000)	(311,700)	(431,000)	(429,000)	(231,000)	200,000	(46.4)
F120 Training	(3,000)		(3,000)		(3,000)		
F130 Prevention	(10,700)	(11,666)	(10,700)	(7,700)	(10,700)		
F140 Administration	(3,000)	(3,700)	(3,000)	(29,000)	(3,000)		
F141 Community Relations				(2,200)			
F160 Buildings & Logistic	(5,000)	(2,700)	(5,000)	(2,700)	(5,000)		
F180 Safety & Strat. Init		(30,000)					
F181 Locked: USAR Project							
F190 Communications		(5,000)					
* Operations Support	(21,700)	(53,066)	(21,700)	(41,600)	(21,700)		
** Total	(312,700)	(364,766)	(452,700)	(470,600)	(252,700)	200,000	(44.2)

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	43,175,800	39,652,734	42,502,400	45,701,100	48,698,900	6,196,500	14.6
6002 Salaries - Overtime	1,594,800	4,464,460	1,955,400	5,266,500	6,152,200	4,196,800	214.6
6003 Wages - Regular		370					
6005 PDP & Union Con Incr		(112,252)		(5,982,200)			
6054 Vacation payout		128,847		137,100			
6100 Benefits - Salaries	8,283,800	8,033,226	8,143,900	9,230,800	9,266,900	1,123,000	13.8
6101 Benefits - Wages		227					
6110 Vacancy Management	(1,175,000)		(1,052,300)		(184,300)	868,000	(82.5)
6150 Honorariums	1,904,300	2,183,116	3,044,300	2,742,800	3,044,300		
6151 Vehicle Allowance		21,436		15,100			
6152 Retirement Incentives	350,700	357,106	382,100	408,900	456,200	74,100	19.4
6154 Workers' Compensation	705,700	676,672	719,900	690,000	781,900	62,000	8.6
6156 Clothing Allowance	89,600	83,000	93,600	89,200	96,000	2,400	2.6
6198 Non TCA Compensation		58					
6199 Comp & Ben InterDept		(99,647)		(17,900)			
9200 HR CATS Wage/Ben		4,224		24,500			
9210 HR CATS OT Wage/Ben		67		(100)			
* Compensation and Benefits	54,929,700	55,393,642	55,789,300	58,305,800	68,312,100	12,522,800	22.4
6201 Telephone	96,100	95,433	96,100	127,000	96,100		
6202 Courier/Postage	16,000	15,695	16,000	19,300	16,000		
6203 Office Furn/Equip	80,000	89,798	80,000	112,200	80,000		
6204 Computer S/W & Lic	15,000	29,145	15,000	16,100	15,000		
6205 Printing & Reprod	10,000	3,741	10,000	6,400	10,000		
6207 Office Supplies	35,000	26,103	35,000	31,400	35,000		
* Office	252,100	259,914	252,100	312,400	252,100		
6301 Professional Fees	120,000	96,100	120,000	152,500	120,000		
6302 Legal Fees	10,000	761	10,000	65,200	10,000		
6303 Consulting Fees		44,907		40,700			
6304 Janitorial Services		4,380		5,200			
6308 Snow Removal	100,000	168,797	100,000	100,500	100,000		
6311 Security	25,000	10,657	25,000	10,900	25,000		
6312 Refuse Collection				800			
6399 Contract Services	232,500	149,874	232,500	41,500	232,500		
* External Services	487,500	475,477	487,500	417,300	487,500		
6401 Uniforms & Clothing	332,000	548,070	332,000	775,400	332,000		
6402 Med & First Aid Supp		444		500			
6404 Rec Prog Supplies	150,000	110,346	150,000	137,100	150,000		
6405 Photo Supp & Equip	2,500	3,146	2,500	1,400	2,500		
6407 Clean/Sani Supplies	102,000	155,459	102,000	124,700	102,000		
6409 Personal Protect Equ		4,380		5,800			
6499 Other Supplies	2,500	3,448	2,500	1,800	2,500		
* Supplies	589,000	825,293	589,000	1,046,700	589,000		
6504 Hardware		473					
6505 Lubricants		27					
6506 Lumber		621					
6511 Salt		135					
6517 Paint		27		100			
6599 Other Materials		630					
* Materials		1,913		100			
6602 Electrical		67		7,800			
6603 Grnds & Landscaping		681		400			
6604 Bus Gates/Shltr-R&M				400			
6605 Municipal Taxes		8					
6607 Electricity	10,000	16,572	10,000	19,200	10,000		
6608 Water	11,500	21,808	11,500	26,500	11,500		
6610 Building - Exterior		325					
6611 Building - Interior				200			

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6612 Safety Systems				100			
6613 Overhead Doors		4,109		200			
6616 Natural Gas-Buildings	8,000	10,040	8,000	6,100	8,000		
6617 Pest Management		68					
6699 Other Building Cost	142,100	326,063	142,100	165,900	142,100		
* Building Costs	171,600	379,741	171,600	226,800	171,600		
6701 Equipment Purchase	146,500	135,521	146,500	250,000	146,500		
6702 Small Tools	35,000	42,351	35,000	35,200	35,000		
6703 Computer Equip/Rent	25,000	2,350	25,000	25,200	25,000		
6704 Equipment Rental		453					
6705 Equip - R&M	126,800	180,832	126,800	261,800	126,800		
6706 Computer R&M		130					
6707 Plumbing & Heating		76		200			
6708 Mechanical Equipment				600			
6711 Communication System	75,000	83,861	75,000	75,000	75,000		
* Equipment & Communications	408,300	445,574	408,300	648,000	408,300		
6802 Vehicle R&M		332					
6811 Shop Supplies		136		100			
6899 Other Vehicle Expense		141					
* Vehicle Expense		609		100			
6901 Membership Dues	12,500	9,751	12,500	18,800	12,500		
6903 Travel - Local	25,000	18,423	25,000	10,000	25,000		
6904 Travel - Out of Town	45,000	49,191	45,000	115,500	45,000		
6905 Training & Education	190,000	309,578	190,000	331,900	190,000		
6906 Licenses & Agreements	42,400	43,887	42,400	42,600	42,400		
6908 Medical Examinations	25,000	33,646	25,000	47,300	25,000		
6909 Cost of Sales		730					
6911 Facilities Rental	120,000	156,274	120,000	143,000	120,000		
6912 Advertising/Promotio	35,000	22,471	35,000	21,300	35,000		
6913 Awards	50,000	45,808	50,000	35,300	50,000		
6914 Recruiting	60,000	102,638	60,000	133,400	60,000		
6916 Public Education	65,000	46,959	65,000	65,500	65,000		
6917 Books and Periodicals	25,000	74,777	25,000	42,800	25,000		
6918 Meals	35,000	55,147	35,000	46,400	35,000		
6919 Special Projects			75,000	75,000		(75,000)	(100.0)
6928 Committee Expenses	2,000		2,000	2,000	2,000		
6933 Community Events	10,000	2,417	10,000	13,700	10,000		
6938 Rewarding Excellence	25,000	21,977	25,000	33,800	25,000		
6942 Management Fees				100			
6943 Health and Wellness	120,000	76,354	120,000	77,000	120,000		
6999 Other Goods/Services	18,000	48,713	18,000	85,200	18,000		
* Other Goods & Services	904,900	1,118,742	979,900	1,340,600	904,900	(75,000)	(7.7)
7009 Internal Trfr Other		6,176		200			
9911 PM Labour-Reg		1,368					
* Interdepartmental		7,544		200			
8011 Interest on Debentur	106,500	106,447	86,000	86,000	64,400	(21,600)	(25.1)
8012 Principal on Debentu	575,600	575,641	572,800	572,800	572,800		
* Debt Service	682,100	682,088	658,800	658,800	637,200	(21,600)	(3.3)
8002 Insurance Claims				3,500			
8003 Insurance Pol/Prem	19,000	19,363	19,000	15,600	19,000		
8004 Grants	148,500	140,123	148,500	148,500	148,500		
8008 Transf to/fr Reserve	25,000	(352,288)	25,000	(15,700)	25,000		
* Other Fiscal	192,500	(192,802)	192,500	151,900	192,500		
** Total	58,617,700	59,397,735	59,529,000	63,108,700	71,955,200	12,426,200	20.9

<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4909 False Alarm Recovery	(60,000)	(49,168)	(200,000)	(210,000)		200,000	(100.0)
5102 Facilities Rentals	(21,100)	(21,146)	(21,100)	(21,100)	(21,100)		
* Fee Revenues	(81,100)	(70,314)	(221,100)	(231,100)	(21,100)	200,000	(90.5)
5508 Recov External Parti	(223,900)	(288,659)	(223,900)	(231,800)	(223,900)		
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
5600 Miscellaneous Revenue	(7,700)	(5,794)	(7,700)	(7,700)	(7,700)		
* Other Revenue	(231,600)	(294,452)	(231,600)	(239,500)	(231,600)		
** Total	<b>(312,700)</b>	<b>(364,766)</b>	<b>(452,700)</b>	<b>(470,600)</b>	<b>(252,700)</b>	<b>200,000</b>	<b>(44.2)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>58,305,000</b>	<b>59,032,969</b>	<b>59,076,300</b>	<b>62,638,100</b>	<b>71,702,500</b>	<b>12,626,200</b>	<b>21.4</b>



# Halifax Regional Police and RCMP

## 2018/19 Multi-Year Budget and Business Plan

**Mission:** Working together to keep our communities safe.

## HALIFAX POLICE SERVICES OVERVIEW

Halifax Police Services are delivered through an integrated policing model with the Halifax Regional Police (HRP) and Royal Canadian Mounted Police (RCMP) – Halifax District responsible for specific areas within the municipality. This policing model facilitates mutual assistance and coordinated response. The integrated or co-located services are:

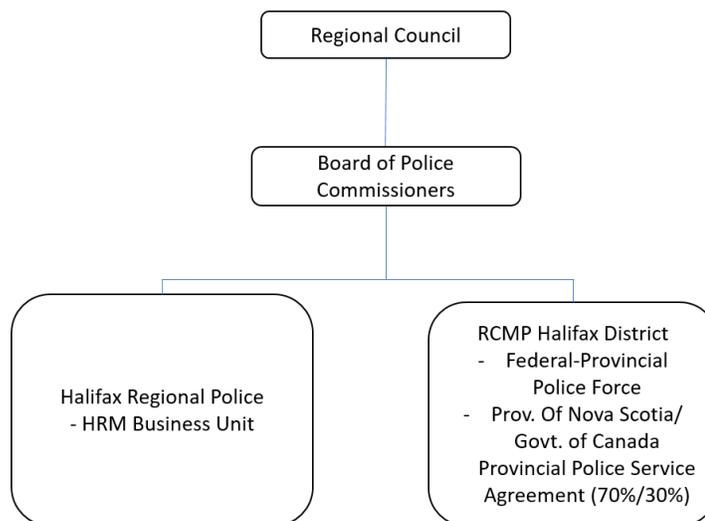
- Criminal Investigation Division
- Courts section
- Records section
- Traffic Support Services
- Command staff

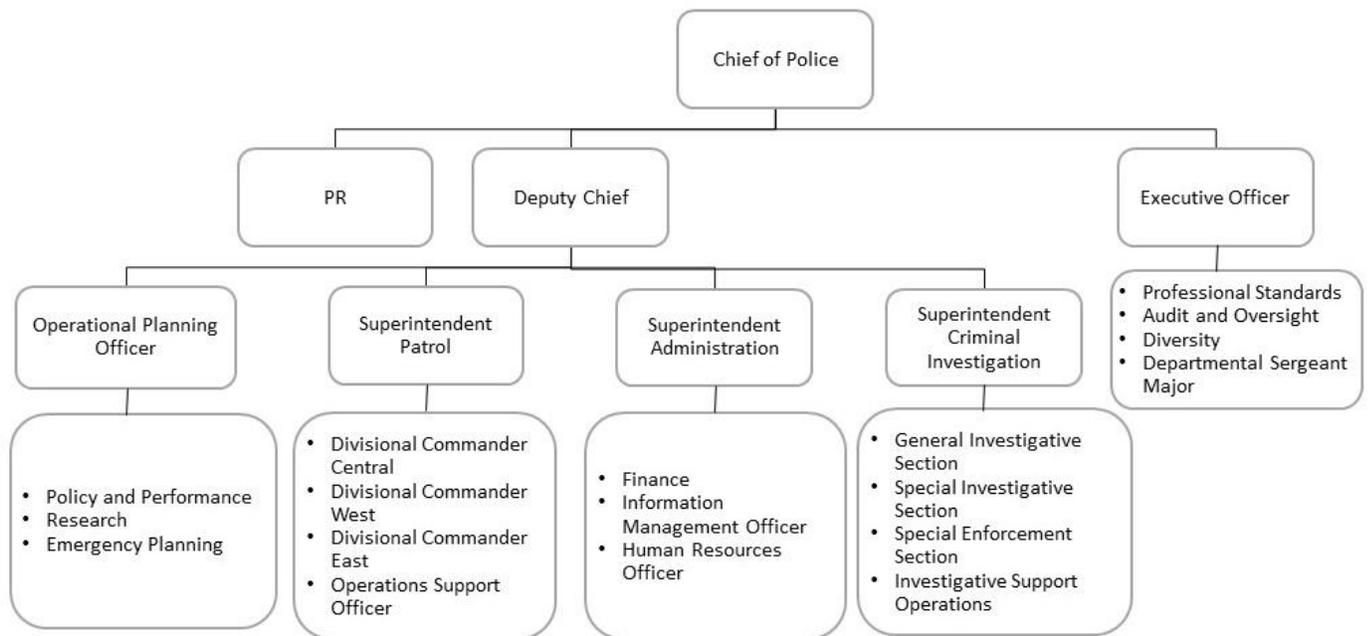
## HALIFAX REGIONAL POLICE OVERVIEW

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

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

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





## Service Areas

### RCMP

#### District Policing Officer

- Provides leadership, strategic direction and financial stewardship in consultation with HRM and ‘H’ Division Financial Management. Also provides oversight for all operational and administrative responsibilities for the RCMP in Halifax District.

### HRP

#### Chief’s Office

- Provides leadership, strategic direction, financial stewardship, creation and maintenance of audit policy, internal discipline and public relations

#### Operations

- Primarily responsible for delivering front-line emergency response and follow-up service to citizens of HRM. This includes patrol, criminal investigations, administration and operational support services

## Halifax Regional Police Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Approved FTE's	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	518 Sworn HRP 13 Sworn Non-Union 129.4 Civilian HRP 37.6 Civilian NSUPE 24.7 Civilian Non-Union	518 Sworn HRP 13 Sworn Non-Union 133.4 Civilian HRP 38.6 Civilian NSUPE 26.7 Civilian Non-Union	2 Sworn HRP 0 Sworn Non-Union 7 Civilian HRP 3 Civilian NSUPE 0 Civilian Non-Union	520 Sworn HRP 13 Sworn Non-Union 140.4 Civilian HRP 41.6 Civilian NSUPE 26.7 Civilian Non-Union
Seasonal	64.7 Civilian CUPE 4814 School Crossing Guards	64.7 Civilian CUPE 4814 School Crossing Guards	None	64.7 Civilian CUPE 4814 School Crossing Guards
Student	1 Human Resources (Reoccurring)	1 Human Resources (Reoccurring)	None	1 Human Resources (Reoccurring)
<b>Total</b>	<b>788.4</b>	<b>795.4</b>		<b>802.4</b>

## RCMP Halifax-Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2016/17 Approved	2017/18 Approved FTE's	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	178	178	179.5	179.5

## Halifax Regional Police Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on HRM Police Services	16.4	15.9	16.7
Average tax bill amount spent on HRM Police Services	301.30	299.50	321.80

\* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17, \$235,300 in 17/18).

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

### Healthy, Liveable Communities – Public Safety

#### Effective and Efficient Crime Response

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

#### Significant Reduction in Crime and Significant Increase in Safety

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

#### Reduction in Victimization

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

### Governance and Engagement – Public Engagement

#### HRP Employee and Public Relations

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

#### HRP Partnerships and Integrated Community Partnerships

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

## Our People - Leadership

### Good HRP Governance

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

### HRP Learning and Innovative Culture

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

## Our People - Culture

### HRP Organizational Culture and Response Philosophy

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

## Service Excellence – Service Improvements

### HRP Facilities and Infrastructure

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

### HRP Operational Excellence

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

## Halifax Regional Police Budget

### Halifax Regional Police Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
<b>Healthy, Liveable Communities</b>			
Public Safety	Police Services Replacement Equipment	\$460,000	
	HRP Records Management System Optimization	\$200,000	
	Police Fleet	\$1,000,000	
	Police Vehicle Equipment	\$175,000	

## Halifax Regional Police Budget by Service Area

Service Area Budget Overview								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved Budget in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Police Chief's Office Summary of Expense & Revenue Types	3,647,300	4,195,602	3,744,200	3,972,800	3,744,900	4,161,400	417,200	11.1
Operations Division Summary of Expense & Revenue Types	73,317,400	72,718,310	73,859,600	73,092,800	74,839,300	82,373,600	8,514,000	11.5
	<b>76,964,700</b>	<b>76,913,912</b>	<b>77,603,800</b>	<b>77,065,600</b>	<b>78,584,200</b>	<b>86,535,000</b>	<b>8,931,200</b>	<b>11.5</b>

## Summary of Changes Included in Proposed Halifax Regional Police Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/18 Approved Budget</b>				<b>\$77,603,800</b>
	Compensation pressures including HRP Annual (2.75% per year since 2015 (4 years)) including impact on overtime, court time & step increases, and non-union adjustments / <a href="#">ISA's</a> approved in 2017/18 fiscal year	No impact on service delivery. Contractually obligated.	\$7,977,000	
	<b>Sub-Total</b>			<b>\$85,580,800</b>
	<b>Police Board Request over Fiscal Direction</b>			
	Decrease in Record Check fees due to no longer collecting an individual \$25 fee for finger prints.	No impact on service delivery.	\$18,000	
	Decrease in Officer secondment recoveries as a secondment ended during 2017/18 fiscal year.	No impact on service delivery.	\$130,400	
	Civilian Communications Radio Technician (four (4) additional positions)	These positions will aid HRP in mitigating overtime costs and reducing sick time.	\$278,500 <del>-\$65,000</del> <b>\$213,500</b>	
	System Administrators (Two (2) additional positions)	This position will aid HRP in mitigating the challenges identified and recommendations	\$174,700	

	made in the KPMG Security Review.		
Quartermaster Supply Assistant II (New position)	Establishing expertise, consistency and longevity relative to the quartermaster functions.	\$19,900	
Sworn Criminal Investigation Cyber Crime Specialist (New position)	Strengthen our capacity to analyze and interpret online threats and criminal activity.	\$73,100	
Crime Analysts (Two (2) additional positions)	One position will be seconded to the RCMP H: Division. The second position will be used to operate the Real-Time Crime Center.	\$123,700	
Diversity Unit Constable (New position)	Strengthen relationships within HRM's diversified communities.	\$73,100	
Civilian Cyber Crime Specialist (New position)	Enhance our capacity with specialized skills expertise for cybercrime investigation	\$102,700	
Miscellaneous savings in facility lease/ operating costs	No impact on service delivery.	-\$8,600	
Lake Patrol Contract Increase	No impact on service delivery	\$1,900	
Expansion in youth-at-risk programming managed by Parks and recreation	No impact on service delivery.	\$257,200	
Miscellaneous cost recovery increases due to inflation and compensation relative to secondments	No impact on service delivery.	-\$41,700	
Further increase in RCMP Facility Cost Recovery for Integrated Criminal Investigation Unit	No impact on service delivery.	-\$44,400	
Further decrease in Provincial DNA analysis costs to HRM	No impact on service delivery.	-\$20,200	
Increase in recovery relative to Domestic Violence secondments	No impact on service delivery.	-\$5,000	
Miscellaneous savings in janitorial cost for lease facilities	No impact on service delivery.	-\$1,800	
Increase in Halifax International Airport Security contract recovery because of increase in HRPAs annual rates	No impact on service delivery.	-\$194,300	

	Decrease in budget credit for attrition and turnover	Pro-active measures have been implemented allowing for an increase in efficiency in filling positions that become vacant.	\$46,000	
	One additional secondment for 6 months related to International mission (TBD)	Vacant positions will not be replaced, allowing for reduction in budget	-\$69,000	\$849,200
	Budget Transfer of False Alarm Recovery to FAM	No impact	\$105,000	\$105,000
<b>Collective Agreement Changes</b>				<b>\$7,977,000</b>
<b>Budget Adjustments</b>				<b>\$849,200</b>
<b>Interdepartmental Transfers</b>				<b>\$105,000</b>
<b>Total Impact of Changes</b>				<b>\$8,931,200</b>
<b>2018/2019 Proposed Budget</b>				<b>\$86,535,000</b>

## Halifax Regional Police Operating Budget

### Halifax Regional Police Summary of Expense & Revenue Types

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	78,596,900	78,749,428	79,255,700	79,420,900	88,091,400	8,835,700	11.1
* Office	560,200	456,288	560,200	537,700	560,200		
* External Services	2,930,700	3,037,681	2,679,800	2,632,900	2,627,700	(52,100)	(1.9)
* Supplies	632,200	805,936	632,200	869,400	632,200		
* Materials		1,698					
* Building Costs	53,700	51,923	53,700	47,200	53,700		
* Equipment & Communications	1,689,500	1,377,998	1,689,500	1,504,500	1,689,500		
* Vehicle Expense	4,000	9,053	4,000	13,500	4,000		
* Other Goods & Services	1,810,300	1,642,027	2,072,700	2,174,100	2,321,300	248,600	12.0
* Interdepartmental	(216,200)	(182,595)	(216,200)	(229,200)	(221,200)	(5,000)	2.3
* Other Fiscal	(319,900)	41,458	(179,300)	(285,800)	(179,300)		
** Total	<b>85,741,400</b>	<b>85,990,895</b>	<b>86,552,300</b>	<b>86,685,200</b>	<b>95,579,500</b>	<b>9,027,200</b>	<b>10.4</b>
<b>Revenues</b>							
* Transfers from other Gov'ts	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)		
* Fee Revenues	(730,000)	(744,821)	(730,000)	(758,000)	(607,000)	123,000	(16.8)
* Other Revenue	(4,246,700)	(4,532,162)	(4,418,500)	(5,061,600)	(4,637,500)	(219,000)	5.0
** Total	<b>(8,776,700)</b>	<b>(9,076,983)</b>	<b>(8,948,500)</b>	<b>(9,619,600)</b>	<b>(9,044,500)</b>	<b>(96,000)</b>	<b>1.1</b>
<b>Net Surplus/Deficit</b>							
<b>Net Surplus/Deficit</b>	<b>76,964,700</b>	<b>76,913,912</b>	<b>77,603,800</b>	<b>77,065,600</b>	<b>86,535,000</b>	<b>8,931,200</b>	<b>11.5</b>

## 18/19 HALIFAX REGIONAL POLICE SERVICE AREA PLANS

### Chief's Office

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

#### Services Delivered:

##### Governance and Engagement – Public Engagement

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

##### Governance and Engagement – Municipal Governance

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

### Service Delivery Measures

Chief's Office Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Planned	MBNC Median* 2016
Number of police staff (sworn and civilian) per 100,000 population (Includes both HRP and RCMP Officers and civilian staff) **	186	214	211	211	221
Total gross cost of Police services per capita (Includes gross costs for both HRP and RCMP) **	\$261.59	\$265.94	\$262.93	N/A	N/A
Total net cost of Police services per capita (Includes net costs for HRP and RCMP) **	\$242.59	\$244.37	\$242.02	N/A	N/A

Note: Using Full Time Equivalents and not the number of employees (as had previously been calculated)

\* Municipal Benchmarking Network Canada

\*\* Population: 431,701

## Performance Analysis

### Exhibits and Property Stores

HRP hired an additional evidence custodian (supply assistant) in response to the 2015/16 HRP Drug Exhibit Audit which has ensured a seamless movement of exhibits and property. All exhibits and property, with the exception of firearms and biological exhibits, are stored together to maintain continuity.

### Professional Standards

HRP developed a matrix for the Professional Standards Section to support decision-making as it relates to disciplinary procedures.

## 18/19 Chief's Office Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Governance and Engagement – Public Engagement</b>
<p><b>Community Partnerships</b> (Est. Compl: Q4 18/19) HRP will work toward operating within a community partnership. HRP will properly identify community partners and analyze and update its practices to ensure intelligence, expertise, and protocols are the most up-to-date and are being delivered through robust community relationships.</p>
<p><b>Community Survey</b> (Est. Compl: Q4 18/19) HRP, through consultation with the Board of Police Commissioners, HRM, the province of NS, and other police agencies, will re-establish the community survey to ensure HRP better understands community expectations and attitudes toward police and policing services</p>
<b>Governance and Engagement – Municipal Governance</b>
<p><b>Public Relations development of Policies and Procedures</b> (Est. Compl: Q4 2018/19) HRP will develop and implement Public Relations Unit policies and procedures to ensure incoming Public Relations personnel have adequate resources to support in their transition.</p>
<p><b>HRP Intranet Strategy</b> (Est. Compl: Q4 18/19) An in-depth review of the HRP Intranet will be undertaken. This review will identify areas for improvement in areas such as design, governance, and approved content. The review will also ensure extensive consultation takes place so that proper usability factors are addressed.</p>

## Chief's Office Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	2,876,600	3,091,688	2,979,200	3,175,600	3,396,400	417,200	14.0
* Office	90,100	68,132	90,100	90,100	90,100		
* External Services	423,400	631,248	423,400	282,000	423,400		
* Supplies	278,400	505,417	278,400	488,400	278,400		
* Equipment & Communications	88,900	12,726	88,900	13,400	88,900		
* Vehicle Expense		1					
* Other Goods & Services	60,400	83,745	60,400	108,900	60,400		
* Interdepartmental		(47)		1,000			
* Other Fiscal	50,000	55,058	50,000	50,000	50,000		
<b>** Total</b>	<b>3,867,800</b>	<b>4,447,968</b>	<b>3,970,400</b>	<b>4,209,400</b>	<b>4,387,600</b>	<b>417,200</b>	<b>10.5</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Other Revenue	(220,500)	(252,366)	(226,200)	(236,600)	(226,200)		
<b>** Total</b>	<b>(220,500)</b>	<b>(252,366)</b>	<b>(226,200)</b>	<b>(236,600)</b>	<b>(226,200)</b>		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>3,647,300</b>	<b>4,195,602</b>	<b>3,744,200</b>	<b>3,972,800</b>	<b>4,161,400</b>	<b>417,200</b>	<b>11.1</b>

## Operations

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

### Services Delivered:

#### Healthy, Liveable Communities – Public Safety

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

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

Investigations - This service provides general and specialized investigative services

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

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

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

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

### Service Excellence – Service Delivery

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

## Service Delivery Measures

Operations Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 * Actual	2018/19 Projected	MBNC Median** 2016
Total Criminal Code incidents per 100,000 population ***	4,763	4,664.7	N/A	N/A	4,408
Number of Violent Criminal Code incidents per 100,000 population	1,194	1,016.2	N/A	N/A	909
Number of Criminal Code incidents per Police Officer	N/A	N/A	N/A	N/A	28.4
Crime Severity Index	62.8	61.03	N/A	N/A	70.96 (National Average)
Violent Crime Severity Index (CSI)	79	77.25	N/A	N/A	75.25 (National Average)
Clearance Rate – Total (Non-Traffic) Criminal Code Incidents	N/A	40.2%	N/A	N/A	41.3%

\* 2017/18 Data not available until July 2018

\*\* Municipal Benchmarking Network Canada

\*\*\* Population: 431,701

## Performance Analysis

### Crime Reduction

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

areas of the Business Unit that can benefit from civilianized expertise. HRP is committed to ensuring that it has the right people, doing the right thing, in the right way, for the right reason.

### Drug Strategies

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

## 18/19 Operations Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Governance and Engagement – Public Engagement</b>
<p><b>Diverse Communities</b> (Est. Compl: Q4 18/19) HRP will continue public engagement and outreach to diverse communities with the hiring of an additional Diversity Officer to allow for increased capacity.</p>
<b>Healthy, Liveable Communities – Public Safety</b>
<p><b>Living Lab Framework</b> (Est. Compl: Q2 18/19) HRP will determine the basis for the establishment of a 'living lab' and complete an assessment of the technological and resource feasibility of establishing such a resource for the ongoing analysis of HRP's internal data.</p>
<p><b>Opioid Misuse Strategy</b> (Est. Compl: Q2 18/19) HRP, in partnership with Halifax District RCMP, HRM, and the Province of Nova Scotia, will research, review and consult on the development of an Opioid Misuse Strategy that will target at-risk populations and help to reduce harm.</p>
<p><b>Legalization of Marijuana Strategy</b> (Est. Compl: Q2 18/19) HRP, in partnership with Halifax District RCMP, HRM and the Province of Nova Scotia, will research, review and consult on the development of a Legalization of Marijuana Strategy that will ensure HRM is aligned and prepared for the change in legislation.</p>
<p><b>Sexualized Violence Strategy</b> (Est. Compl: Q2 18/19) HRP, in partnership with Halifax District RCMP and HRM, will research, review and consult on the development of a targeted approach to sexualized violence, paying specific attention to university students and youth.</p>
<p><b>HRP Capability Response Framework</b> (Est. Compl: Q4 18/19) HRP will continue to implement a Capability Response Framework based on the 15/16 Roadmap, the 15/16 Operational Assessment, and the Clairmont Report.</p>
<p><b>HRP Expanded Victim Support Plan</b> (Est. Compl: Q4 18/19) HRP, in collaboration with Halifax District RCMP, will support victims of crime by beginning to implement and address the issues and recommendations from the 15/16 Victim Support Plan.</p>
<p><b>HRP Crime Reduction Strategy</b> (Est. Compl: Q4 18/19) HRP will continue to research, review, and consult on the development of a new Crime Reduction Strategy combining the results of the Strategic Plan, Operational Priorities and Community Response Model. A policy framework will be developed that will outline HRP's recommended go forward position on crime reduction.</p>

<b>Service Excellence – Service Improvements</b>
<b>HRP Technology Roadmap</b>
<b>EMVA BI (Est. Compl: Q4 18/19)</b> HRP, in collaboration with Halifax District RCMP, will develop options for a new eMVA business intelligence (BI) solution, which is an extension of the eMVA project. The eMVA BI will provide HRP with the ability to analyze the data we collect electronically and use it to review the number of accidents, locations of accidents, and other factors. This data may also be provided to other HRM Business Units to assist in evidence-based decision making regarding issues such as pedestrian and cross walk safety. HRP will explore a partnership with the Province of Nova Scotia to leverage synergies for data transfer and analysis.
<b>Data Management (Est. Compl: Q4 18/19)</b> HRP, in collaboration with Halifax District RCMP, will develop a Data Management Framework which will define data standards and requirements for data storage. An environmental scan will be completed with the options developed when the CISO is hired.
<b>Development and Implementation of a Source Management Tool (Est. Compl: Q4 18/19)</b> HRP, in collaboration with Halifax District RCMP, will procure and implement a new Source Management Tool, which will remove the paper based process of source information distribution and move HRP toward a 'standalone' database. The procurement process will be completed in 2018 with implementation to begin once the CISO is hired.
<b>Records Management System (Est. Compl: Q4 18/19)</b> HRP, in collaboration with Halifax District RCMP, will optimize its Records Management System (RMS) in order to maximize the use and benefit of the current system. Maximizing the functionality of the RMS will provide support to other projects such as digital storage and data management.
<b>Digital Storage (Est. Compl: Q4 18/19)</b> HRP, in collaboration with Halifax District RCMP, will undertake a Digital Storage Opportunity Assessment in order to explore best practises for storing digital information such as photographs and videos. This operational assessment will support the development of the data management and RMS optimization deliverables.
<b>Service Delivery Model (Est. Compl: Q4 18/19)</b> HRP, in collaboration with Halifax District RCMP, will develop and implement a new Service Delivery Agreement that will further define roles and expectation of HRP/ICT as it relates to technology support, services, and projects.
<b>Physical Security Development (Est. Compl: Q4 18/19)</b> HRP, in collaboration with Halifax District RCMP, will ensure each entrance at all HRP facilities has dual-factor security for entry. Access will be associated with employee profiles and will change based on employee transfers.
<b>Development and Implementation of the Cyber Threat Protocol (Est. Compl: Q4 18/19)</b> HRP will develop a Cyber Threat Protocol and policy, which will detail how HRP combats and responds to external attacks on HRP's technological infrastructure. This will respond to a portion of the HRP security review recommendations.
<b>Improved Dispatch and Call Management Process</b>
<b>Fire Data Management Review (Est. Compl: Q4 18/19)</b> HRP, in collaboration with HRFE, will undertake a Fire Data Management Review which will explore the RMS for HRFE and what can be expounded and utilized.
<b>Mobile Data Terminals Process (Est. Compl: Q4 18/19)</b> HRP, in collaboration with HRFE, will review the use of Mobile Data Terminals (MDTs) in fire apparatus in order to enable HRFE to receive information via MDT. This will allow staff to receive real time updates as IES receives them.
<b>Station Alerting Assessment (Est. Compl: Q4 18/19)</b> HRP, in collaboration with HRFE, will undertake a Station Alerting Operational Assessment, which will support in the improvement of current protocols and how various stations are notified of a call for service.

<b>Our People - Leadership</b>
<p><b>Competency Profile</b> (Est. Compl: Q4 18/19) HRP will develop a competency profile for all ranks that is supported by a resource package that is tied to the skills and abilities required for the competencies. As part of the deliverable, appropriate opportunities and training will be generated and aligned to each competency.</p>
<p><b>Performance Management and Development Tool</b> (Est. Compl: Q4 18/19) HRP will develop and implement an overall performance management and development tool to support the goal of competency based performance measurement and promotion.</p>
<b>Our People - Talent</b>
<p><b>Succession Planning</b> (Est. Compl: Q4 18/19) HRP will research, review and consult on the development of a long-term succession plan for employees. HRP will not be evaluating people but rather the roles, responsibilities and skill sets required for specific positions and ranks</p>
<p><b>Human Resources Strategy</b> (Est. Compl: Q4 18/19) HRP plans to develop a Human Resources Strategy that will focus on ensuring that personnel are being fully utilized based on their skills and expertise while also ensuring their well-being. Specific areas of emphasis for the strategy will be on recruitment, performance management, professional development, succession planning, and diversity.</p>
<b>Our People - Performance</b>
<p><b>Evidence-based Policing</b> HRP will develop an internal training course on evidence-based policing. This will ensure HRP personnel are trained in research literacy and evidence-based decision making. The addition of two Crime Analysts for the RCMP will support increased capacity.</p>

## Operations Summary of Expenses &amp; Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	75,720,300	75,657,740	76,276,500	76,245,300	84,695,000	8,418,500	11.0
* Office	470,100	388,155	470,100	447,600	470,100		
* External Services	2,507,300	2,406,433	2,256,400	2,350,900	2,204,300	(52,100)	(2.3)
* Supplies	353,800	300,519	353,800	381,000	353,800		
* Materials		1,698					
* Building Costs	53,700	51,923	53,700	47,200	53,700		
* Equipment & Communications	1,600,600	1,365,271	1,600,600	1,491,100	1,600,600		
* Vehicle Expense	4,000	9,053	4,000	13,500	4,000		
* Other Goods & Services	1,749,900	1,558,283	2,012,300	2,065,200	2,260,900	248,600	12.4
* Interdepartmental	(216,200)	(182,548)	(216,200)	(230,200)	(221,200)	(5,000)	2.3
* Other Fiscal	(369,900)	(13,600)	(229,300)	(335,800)	(229,300)		
<b>** Total</b>	<b>81,873,600</b>	<b>81,542,928</b>	<b>82,581,900</b>	<b>82,475,800</b>	<b>91,191,900</b>	<b>8,610,000</b>	<b>10.4</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Transfers from other Gov'ts	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)		
* Fee Revenues	(730,000)	(744,821)	(730,000)	(758,000)	(607,000)	123,000	(16.8)
* Other Revenue	(4,026,200)	(4,279,796)	(4,192,300)	(4,825,000)	(4,411,300)	(219,000)	5.2
<b>** Total</b>	<b>(8,556,200)</b>	<b>(8,824,618)</b>	<b>(8,722,300)</b>	<b>(9,383,000)</b>	<b>(8,818,300)</b>	<b>(96,000)</b>	<b>1.1</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>73,317,400</b>	<b>72,718,310</b>	<b>73,859,600</b>	<b>73,092,800</b>	<b>82,373,600</b>	<b>8,514,000</b>	<b>11.5</b>

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
P110 Professional Stds	337,000	223,558	197,900	208,200	214,500	16,600	8.4
P125 Audit & Policy	291,500	428,309	414,400	429,900	458,300	43,900	10.6
P255 Exhibits & Property	532,200	682,720	590,400	729,100	643,400	53,000	9.0
P370 Booking	749,800	815,834	719,900	779,800	830,300	110,400	15.3
**** Executive Office	1,910,500	2,150,422	1,922,600	2,147,000	2,146,500	223,900	11.6
P105 Chief's Office	1,140,600	1,444,502	1,190,600	1,221,200	1,351,400	160,800	13.5
P115 Legal	60,400	132,295	60,400	81,000	60,400		
P120 Public Affairs	535,800	468,382	570,600	523,600	603,100	32,500	5.7
**** Chief's Division	1,736,800	2,045,180	1,821,600	1,825,800	2,014,900	193,300	10.6
***** Chief's Office	3,647,300	4,195,602	3,744,200	3,972,800	4,161,400	417,200	11.1
A551 City Watch	99,500	78,367	107,500	77,700	108,000	500	0.5
P405 Deputy Operations	971,800	858,100	978,400	984,500	977,100	(1,300)	(0.1)
P489 Ground Search/Rescue		2,742					
S120 FOIPOP Coordinator	62,400	56,151	63,400	64,000	64,700	1,300	2.1
**** Deputy Operations	1,133,700	995,359	1,149,300	1,126,200	1,149,800	500	0.0
P312 SES Technical Unit	599,900	456,016	628,900	600,400	695,800	66,900	10.6
P313 VICLAS	130,600	143,248	129,500	154,900	143,900	14,400	11.1
P314 Computer Forensics	239,000	189,813	335,700	294,100	556,100	220,400	65.7
P315 Inves. Call BackUnit	112,300	3,352	5,100	4,900	5,100		
P316 CID	(2,568,700)	(2,624,717)	(2,634,500)	(2,576,000)	(2,623,800)	10,700	(0.4)
P317 CATS Clearing Account		1,688,358					
P320 Polygraph	118,300	243,903	226,100	250,600	250,300	24,200	10.7
P325 Identification	2,021,300	2,155,037	2,138,400	2,036,300	2,185,900	47,500	2.2
P330 Fraud Unit	993,200	996,463	982,400	1,024,600	1,080,500	98,100	10.0
P335 Special Enforcement	1,579,400	1,539,572	1,586,300	1,535,100	1,726,600	140,300	8.8
P340 Criminal Intel Unit	1,094,000	981,592	985,300	1,098,700	1,260,300	275,000	27.9
P345 Vice	813,000	821,432	844,700	821,800	870,600	25,900	3.1
P360 GIS	3,269,600	3,344,598	3,384,900	3,173,200	3,721,600	336,700	9.9
P375 Major Crime	2,903,500	3,073,253	3,051,200	3,182,900	3,264,000	212,800	7.0
P380 Crime Analysis	1,186,700	1,152,203	1,096,500	1,104,200	1,420,600	324,100	29.6
**** Criminal Investigations Div	12,492,100	14,164,124	12,760,500	12,705,700	14,557,500	1,797,000	14.1
A450 Integrated Emerg Srv	7,019,200	6,843,797	7,001,800	7,074,300	8,039,800	1,038,000	14.8
** Emergency 911 Communication	7,019,200	6,843,797	7,001,800	7,074,300	8,039,800	1,038,000	14.8
N711 Dispatch Centre	105,700	113,597	105,700	105,700	105,700		
* Dispatch	105,700	113,597	105,700	105,700	105,700		
N721 HRP	291,800	272,374	291,800	271,800	291,800		
* Police	291,800	272,374	291,800	271,800	291,800		
N731 Core Fire & EMO	3,000	1,990	3,000	3,000	3,000		
N732 Rural Fire	701,300	661,642	701,300	701,300	701,300		
* Fire	704,300	663,633	704,300	704,300	704,300		
** Integrated Dispatch Communi	1,101,800	1,049,604	1,101,800	1,081,800	1,101,800		
*** Integrated Emergency Servic	8,121,000	7,893,401	8,103,600	8,156,100	9,141,600	1,038,000	12.8
P235 Extra Duty	(12,100)	(120,256)	(12,100)	(69,700)	(17,100)	(5,000)	41.3
P240 SOTS	420,800	351,526	435,100	372,900	489,700	54,600	12.5
P245 Court Officers	1,349,000	1,338,566	1,410,100	1,399,500	1,542,200	132,100	9.4
P265 Records	140,300	185,653	338,700	300,300	391,500	52,800	15.6
P310 R.A.P.I.D.	5,900	190	5,900	5,900	5,900		
P311 Projects Unit	706,900	622,741	695,900	646,900	897,900	202,000	29.0
*** Information Services	2,610,800	2,378,419	2,873,600	2,655,800	3,310,100	436,500	15.2
P210 EAP	135,800	149,133	135,200	162,700	175,900	40,700	30.1
P220 Human Resources	456,100	755,797	817,400	866,600	809,600	(7,800)	(1.0)
P225 Training	1,310,500	1,300,010	1,524,800	1,243,400	1,569,400	44,600	2.9
P505 Police Science Train							
*** Human Resources	1,902,400	2,204,940	2,477,400	2,272,700	2,554,900	77,500	3.1
P130 Facilities & Prop.	196,600	117,283	196,600	196,600	196,600		
P205 Superintendent's Off	538,900	703,127	672,400	756,300	773,400	101,000	15.0
P208 Back Check	(112,400)	(162,290)	(177,200)	(173,700)	(181,100)	(3,900)	2.2
P230 Finance	527,000	474,029	547,200	551,200	494,900	(52,300)	(9.6)
P250 Fleet Maintenance	80,000	72,563	80,000	80,000	80,000		
P270 Commissionaires	1,243,600	1,153,424	1,065,700	1,110,400	1,033,700	(32,000)	(3.0)
P445 Marine	74,500	76,121	77,700	77,700	79,600	1,900	2.4
*** Corporate Services	2,548,200	2,434,258	2,462,400	2,598,500	2,477,100	14,700	0.6
**** Administration	15,182,400	14,911,018	15,917,000	15,683,100	17,483,700	1,566,700	9.8
P415 Central	13,027,200	11,743,489	12,335,100	12,447,200	13,804,700	1,469,600	11.9

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
P475 QRU - Central Patrol	757,400	836,325	865,400	715,200	871,700	6,300	0.7
*** Operations Central	13,784,600	12,579,813	13,200,500	13,162,400	14,676,400	1,475,900	11.2
P425 East	11,303,400	10,896,083	11,524,200	11,391,600	12,991,600	1,467,400	12.7
P490 QRU - East Patrol	781,700	838,947	818,400	798,600	905,600	87,200	10.7
*** Operations East	12,085,100	11,735,030	12,342,600	12,190,200	13,897,200	1,554,600	12.6
P420 West	10,648,300	10,489,746	10,298,900	10,344,700	11,641,300	1,342,400	13.0
P495 QRU - West Patrol	824,200	807,221	818,400	767,000	905,600	87,200	10.7
*** Operations West	11,472,500	11,296,968	11,117,300	11,111,700	12,546,900	1,429,600	12.9
E123 Comm. Response	348,000	(2,564)	30,100	26,400	30,100		
P365 Accidents	188,500	233,506	228,900	243,200	254,900	26,000	11.4
P410 Shared Resources	1,538,200	1,826,019	1,777,900	1,786,000	1,838,800	60,900	3.4
P430 Victim Service	212,800	230,223	217,700	201,900	261,300	43,600	20.0
P435 Canine	32,700	18,597	32,700	32,700	32,700		
P440 ERT	154,400	44,601	154,400	90,900	154,400		
P450 Public Safety Unit	36,700	10,863	36,700	31,700	36,700		
P455 Bike Patrol	16,000	27,470	16,000	33,200	16,000		
P460 Sch. Crossing Guard	1,787,200	1,674,075	1,644,800	1,677,500	1,649,200	4,400	0.3
P465 Mounted	233,900	233,839	231,900	236,500	256,200	24,300	10.5
P470 Port's Policing	120,700	113,910	110,100	119,500	140,200	30,100	27.3
P480 CR/CP	1,292,800	994,290	1,003,800	881,000	1,056,600	52,800	5.3
P481 Youth Advocate Prg	538,100	491,171	521,900	521,900	779,100	257,200	49.3
P485 Traffic	1,112,000	1,059,070	1,321,600	1,319,900	1,464,800	143,200	10.8
P486 Mental Health Crisis	199,800	302,661	186,900	224,400	225,800	38,900	20.8
P488 Aviation Security	(644,800)	(221,735)	(143,000)	(313,200)	(134,700)	8,300	(5.8)
*** Shared Services	7,167,000	7,035,998	7,372,400	7,113,500	8,062,100	689,700	9.4
**** Patrol Operations	44,509,200	42,647,809	44,032,800	43,577,800	49,182,600	5,149,800	11.7
***** Operations Division	73,317,400	72,718,310	73,859,600	73,092,800	82,373,600	8,514,000	11.5
**** Hurricane Juan							
***** Locked Police Services							
***** HRM Police	76,964,700	76,913,912	77,603,800	77,065,600	86,535,000	8,931,200	11.5
***** Total	76,964,700	76,913,912	77,603,800	77,065,600	86,535,000	8,931,200	11.5

Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
P110 Professional Stds	337,000	223,558	197,900	208,200	214,500	16,600	8.4
P125 Audit & Policy	291,500	428,309	414,400	429,900	458,300	43,900	10.6
P255 Exhibits & Property	532,200	682,720	590,400	729,100	643,400	53,000	9.0
P370 Booking	884,500	956,250	860,300	920,200	970,700	110,400	12.8
**** Executive Office	2,045,200	2,290,837	2,063,000	2,287,400	2,286,900	223,900	10.9
P105 Chief's Office	1,226,400	1,556,302	1,276,400	1,317,400	1,437,200	160,800	12.6
P115 Legal	60,400	132,295	60,400	81,000	60,400		
P120 Public Affairs	535,800	468,533	570,600	523,600	603,100	32,500	5.7
**** Chief's Division	1,822,600	2,157,130	1,907,400	1,922,000	2,100,700	193,300	10.1
***** Chief's Office	3,867,800	4,447,968	3,970,400	4,209,400	4,387,600	417,200	10.5
A551 City Watch	104,500	80,867	107,500	77,700	108,000	500	0.5
P405 Deputy Operations	971,800	916,766	978,400	1,155,500	977,100	(1,300)	(0.1)
P489 Ground Search/Rescue		2,742					
S120 FOIPOP Coordinator	62,400	56,151	63,400	64,000	64,700	1,300	2.1
**** Deputy Operations	1,138,700	1,056,526	1,149,300	1,297,200	1,149,800	500	0.0
P312 SES Technical Unit	599,900	456,016	628,900	600,400	695,800	66,900	10.6
P313 VICLAS	130,600	143,248	129,500	154,900	143,900	14,400	11.1
P314 Computer Forensics	239,000	189,813	335,700	294,100	556,100	220,400	65.7
P315 Inves. Call BackUnit	112,300	3,352	5,100	4,900	5,100		
P316 CID	1,814,600	1,637,301	1,821,500	1,880,000	1,885,000	63,500	3.5
P317 CATS Clearing Account		1,688,358					
P320 Polygraph	118,300	243,903	226,100	250,600	250,300	24,200	10.7
P325 Identification	2,021,300	2,155,193	2,138,400	2,036,300	2,185,900	47,500	2.2
P330 Fraud Unit	993,200	996,463	982,400	1,024,600	1,080,500	98,100	10.0
P335 Special Enforcement	1,579,400	1,539,736	1,586,300	1,535,100	1,726,600	140,300	8.8
P340 Criminal Intel Unit	1,331,400	1,327,152	1,253,700	1,309,500	1,403,600	149,900	12.0
P345 Vice	813,000	821,432	844,700	821,800	870,600	25,900	3.1
P360 GIS	3,269,600	3,346,129	3,384,900	3,301,600	3,721,600	336,700	9.9
P375 Major Crime	3,012,900	3,209,812	3,175,600	3,307,300	3,390,800	215,200	6.8
P380 Crime Analysis	1,186,700	1,152,203	1,096,500	1,104,200	1,420,600	324,100	29.6
**** Criminal Investigations Div	17,222,200	18,910,113	17,609,300	17,625,300	19,336,400	1,727,100	9.8
A450 Integrated Emerg Srv	7,019,200	6,857,810	7,001,800	7,099,300	8,039,800	1,038,000	14.8
A452 Eric Spicer-Operatio							
** Emergency 911 Communication	7,019,200	6,857,810	7,001,800	7,099,300	8,039,800	1,038,000	14.8
N711 Dispatch Centre	105,700	113,597	105,700	105,700	105,700		
* Dispatch	105,700	113,597	105,700	105,700	105,700		
N721 HRP	291,800	272,374	291,800	271,800	291,800		
* Police	291,800	272,374	291,800	271,800	291,800		
N731 Core Fire & EMO	3,000	1,990	3,000	3,000	3,000		
N732 Rural Fire	701,300	661,642	701,300	701,300	701,300		
* Fire	704,300	663,633	704,300	704,300	704,300		
** Integrated Dispatch Communi	1,101,800	1,049,604	1,101,800	1,081,800	1,101,800		
*** Integrated Emergency Servic	8,121,000	7,907,414	8,103,600	8,181,100	9,141,600	1,038,000	12.8
P235 Extra Duty	400,300	365,983	400,300	445,300	395,300	(5,000)	(1.2)
P240 SOTS	545,800	513,091	560,100	547,900	614,700	54,600	9.7
P245 Court Officers	1,349,000	1,341,557	1,410,100	1,407,000	1,542,200	132,100	9.4
P265 Records	640,300	670,573	838,700	783,900	873,500	34,800	4.1
P310 R.A.P.I.D.	5,900	170	5,900	5,900	5,900		
P311 Projects Unit	706,900	622,741	695,900	646,900	897,900	202,000	29.0
*** Information Services	3,648,200	3,514,114	3,911,000	3,836,900	4,329,500	418,500	10.7
P210 EAP	135,800	149,133	135,200	162,700	175,900	40,700	30.1
P220 Human Resources	456,100	763,357	817,400	874,100	809,600	(7,800)	(1.0)
P225 Training	1,310,500	1,332,422	1,524,800	1,243,400	1,569,400	44,600	2.9
P505 Police Science Train							
*** Human Resources	1,902,400	2,244,912	2,477,400	2,280,200	2,554,900	77,500	3.1
P130 Facilities & Prop.	196,600	117,283	196,600	196,600	196,600		
P205 Superintendent's Off	662,200	812,356	795,700	863,700	791,700	(4,000)	(0.5)

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
P208 Back Check	224,800	220,977	200,500	204,000	200,500		
P230 Finance	527,000	474,029	547,200	551,200	494,900	(52,300)	(9.6)
P250 Fleet Maintenance	80,000	72,563	80,000	80,000	80,000		
P270 Commissionaires	1,280,300	1,193,547	1,101,600	1,146,300	1,069,600	(32,000)	(2.9)
P445 Marine	74,500	76,121	77,700	77,700	79,600	1,900	2.4
*** Corporate Services	3,045,400	2,966,875	2,999,300	3,119,500	2,912,900	(86,400)	(2.9)
**** Administration	16,717,000	16,633,315	17,491,300	17,417,700	18,938,900	1,447,600	8.3
P415 Central	13,027,200	11,760,355	12,335,100	12,472,200	13,804,700	1,469,600	11.9
P475 QRU - Central Patrol	757,400	836,325	865,400	780,100	871,700	6,300	0.7
*** Operations Central	13,784,600	12,596,679	13,200,500	13,252,300	14,676,400	1,475,900	11.2
P425 East	11,303,400	10,896,083	11,524,200	11,473,000	12,991,600	1,467,400	12.7
P490 QRU - East Patrol	781,700	838,947	818,400	798,600	905,600	87,200	10.7
*** Operations East	12,085,100	11,735,030	12,342,600	12,271,600	13,897,200	1,554,600	12.6
P420 West	10,648,300	10,495,683	10,298,900	10,344,700	11,641,300	1,342,400	13.0
P495 QRU - West Patrol	824,200	807,221	818,400	767,000	905,600	87,200	10.7
*** Operations West	11,472,500	11,302,904	11,117,300	11,111,700	12,546,900	1,429,600	12.9
E123 Comm. Response	348,000	(184)	30,100	26,400	30,100		
P365 Accidents	188,500	233,506	228,900	243,200	254,900	26,000	11.4
P410 Shared Resources	1,538,200	1,826,019	1,777,900	1,786,000	1,907,800	129,900	7.3
P430 Victim Service	257,800	275,223	262,700	250,700	311,300	48,600	18.5
P435 Canine	32,700	18,657	32,700	32,700	32,700		
P440 ERT	154,400	44,601	154,400	90,900	154,400		
P450 Public Safety Unit	36,700	10,863	36,700	31,700	36,700		
P455 Bike Patrol	16,000	27,470	16,000	33,200	16,000		
P460 Sch. Crossing Guard	1,787,400	1,674,075	1,645,000	1,677,500	1,649,400	4,400	0.3
P465 Mounted	233,900	233,839	231,900	236,500	256,200	24,300	10.5
P470 Port's Policing	349,500	347,227	345,800	366,600	382,900	37,100	10.7
P480 CR/CP	1,292,800	994,370	1,003,800	881,000	1,056,600	52,800	5.3
P481 Youth Advocate Prg	538,100	508,306	521,900	521,900	779,100	257,200	49.3
P485 Traffic	1,112,000	1,061,952	1,321,600	1,319,900	1,464,800	143,200	10.8
P486 Mental Health Crisis	433,400	498,736	429,800	467,300	478,400	48,600	11.3
P488 Aviation Security	1,134,100	1,553,700	1,632,400	1,534,500	1,835,000	202,600	12.4
*** Shared Services	9,453,500	9,308,361	9,671,600	9,500,000	10,646,300	974,700	10.1
**** Patrol Operations	46,795,700	44,942,974	46,332,000	46,135,600	51,766,800	5,434,800	11.7
***** Operations Division	81,873,600	81,542,928	82,581,900	82,475,800	91,191,900	8,610,000	10.4
**** Hurricane Juan							
***** Locked Police Services							
***** HRM Police	85,741,400	85,990,895	86,552,300	86,685,200	95,579,500	9,027,200	10.4
***** Total	85,741,400	85,990,895	86,552,300	86,685,200	95,579,500	9,027,200	10.4

Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
P370 Booking	(134,700)	(140,415)	(140,400)	(140,400)	(140,400)		
*** Executive Office	(134,700)	(140,415)	(140,400)	(140,400)	(140,400)		
P105 Chief's Office	(85,800)	(111,799)	(85,800)	(96,200)	(85,800)		
P120 Public Affairs		(151)					
*** Chief's Division	(85,800)	(111,951)	(85,800)	(96,200)	(85,800)		
**** Chief's Office	(220,500)	(252,366)	(226,200)	(236,600)	(226,200)		
A551 City Watch	(5,000)	(2,500)					
P405 Deputy Operations		(58,666)		(171,000)			
*** Deputy Operations	(5,000)	(61,166)		(171,000)			
P316 CID	(4,383,300)	(4,262,018)	(4,456,000)	(4,456,000)	(4,508,800)	(52,800)	1.2
P325 Identification		(156)					
P335 Special Enforcement		(165)					
P340 Criminal Intel Unit	(237,400)	(345,560)	(268,400)	(210,800)	(143,300)	125,100	(46.6)
P345 Vice							
P360 GIS		(1,531)		(128,400)			
P375 Major Crime	(109,400)	(136,559)	(124,400)	(124,400)	(126,800)	(2,400)	1.9
*** Criminal Investigations Divi	(4,730,100)	(4,745,989)	(4,848,800)	(4,919,600)	(4,778,900)	69,900	(1.4)
A450 Integrated Emerg Srv		(14,013)		(25,000)			
* Emergency 911 Communications		(14,013)		(25,000)			
** Integrated Emergency Service		(14,013)		(25,000)			
P235 Extra Duty	(412,400)	(486,239)	(412,400)	(515,000)	(412,400)		
P240 SOTS	(125,000)	(161,565)	(125,000)	(175,000)	(125,000)		
P245 Court Officers		(2,991)		(7,500)			
P265 Records	(500,000)	(484,920)	(500,000)	(483,600)	(482,000)	18,000	(3.6)
P310 R.A.P.I.D.		20					
** Information Services	(1,037,400)	(1,135,695)	(1,037,400)	(1,181,100)	(1,019,400)	18,000	(1.7)
P220 Human Resources		(7,560)		(7,500)			
P225 Training		(32,412)					
** Human Resources		(39,972)		(7,500)			
P205 Superintendent's Off	(123,300)	(109,228)	(123,300)	(107,400)	(18,300)	105,000	(85.2)
P208 Back Check	(337,200)	(383,267)	(377,700)	(377,700)	(381,600)	(3,900)	1.0
P230 Finance							
P270 Commissionaires	(36,700)	(40,122)	(35,900)	(35,900)	(35,900)		
** Corporate Services	(497,200)	(532,617)	(536,900)	(521,000)	(435,800)	101,100	(18.8)
*** Administration	(1,534,600)	(1,722,297)	(1,574,300)	(1,734,600)	(1,455,200)	119,100	(7.6)
P415 Central		(16,866)		(25,000)			
P475 QRU - Central Patrol				(64,900)			
** Operations Central		(16,866)		(89,900)			
P425 East				(81,400)			
** Operations East				(81,400)			
P420 West		(5,936)					
** Operations West		(5,936)					
E123 Comm. Response		(2,380)					
P410 Shared Resources					(69,000)	(69,000)	
P430 Victim Service	(45,000)	(45,000)	(45,000)	(48,800)	(50,000)	(5,000)	11.1
P435 Canine		(60)					
P460 Sch. Crossing Guard	(200)		(200)		(200)		
P470 Port's Policing	(228,800)	(233,317)	(235,700)	(247,100)	(242,700)	(7,000)	3.0
P480 CR/CP		(80)					
P481 Youth Advocate Program		(17,135)					
P485 Traffic		(2,882)					
P486 Mental Health Crisis	(233,600)	(196,075)	(242,900)	(242,900)	(252,600)	(9,700)	4.0
P488 Aviation Security	(1,778,900)	(1,775,435)	(1,775,400)	(1,847,700)	(1,969,700)	(194,300)	10.9
** Shared Services	(2,286,500)	(2,272,364)	(2,299,200)	(2,386,500)	(2,584,200)	(285,000)	12.4
*** Patrol Operations	(2,286,500)	(2,295,166)	(2,299,200)	(2,557,800)	(2,584,200)	(285,000)	12.4
**** Operations Division	(8,556,200)	(8,824,618)	(8,722,300)	(9,383,000)	(8,818,300)	(96,000)	1.1
***** HRM Police	(8,776,700)	(9,076,983)	(8,948,500)	(9,619,600)	(9,044,500)	(96,000)	1.1
***** Total	(8,776,700)	(9,076,983)	(8,948,500)	(9,619,600)	(9,044,500)	(96,000)	1.1

Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	60,230,200	59,221,949	60,919,800	68,708,400	67,940,400	7,020,600	11.5
6002 Salaries - Overtime	2,715,300	3,512,905	2,650,300	4,066,500	2,843,100	192,800	7.3
6003 Wages - Regular	244,300	545	132,400	3,200	132,400		
6005 PDP & Union Con Incr		(199,929)		(11,238,100)			
6050 Court Time	1,187,500	1,055,535	1,187,500	1,483,100	1,290,700	103,200	8.7
6051 Shift Agreements		79,765					
6052 Shift Differentials	403,700	286,006	403,700	403,700	403,700		
6053 Extra Duty	612,400	619,063	612,400	767,900	612,400		
6054 Vacation payout		29,985		63,600			
6099 Other Allowances	17,000	150	17,000		17,000		
6100 Benefits - Salaries	11,992,900	12,122,914	12,001,600	13,040,300	13,341,500	1,339,900	11.2
6110 Vacancy Management	(800,000)		(700,000)		(654,000)	46,000	(6.6)
6150 Honorariums		2,692					
6152 Retirement Incentives	601,700	639,230	649,900	650,000	761,300	111,400	17.1
6153 Severance		103,196					
6154 Workers' Compensation	508,200	251,016	269,200	265,700	291,000	21,800	8.1
6155 Overtime Meals		90					
6156 Clothing Allowance	418,100	431,125	418,100	418,100	418,100		
6157 stipends		3,000					
6158 WCB Recov Earnings		(2,264)					
6164 On the Job injuries		215,585	244,400	393,900	244,400		
6199 Comp & Ben InterDept	465,600	358,375	449,400	394,600	449,400		
9200 HR CATS Wage/Ben		11,936					
9210 HR CATS OT Wage/Ben		6,559					
<b>* Compensation and Benefits</b>	<b>78,596,900</b>	<b>78,749,428</b>	<b>79,255,700</b>	<b>79,420,900</b>	<b>88,091,400</b>	<b>8,835,700</b>	<b>11.1</b>
6201 Telephone	173,600	162,170	173,600	173,600	173,600		
6202 Courier/Postage	29,100	25,951	29,100	29,100	29,100		
6203 Office Furn/Equip	101,700	63,388	101,700	101,700	101,700		
6204 Computer S/W & Lic	118,000	61,782	118,000	95,500	118,000		
6205 Printing & Reprod	3,600	293	3,600	3,600	3,600		
6207 Office Supplies	134,200	142,703	134,200	134,200	134,200		
<b>* Office</b>	<b>560,200</b>	<b>456,288</b>	<b>560,200</b>	<b>537,700</b>	<b>560,200</b>		
6302 Legal Fees	60,400	132,295	60,400	81,000	60,400		
6303 Consulting Fees	37,900	127,632	37,900	144,400	37,900		
6304 Janitorial Services	52,000	119,948	141,500	141,500	139,700	(1,800)	(1.3)
6311 Security	115,000	42,061	115,000	115,000	115,000		
6312 Refuse Collection	15,000	13,422	15,000	15,000	15,000		
6315 Outside Policing	337,000	437,463	337,000	175,000	337,000		
6399 Contract Services	2,313,400	2,164,859	1,973,000	1,961,000	1,922,700	(50,300)	(2.5)
<b>* External Services</b>	<b>2,930,700</b>	<b>3,037,681</b>	<b>2,679,800</b>	<b>2,632,900</b>	<b>2,627,700</b>	<b>(52,100)</b>	<b>(1.9)</b>
6401 Uniforms & Clothing	203,200	391,259	203,200	407,200	203,200		
6402 Med & First Aid Supp		1,004					
6403 Patrol Equip Supplies	398,400	381,597	398,400	416,600	398,400		
6404 Rec Prog Supplies		2,847					
6405 Photo Supp & Equip	20,000	22,537	20,000	35,000	20,000		
6406 Bridge Tolls		58					
6407 Clean/Sani Supplies	5,700	5,638	5,700	5,700	5,700		
6409 Personal Protect Equ		37					
6499 Other Supplies	4,900	960	4,900	4,900	4,900		
<b>* Supplies</b>	<b>632,200</b>	<b>805,936</b>	<b>632,200</b>	<b>869,400</b>	<b>632,200</b>		
6504 Hardware		688					
6517 Paint		1,009					
<b>* Materials</b>		<b>1,698</b>					
6602 Electrical		493					
6607 Electricity	6,400	5,900	6,400	6,400	6,400		
6614 Envir Assess/Cleanup		142					

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6699 Other Building Cost	47,300	45,388	47,300	40,800	47,300		
* Building Costs	53,700	51,923	53,700	47,200	53,700		
6701 Equipment Purchase	385,900	178,577	385,900	196,900	385,900		
6702 Small Tools		306					
6703 Computer Equip/Rent	10,000	2,942	10,000	10,000	10,000		
6704 Equipment Rental	1,800	3,398	1,800	1,800	1,800		
6705 Equip - R&M	135,200	90,091	135,200	115,200	135,200		
6706 Computer R&M	8,700	8,703	8,700	8,700	8,700		
6707 Plumbing & Heating		236					
6708 Mechanical Equipment	4,100	2,053	4,100	4,100	4,100		
6711 Communication System	885,100	838,546	885,100	909,100	885,100		
6731 Airtime	258,700	253,145	258,700	258,700	258,700		
* Equipment & Communications	1,689,500	1,377,998	1,689,500	1,504,500	1,689,500		
6802 Vehicle R&M		4,923		5,500			
6803 Vehicle Fuel - Diesel	3,000	2,824	3,000	7,000	3,000		
6804 Vehicle Fuel - Gas	1,000	126	1,000	1,000	1,000		
6806 Vehicle Rentals		1,180					
* Vehicle Expense	4,000	9,053	4,000	13,500	4,000		
6901 Membership Dues	27,200	34,970	27,200	40,900	27,200		
6902 Conferences/Workshop	19,200	27,346	19,200	34,200	19,200		
6903 Travel - Local	25,900	28,125	25,900	25,900	25,900		
6904 Travel - Out of Town	329,700	347,711	329,700	329,700	329,700		
6905 Training & Education	282,700	238,954	282,700	239,600	282,700		
6906 Licenses & Agreements	84,800	56,225	84,800	84,800	84,800		
6911 Facilities Rental	938,300	817,592	1,200,700	1,296,000	1,192,100	(8,600)	(0.7)
6912 Advertising/Promotio	20,500	24,701	20,500	39,500	20,500		
6915 Research Data Acquis	11,500		11,500	11,500	11,500		
6916 Public Education		133					
6917 Books and Periodicals	10,400	12,289	10,400	11,900	10,400		
6918 Meals	27,300	16,792	27,300	27,300	27,300		
6919 Special Projects	23,300	29,417	23,300	23,300	280,500	257,200	1,103.9
6928 Committee Expenses	500		500	500	500		
6938 Rewarding Excellence	9,000	7,771	9,000	9,000	9,000		
* Other Goods & Services	1,810,300	1,642,027	2,072,700	2,174,100	2,321,300	248,600	12.0
7009 Internal Trfr Other	(500)	543	(500)	5,500	(500)		
7010 IntTrfr Insur Funds		(1,932)					
7011 Int Trf Record Check	(3,300)	(7,610)	(3,300)	(7,300)	(3,300)		
7013 Int Trf Extra Duty	(212,400)	(173,902)	(212,400)	(227,400)	(217,400)	(5,000)	2.4
9911 PM Labour-Reg		306					
* Interdepartmental	(216,200)	(182,595)	(216,200)	(229,200)	(221,200)	(5,000)	2.3
8003 Insurance Pol/Prem	54,100	52,058	54,100	54,100	54,100		
8004 Grants		5,000					
8008 Transf to/fr Reserve	(374,000)	(15,600)	(233,400)	(339,900)	(233,400)		
* Other Fiscal	(319,900)	41,458	(179,300)	(285,800)	(179,300)		
** Total	85,741,400	85,990,895	86,552,300	86,685,200	95,579,500	9,027,200	10.4

<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4703 Cond. Grant NS(Other)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)		
* Transfers from other Gov'ts	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)		
4909 False Alarm Recovery	(105,000)	(98,336)	(105,000)	(99,400)		105,000	(100.0)
5250 Sales of Svcs-Other	(545,000)	(536,940)	(545,000)	(538,600)	(527,000)	18,000	(3.3)
5256 SOT Revenue	(80,000)	(109,545)	(80,000)	(120,000)	(80,000)		
* Fee Revenues	(730,000)	(744,821)	(730,000)	(758,000)	(607,000)	123,000	(16.8)
5508 Recov External Parti	(3,603,200)	(3,809,635)	(3,768,100)	(4,294,500)	(3,980,100)	(212,000)	5.6
5600 Miscellaneous Revenue	(643,500)	(722,527)	(650,400)	(767,100)	(657,400)	(7,000)	1.1
* Other Revenue	(4,246,700)	(4,532,162)	(4,418,500)	(5,061,600)	(4,637,500)	(219,000)	5.0
** Total	<b>(8,776,700)</b>	<b>(9,076,983)</b>	<b>(8,948,500)</b>	<b>(9,619,600)</b>	<b>(9,044,500)</b>	<b>(96,000)</b>	<b>1.1</b>
						<b>2018 Budget Var. to 2017 Budget</b>	
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>76,964,700</b>	<b>76,913,912</b>	<b>77,603,800</b>	<b>77,065,600</b>	<b>86,535,000</b>	<b>8,931,200</b>	<b>11.5</b>

## Additional Budget Detail RCMP

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* External Services	24,183,000	25,028,536	25,979,600	26,043,988	26,204,600	225,000	0.9
* Interdepartmental		(605,000)					
<b>** Total</b>	<b>24,183,000</b>	<b>24,423,536</b>	<b>25,979,600</b>	<b>26,043,988</b>	<b>26,204,600</b>	<b>225,000</b>	<b>0.9</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	24,183,000	24,423,536	25,979,600	26,043,988	26,204,600	225,000	0.9

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
P710 RCMP	24,183,000	24,423,536	25,979,600	26,043,988	26,204,600	225,000	0.9
* RCMP	24,183,000	24,423,536	25,979,600	26,043,988	26,204,600	225,000	0.9
<b>** Total</b>	<b>24,183,000</b>	<b>24,423,536</b>	<b>25,979,600</b>	<b>26,043,988</b>	<b>26,204,600</b>	<b>225,000</b>	<b>0.9</b>

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
P710 RCMP	24,183,000	24,423,536	25,979,600	26,043,988	26,204,600	225,000	0.9
* RCMP	24,183,000	24,423,536	25,979,600	26,043,988	26,204,600	225,000	0.9
<b>** Total</b>	<b>24,183,000</b>	<b>24,423,536</b>	<b>25,979,600</b>	<b>26,043,988</b>	<b>26,204,600</b>	<b>225,000</b>	<b>0.9</b>

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6315 Outside Policing	24,183,000	25,028,536	25,979,600	26,043,988	25,979,600		
6399 Contract Services					225,000	225,000	
* External Services	24,183,000	25,028,536	25,979,600	26,043,988	26,204,600	225,000	0.9
7009 Internal Trfr Other		(605,000)					
* Interdepartmental		(605,000)					
<b>** Total</b>	<b>24,183,000</b>	<b>24,423,536</b>	<b>25,979,600</b>	<b>26,043,988</b>	<b>26,204,600</b>	<b>225,000</b>	<b>0.9</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	24,183,000	24,423,536	25,979,600	26,043,988	26,204,600	225,000	0.9

# Halifax Transit

## 2018/19 Multi-Year Budget & Business Plan

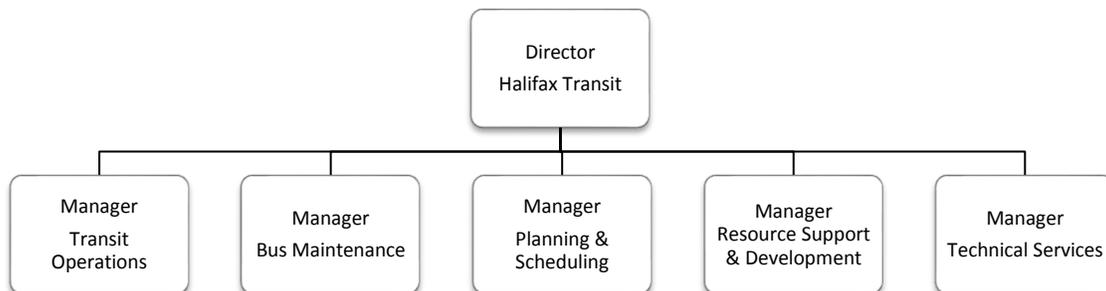
**Mission:** Working together to provide a safe, reliable and sustainable transit system for all

## HALIFAX TRANSIT OVERVIEW

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

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

This is achieved through public transit services that support approximately 19 million revenue rides, 25.3 million transit rides annually. Halifax Transit operates 332 conventional buses, 5 ferries and 39 Access-A-Bus vehicles. Halifax Transit employs a workforce of 964 employees and services two transit facilities, three ferry terminals, 11 bus terminals, and 13 Park & Ride lots.



### Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	959	+31.0	990
Term	2.3	+0.3	2.6
Student	2.2	0	2.2
Total	963.5	+31.3	994.8

### Halifax Transit Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Planned	Planned	Planned
Percent of the average tax bill spent on Halifax Transit	16.8%	16.5%	15.7%
Average tax bill amount spent on Halifax Transit	\$308.30	\$311.20	\$301.30

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19).

## 18/19 Halifax Transit Multi-Year Initiatives

### Transportation – A Well-maintained Transportation Network

#### Transit Asset & Infrastructure Renewal

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

### Transportation – A Safe and Accessible Transportation Network

#### Transit Accessibility

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

#### Transit Technology

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

### Transportation – Interconnected and Strategic Growth

#### Transit Service Plan

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

## Halifax Transit Budget

### Halifax Transit Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
<b>Transportation</b>			
Interconnected and Strategic Growth	Conventional Transit Bus Expansion	\$4,850,000 (gross) \$900,000 (net)	\$2,254,500
	Transit Priority Measures	\$350,000	\$0
	Ragged Lake Transit Centre Expansion	\$2,000,000	\$0
	Transit Strategy	\$250,000	\$0
	Commuter Rail	\$500,000	\$0
A Safe and Accessible Transportation Network	Access-A-Bus Expansion	\$600,000 (gross) \$100,000 (net)	\$535,500
	New Transit Technology	\$11,230,000 (gross) \$2,000,000 (net)	\$400,000
A Well-Maintained Transportation Network	Conventional Transit Bus Replacement	\$9,022,000	\$0
	Burnside Transit Centre Roof Repairs	\$2,000,000	\$0

### Halifax Transit Operating Budget

#### Halifax Transit Budget by Service Area

<b>Service Area Budget Overview</b>								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Transit Facilities Summary of Expense & Revenue Types	4,401,400	4,469,959	3,858,000	3,742,700	3,950,900	3,950,900	92,900	2.4
Access-A-Bus Summary of Expense & Revenue Types	6,139,800	5,228,530	6,298,000	5,912,500	6,520,800	6,867,000	569,000	9.0
Fiscal Service Summary of Expense & Revenue Types	(64,411,400)	(65,100,283)	(66,256,600)	(66,286,819)	(68,913,600)	(68,663,600)	(2,407,000)	3.6
Conventional Service Summary of Expense & Revenue Types	51,721,100	53,487,786	54,016,600	55,060,657	56,336,000	55,810,000	1,793,400	3.3
Ferry Service Summary of Expense & Revenue Types	2,149,100	1,914,008	2,084,000	1,570,962	2,105,900	2,035,700	(48,300)	(2.3)
<b>Total</b>								

## Summary of Changes Included in Proposed Halifax Transit Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$115,446,300</b>
Compensation	Comp & Benefits Increase	No impact on service delivery	\$2,311,500	\$2,311,500
Budget adjustments	Tax & Fare Revenue Increase	No impact on service delivery	\$-166,300	-\$2,145,200
	Fiscal Services Cost Reduction	No impact on service delivery	\$-4,385,500	
	Operating Cost of Capital Increase	Service Expansion	\$3,190,000	
	Diesel Cost Reduction	No impact on service delivery	\$-765,000	
	Other (net cost reduction)	No impact on service delivery	\$-18,400	
	Expanded hours for Alderney Ferry Service	Service Expansion	\$550,000	
	One – time funding transfer from reserve	No impact on service delivery	-\$550,000	
<b>Total Impact of Changes</b>				<b>\$166,300</b>
<b>2018/2019 Proposed Budget</b>				<b>\$115,612,600</b>

## Halifax Transit Summary of Expense &amp; Revenue Types

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	72,843,200	71,398,198	75,036,500	72,772,819	79,153,000	4,116,500	5.5
* Office	1,073,000	664,417	955,800	866,800	1,312,300	356,500	37.3
* External Services	3,231,900	2,351,706	1,851,800	1,963,800	1,950,700	98,900	5.3
* Supplies	1,056,500	995,907	960,500	982,800	1,045,500	85,000	8.8
* Materials	225,500	127,051	144,800	167,000	145,800	1,000	0.7
* Building Costs	2,605,400	2,554,288	2,657,100	2,475,700	2,736,000	78,900	3.0
* Equipment & Communications	848,700	868,677	681,800	867,300	746,300	64,500	9.5
* Vehicle Expense	17,171,900	19,620,069	19,218,700	19,580,500	19,351,100	132,400	0.7
* Other Goods & Services	1,874,700	1,062,986	1,502,000	1,486,600	1,570,600	68,600	4.6
* Interdepartmental	(100,000)	(175,375)	(100,000)	(86,300)	(100,000)		
* Debt Service	3,902,100	3,938,177	3,261,800	3,261,800	3,361,300	99,500	3.1
* Other Fiscal	9,552,100	9,521,328	9,275,500	9,389,381	4,340,000	(4,935,500)	(53.2)
** Total	<b>114,285,000</b>	<b>112,927,429</b>	<b>115,446,300</b>	<b>113,728,200</b>	<b>115,612,600</b>	<b>166,300</b>	<b>0.1</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Tax Revenue	(34,491,000)	(34,491,000)	(35,452,000)	(35,452,000)	(35,471,000)	(19,000)	0.1
* Area Rate Revenue	(44,257,500)	(44,568,408)	(45,176,000)	(45,176,000)	(45,563,100)	(387,100)	0.9
* Fee Revenues	(34,599,000)	(32,858,874)	(33,891,500)	(32,181,400)	(33,626,700)	264,800	(0.8)
* Other Revenue	(937,500)	(1,009,146)	(926,800)	(918,800)	(951,800)	(25,000)	2.7
** Total	<b>(114,285,000)</b>	<b>(112,927,429)</b>	<b>(115,446,300)</b>	<b>(113,728,200)</b>	<b>(115,612,600)</b>	<b>(166,300)</b>	<b>0.1</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit							

### Fiscal Transit Summary of Expenses & Revenues Budget

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	700,000	751,721	1,834,100	1,690,000	4,119,200	2,285,100	124.6
* External Services	390,000						
* Other Goods & Services	45,000						
* Debt Service	3,902,100	3,938,177	3,261,800	3,261,800	3,361,300	99,500	3.1
* Other Fiscal	9,300,000	9,269,228	9,275,500	9,389,381	4,890,000	(4,385,500)	(47.3)
<b>** Total</b>	<b>14,337,100</b>	<b>13,959,126</b>	<b>14,371,400</b>	<b>14,341,181</b>	<b>12,370,500</b>	<b>(2,000,900)</b>	<b>(13.9)</b>
<b>Revenues</b>							
* Tax Revenue	(34,491,000)	(34,491,000)	(35,452,000)	(35,452,000)	(35,471,000)	(19,000)	0.1
* Area Rate Revenue	(44,257,500)	(44,568,408)	(45,176,000)	(45,176,000)	(45,563,100)	(387,100)	0.9
<b>** Total</b>	<b>(78,748,500)</b>	<b>(79,059,408)</b>	<b>(80,628,000)</b>	<b>(80,628,000)</b>	<b>(81,034,100)</b>	<b>(406,100)</b>	<b>0.5</b>
<b>Net Surplus/Deficit</b>							
<b>Net Surplus/Deficit</b>	<b>(64,411,400)</b>	<b>(65,100,283)</b>	<b>(66,256,600)</b>	<b>(66,286,819)</b>	<b>(68,663,600)</b>	<b>(2,407,000)</b>	<b>3.6</b>

### Halifax Transit Facilities Summary of Expenses & Revenues Budget

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	298,000	146,246	157,000	107,400	157,000		
* External Services	1,097,400	1,339,987	978,300	1,026,900	978,300		
* Supplies	12,200	11,300	13,000	3,000	13,000		
* Materials	81,500	5,784	22,300	28,500	22,300		
* Building Costs	2,394,400	2,401,743	2,520,100	2,375,700	2,612,000	91,900	3.6
* Equipment & Communications	229,500	294,260	167,300	201,200	168,300	1,000	0.6
* Vehicle Expense	2,800						
* Other Goods & Services	33,500						
* Interdepartmental		18,540					
* Other Fiscal	252,100	252,100					
<b>** Total</b>	<b>4,401,400</b>	<b>4,469,959</b>	<b>3,858,000</b>	<b>3,742,700</b>	<b>3,950,900</b>	<b>92,900</b>	<b>2.4</b>
<b>Net Surplus/Deficit</b>							
<b>Net Surplus/Deficit</b>	<b>4,401,400</b>	<b>4,469,959</b>	<b>3,858,000</b>	<b>3,742,700</b>	<b>3,950,900</b>	<b>92,900</b>	<b>2.4</b>

## 18/19 HALIFAX TRANSIT SERVICE AREA PLANS

### Access-A-Bus Service

Access-A-Bus Service is committed to supporting Regional Council priorities through the provision of a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities, and declared eligible through a registration process. The Access-A-Bus service supplements the Halifax Transit fixed route system. The service area coverage includes locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 39 vehicles, traveling 1,900,000 kilometers annually to provide more than 166,000 passenger trips each year.

### Services Delivered:

#### Transportation - A Safe and Accessible Transportation Network

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

### Service Delivery Measures

Access-A-Bus Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned
Ridership	157,876	158,866	161,559	165,924
Financial (cost recovery)	4.7%	3.9%	4.0%	3.7%
Customer Service (requests addressed within standard)	88%	94%	78%	-

### Performance Analysis

The demand for Access-A-Bus service continues to increase. The addition of expansion buses allowed for increased ridership. Access-A-Bus Operations will continue to monitor the service for opportunities to increase the performance and overall system productivity. Halifax Transit is embarking on the Accessible Transit Strategy Initiative to streamline internal systems and processes and to highlight innovative ways to deliver effective paratransit service, increase ridership, and decrease waitlists. It is anticipated that once the prospective solutions are implemented, the effectiveness of the service will grow steadily and the client's transit experience will be enhanced.

### 18/19 Access-A-Bus Service Key Deliverables

18/19 Deliverables
<p style="text-align: center;"><b>Transportation - A Safe and Accessible Transportation Network</b></p> <p><b>Access-A-Bus Review Implementation – Initial Phase</b> (Est. Completion Q4 18/19) The service review of Access-A-Bus is ongoing. Items already identified in the review will be addressed, such as a customer engagement survey, upgrade of scheduling software and a review of the eligibility requirements.</p>

## Access-A-Bus Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	5,239,500	4,545,509	5,428,800	5,028,800	5,775,100	346,300	6.4
* Supplies	72,600	47,178	73,000	64,000	85,000	12,000	16.4
* Equipment & Communication				2,600			
* Vehicle Expense	333,100	275,813	1,083,100	1,113,100	1,325,700	242,600	22.4
* Other Goods & Services	34,600	1,065	10,100	1,000	13,500	3,400	33.7
* Interdepartmental	775,000	626,902					
<b>** Total</b>	<b>6,454,800</b>	<b>5,496,467</b>	<b>6,595,000</b>	<b>6,209,500</b>	<b>7,199,300</b>	<b>604,300</b>	<b>9.2</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(315,000)	(267,710)	(297,000)	(297,000)	(332,300)	(35,300)	11.9
* Other Revenue		(227)					
<b>** Total</b>	<b>(315,000)</b>	<b>(267,937)</b>	<b>(297,000)</b>	<b>(297,000)</b>	<b>(332,300)</b>	<b>(35,300)</b>	<b>11.9</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>6,139,800</b>	<b>5,228,530</b>	<b>6,298,000</b>	<b>5,912,500</b>	<b>6,867,000</b>	<b>569,000</b>	<b>9.0</b>

## Conventional Transit Service

The Conventional Transit Service is committed to supporting Regional Council priorities through the provision of a network of routes that operate throughout the defined service area. This service ensures the mobility of over 23 million passenger trips annually and travels more than 20,000,000 kilometres.

### Services Delivered:

#### Transportation - Interconnected and Strategic Growth

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

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

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

## Transportation - A Well-maintained Transportation Network

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

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

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

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

## Service Delivery Measures

Conventional Transit Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned	MBNC Median* 2016
Ridership	17,557,328	17,065,527	17,171,551	17,741,128	N/A
Service Utilization - Number of Regular Service Passenger Trips per Capita in Service Area	55.5	53.6	53.6	55.0	38.7
Service Utilization - Passengers per Service Hour	20.2	19.2	20.0	20.1	N/A
Amount of Service - Revenue Vehicle Hour per Capita in Service Area	2.8	2.8	2.7	2.7	1.46
Total Cost (Expenses) per Revenue Vehicle Hour **	\$96.92	\$95.73	\$103.71	\$101.31	\$132.85
Cost Effectiveness (operating expense per passenger)	\$4.80	\$4.97	\$5.19	\$5.04	N/A
Average Fare (passenger revenue per passenger)	\$1.71	\$1.72	\$1.71	\$1.71	N/A
Financial (cost recovery)	36%	35%	33%	34%	42%
Customer Service (requests addressed within standard)	98%	99%	96%	-	N/A

\* Municipal Benchmarking Network Canada

\*\* HRM value excludes amortization

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

## Performance Analysis

Service modifications were made during 17/18 and additional changes are planned for 18/19 as part of the Moving Forward Together Plan implementation. It is expected that these network changes will result in ridership

increases. It is anticipated ridership will grow slowly, as passengers adjust to the changes, with some gains not being realized until more than a year after the adjustments. Other measures, such as relative operating costs and cost recovery are expected to remain stable as operating costs grow proportional to service increases.

## 18/19 Conventional Transit Service Key Deliverables

18/19 Deliverables
<b>Transportation - A Safe and Accessible Transportation Network</b>
<p><b>Accessible-transit Vehicle Procurement Service Plan/Procurement</b> (Est. Completion Q3 18/19) To improve reliability, reduce maintenance costs and provide expanded service, Halifax Transit will develop a new tender document and procure accessible transit vehicles.</p>
<p><b>Bus Stop Accessibility &amp; Improvement</b> (Est. Completion Q4 18/19) To improve accessibility, as well as the customer experience, Halifax Transit will be installing accessible landing pads at several bus stops, replacing older bus shelters, partnering with TPW to create a plan to address remaining non-accessible bus stops, and installing benches at bus stops</p>
<b>Transportation - Interconnected and Strategic Growth</b>
<p><b>Moving Forward Together Plan Year 3 Implementation</b> (Est. Completion Q4 18/19) To improve the efficiency and effectiveness of the transit network, Halifax Transit will proceed with network design changes, including removal of service, introduction of new service, and changes to existing routes, as part of the implementation of the Moving Forward Together Plan.</p>
<p><b>Mumford Terminal – Site Recommendation</b> (Est. Completion Q4 18/19) The existing Mumford Terminal is overcapacity and in need of replacement to improve operations and the customer experience, and to allow for future service expansion. A site recommendation report and preparation of the detailed design tender documentation will be completed.</p>
<p><b>Wrights Cove Terminal</b> (Est. Completion Q4 18/19) To enable implementation of the Moving Forward Together Plan and improve the connectivity of the Halifax Transit network, Halifax Transit will work to create the detailed design for the new Wrights Cove Terminal.</p>
<p><b>Transit Priority Measures- Study/ Implementation</b> (Est. Completion Q4 18/19) To improve the reliability of the transit network, and reduce the impact of traffic congestion on transit service, Halifax Transit will continue to study opportunities and implement transit priority measures.</p>
<b>Governance and Engagement - Fiscal Responsibility</b>
<p><b>Fare Management Solution - Begin Implementation</b> (Est. Completion Q4 18/19) To increase revenues, increase operator safety, and provide timely data for management decisions, Halifax Transit will begin implementation of a fare management solution. Validating fareboxes, automated transfer hardware and processing software will be installed.</p>
<b>Service Excellence - Service Improvements</b>
<p><b>Fixed Route Planning, Scheduling and Operations - Begin Implementation</b> (Est. Completion Q4 18/19) The primary objective of the Fixed Route Planning, Scheduling and Operations project is to implement a Planning, Scheduling and Operations software solution that enables Halifax Transit to operate more efficiently. The existing software is not capable of supporting the streamlined existing or new business processes required by Halifax Transit.</p>

## Conventional Transit Service Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	63,372,100	62,395,932	64,307,100	62,382,557	65,418,500	1,111,400	1.7
* Office	1,072,000	663,386	955,800	866,800	1,312,300	356,500	37.3
* External Services	1,254,500	573,382	353,500	414,900	452,400	98,900	28.0
* Supplies	927,700	903,987	835,500	878,800	908,500	73,000	8.7
* Materials	144,000	121,267	122,500	138,500	123,500	1,000	0.8
* Building Costs	156,000	125,667	87,000	70,000	74,000	(13,000)	(14.9)
* Equipment & Communications	617,200	573,560	512,500	660,500	576,000	63,500	12.4
* Vehicle Expense	16,000,000	18,436,974	17,134,600	17,467,400	17,004,400	(130,200)	(0.8)
* Other Goods & Services	1,667,100	1,014,545	1,422,400	1,413,700	1,479,600	57,200	4.0
* Interdepartmental	(875,000)	(821,807)	(100,000)	(86,300)	(100,000)		
<b>** Total</b>	<b>84,335,600</b>	<b>83,986,892</b>	<b>85,630,900</b>	<b>84,206,857</b>	<b>87,249,200</b>	<b>1,618,300</b>	<b>1.9</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Fee Revenues	(31,684,000)	(29,503,548)	(30,694,500)	(28,234,400)	(30,494,400)	200,100	(0.7)
* Other Revenue	(930,500)	(995,558)	(919,800)	(911,800)	(944,800)	(25,000)	2.7
<b>** Total</b>	<b>(32,614,500)</b>	<b>(30,499,106)</b>	<b>(31,614,300)</b>	<b>(29,146,200)</b>	<b>(31,439,200)</b>	<b>175,100</b>	<b>(0.6)</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>51,721,100</b>	<b>53,487,786</b>	<b>54,016,600</b>	<b>55,060,657</b>	<b>55,810,000</b>	<b>1,793,400</b>	<b>3.3</b>

## Ferry Service

Halifax Transit's Ferry Services supports Regional Council priorities through the operation of a network of two fixed ferry routes providing public transit services within Halifax Harbour. The Ferry Service serves 1,900,000 riders each year with passenger terminals located in Dartmouth (Alderney), Halifax, and Woodside. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

### Services Delivered:

#### Transportation - Interconnected and Strategic Growth

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

#### Transportation - A Well-maintained Transportation Network

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

## Service Delivery Measures

Ferry Service Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned
Ridership	1,618,742	1,767,971	1,718,076	1,733,177
Service Utilization (passengers per capita within service area)	5.1	5.6	5.4	5.4
Service Utilization (passengers per service hour)	109.4	119.5	116.1	117.1
Amount of Service (service hours per capita within service area)	0.05	0.05	0.05	0.05
Cost to operate a ferry for each in-service hour	\$381.74	\$364.58	\$358.71	\$392.95
Cost Effectiveness (operating expense per passenger)	\$3.49	\$3.05	\$3.09	\$3.35
Average Fare (passenger revenue per passenger)	\$2.07	\$1.75	\$1.77	\$1.77
Financial (cost recovery)	59%	57%	57%	53%
Customer Service (requests addressed within standard)	99%	99%	93%	-

## Performance Analysis

Increased ferry service was added in March 2015 to accommodate the Macdonald Bridge re-decking project (The Big Lift). The bridge closures associated with The Big Lift were completed in November/December 2017. The increased service for the project was redistributed in February 2018 to provide additional service during the higher ridership midday period. The performance measures for 2018/19 incorporate this increased level of ferry service. The ridership levels estimated above anticipate that some of the ridership gained during the Big Lift is retained, with some being dispersed to other modes including conventional transit, however, there is a large degree of uncertainty with these projections.

## 18/19 Ferry Service Key Deliverables

18/19 Deliverables
<b>Transportation - A Well-maintained Transportation Network</b>
<p><b>Ferry Replacement - Construct / Fit-out / Certify</b> (Est. Completion Q3 18/19) To support sustainable ferry operations into the future, Halifax Transit continues with the Ferry Replacement Project. With a funding contribution from the federal government's Public Transit Infrastructure Fund, 18/19 will see the construction, fit out and certification of the last of five replacement ferries, the Rita Joe.</p>
<p><b>Woodside Ferry Terminal Renovation</b> (Est. Completion Q4 18/19) The Woodside Ferry Terminal requires significant rehabilitation to all aspects of the building, including envelope, mechanical and electrical systems, and customer waiting areas. In addition, with the expansion of the Halifax Transit ferry fleet, additional berthing space is required. Halifax Transit will complete the detailed design work required to move forward with these improvements.</p>

## Ferry Service Summary of Expenses &amp; Revenues Budget

						2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		
* Compensation and Benefits	3,233,600	3,558,790	3,309,500	3,564,062	3,683,200	373,700	11.3
* Office	1,000	1,031					
* External Services	490,000	438,338	520,000	522,000	520,000		
* Supplies	44,000	33,442	39,000	37,000	39,000		
* Building Costs	55,000	26,879	50,000	30,000	50,000		
* Equipment & Communications	2,000	857	2,000	3,000	2,000		
* Vehicle Expense	836,000	907,282	1,001,000	1,000,000	1,021,000	20,000	2.0
* Other Goods & Services	94,500	47,376	69,500	71,900	77,500	8,000	11.5
* Interdepartmental		990					
* Other Fiscal					(550,000)	(550,000)	
** Total	<b>4,756,100</b>	<b>5,014,985</b>	<b>4,991,000</b>	<b>5,227,962</b>	<b>4,842,700</b>	<b>(148,300)</b>	<b>(3.0)</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(2,600,000)	(3,087,616)	(2,900,000)	(3,650,000)	(2,800,000)	100,000	(3.4)
* Other Revenue	(7,000)	(13,361)	(7,000)	(7,000)	(7,000)		
** Total	<b>(2,607,000)</b>	<b>(3,100,977)</b>	<b>(2,907,000)</b>	<b>(3,657,000)</b>	<b>(2,807,000)</b>	<b>100,000</b>	<b>(3.4)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Net Surplus/Deficit	2,149,100	1,914,008	2,084,000	1,570,962	2,035,700	(48,300)	(2.3)

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
R680 Facilities - Ragged Lake	1,507,800	1,550,116	1,242,900	1,125,500	1,260,600	17,700	1.4
R681 Facilities - Burnside	1,569,000	1,431,706	1,328,500	1,275,800	1,344,200	15,700	1.2
R682 Facil-Ferry Terminal	628,500	639,864	655,400	660,600	662,000	6,600	1.0
R683 Facil-Other Property	696,100	848,272	631,200	680,800	684,100	52,900	8.4
*** Transit Facilities	4,401,400	4,469,959	3,858,000	3,742,700	3,950,900	92,900	2.4
R652 Access-A -Bus Operations	6,139,800	5,228,530	6,298,000	5,912,500	6,867,000	569,000	9.0
*** Access-A-Bus Service	6,139,800	5,228,530	6,298,000	5,912,500	6,867,000	569,000	9.0
*** Community Transit Service							
R624 HT Director's Office	2,111,900	1,756,645	1,953,800	1,991,211	1,967,800	14,000	0.7
R631 Revenue	(32,434,500)	(30,266,866)	(31,379,300)	(28,911,200)	(31,179,200)	200,100	(0.6)
R637 Planning & Scheduling	1,389,300	1,186,581	1,342,300	1,311,815	1,358,500	16,200	1.2
** Halifax Transit Administratio	(28,933,300)	(27,323,640)	(28,083,200)	(25,608,174)	(27,852,900)	230,300	(0.8)
R640 Technical Services	2,500,200	1,357,606	1,738,200	1,691,548	2,265,800	527,600	30.4
** Halifax Transit - Technical Se	2,500,200	1,357,606	1,738,200	1,691,548	2,265,800	527,600	30.4
R932 BTC Facility Maintenance	589,900	425,625	420,000	461,800	437,200	17,200	4.1
R935 Bus Rebuild Program	469,100	114,363					
R938 BTC Bus Maintenance	11,940,600	13,135,893	12,547,600	12,199,722	12,505,200	(42,400)	(0.3)
R962 RLTC Facility Maint	116,500	133,245	110,500	190,500	140,500	30,000	27.1
R963 RLTC Bus Maint	8,691,300	9,543,364	9,546,900	9,510,288	10,416,600	869,700	9.1
** Halifax Transit - Bus Maintena	21,807,400	23,352,489	22,625,000	22,362,310	23,499,500	874,500	3.9
R656 Safety and Training	786,700	788,439	789,400	801,712	795,800	6,400	0.8
R658 Resource Sup & Dev	1,058,500	1,117,089	1,199,100	1,182,265	1,293,700	94,600	7.9
** Halifax Transit - Resource Sup	1,845,200	1,905,528	1,988,500	1,983,977	2,089,500	101,000	5.1
R635 BTC Operators	25,198,400	25,111,988	24,807,700	24,182,700	24,715,000	(92,700)	(0.4)
R636 Service Supervisors	3,306,700	3,343,871	3,249,000	3,323,919	3,281,200	32,200	1.0
R638 BTC & RLTC Bus Ops	8,715,500	8,494,394	9,176,900	9,205,340	8,596,400	(580,500)	(6.3)
R657 Security	731,300	718,415	615,500	620,037	616,000	500	0.1
R670 RLTC Operators	16,549,700	16,527,135	17,899,000	17,299,000	18,599,500	700,500	3.9
** Halifax Transit - Bus Operatio	54,501,600	54,195,804	55,748,100	54,630,996	55,808,100	60,000	0.1
*** Conventional Service	51,721,100	53,487,786	54,016,600	55,060,657	55,810,000	1,793,400	3.3
R661 Ferry Operations	2,149,100	1,914,008	2,084,000	1,570,962	2,035,700	(48,300)	(2.3)
*** Ferry Service	2,149,100	1,914,008	2,084,000	1,570,962	2,035,700	(48,300)	(2.3)
M701 Fiscal Transit	(68,313,500)	(69,038,460)	(69,518,400)	(69,548,619)	(72,024,900)	(2,506,500)	3.6
R671 Halifax Tr. Debt Chg	3,902,100	3,938,177	3,261,800	3,261,800	3,361,300	99,500	3.1
*** Fiscal Transit	(64,411,400)	(65,100,283)	(66,256,600)	(66,286,819)	(68,663,600)	(2,407,000)	3.6
**** Total							

## Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
R680 Facilities - Ragged Lake	1,507,800	1,550,116	1,242,900	1,125,500	1,260,600	17,700	1.4
R681 Facilities - Burnside	1,569,000	1,431,706	1,328,500	1,275,800	1,344,200	15,700	1.2
R682 Facil-Ferry Terminal	628,500	639,864	655,400	660,600	662,000	6,600	1.0
R683 Facil-Other Property	696,100	848,272	631,200	680,800	684,100	52,900	8.4
*** Transit Facilities	4,401,400	4,469,959	3,858,000	3,742,700	3,950,900	92,900	2.4
R652 Access-A -Bus Operations	6,454,800	5,496,467	6,595,000	6,209,500	7,199,300	604,300	9.2
*** Access-A-Bus Service	6,454,800	5,496,467	6,595,000	6,209,500	7,199,300	604,300	9.2
*** Community Transit Service							
R624 HT Director's Office	2,111,900	1,756,645	1,953,800	1,991,211	1,967,800	14,000	0.7
R631 Revenue		(45,469)					
R637 Planning & Scheduling	1,389,300	1,186,581	1,342,300	1,311,815	1,358,500	16,200	1.2
** Halifax Transit Administratio	3,501,200	2,897,757	3,296,100	3,303,026	3,326,300	30,200	0.9
R640 Technical Services	2,500,200	1,357,606	1,738,200	1,691,548	2,265,800	527,600	30.4
** Halifax Transit - Technical Se	2,500,200	1,357,606	1,738,200	1,691,548	2,265,800	527,600	30.4
R932 BTC Facility Maintenance	589,900	425,625	420,000	461,800	437,200	17,200	4.1
R935 Bus Rebuild Program	469,100	114,363					
R938 BTC Bus Maintenance	12,012,600	13,210,778	12,652,600	12,254,722	12,580,200	(72,400)	(0.6)
R962 RLTC Facility Maint	116,500	133,245	110,500	190,500	140,500	30,000	27.1
R963 RLTC Bus Maint	8,739,300	9,652,299	9,616,900	9,630,288	10,541,600	924,700	9.6
** Halifax Transit - Bus Maintena	21,927,400	23,536,310	22,800,000	22,537,310	23,699,500	899,500	3.9
R656 Safety and Training	786,700	788,439	789,400	801,712	795,800	6,400	0.8
R658 Resource Sup & Dev	1,058,500	1,117,089	1,199,100	1,182,265	1,293,700	94,600	7.9
** Halifax Transit - Resource Sup	1,845,200	1,905,528	1,988,500	1,983,977	2,089,500	101,000	5.1
R635 BTC Operators	25,258,400	25,197,957	24,867,700	24,242,700	24,775,000	(92,700)	(0.4)
R636 Service Supervisors	3,306,700	3,343,871	3,249,000	3,323,919	3,281,200	32,200	1.0
R638 BTC & RLTC Bus Ops	8,715,500	8,494,582	9,176,900	9,205,340	8,596,400	(580,500)	(6.3)
R657 Security	731,300	718,415	615,500	620,037	616,000	500	0.1
R670 RLTC Operators	16,549,700	16,534,867	17,899,000	17,299,000	18,599,500	700,500	3.9
** Halifax Transit - Bus Operatio	54,561,600	54,289,692	55,808,100	54,690,996	55,868,100	60,000	0.1
*** Conventional Service	84,335,600	83,986,892	85,630,900	84,206,857	87,249,200	1,618,300	1.9
R661 Ferry Operations	4,756,100	5,014,985	4,991,000	5,227,962	4,842,700	(148,300)	(3.0)
*** Ferry Service	4,756,100	5,014,985	4,991,000	5,227,962	4,842,700	(148,300)	(3.0)
M701 Fiscal Transit	10,435,000	10,020,949	11,109,600	11,079,381	9,009,200	(2,100,400)	(18.9)
R671 Halifax Tr. Debt Chg	3,902,100	3,938,177	3,261,800	3,261,800	3,361,300	99,500	3.1
*** Fiscal Transit	14,337,100	13,959,126	14,371,400	14,341,181	12,370,500	(2,000,900)	(13.9)
**** Total	114,285,000	112,927,429	115,446,300	113,728,200	115,612,600	166,300	0.1

## Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
R652 Access-A -Bus Operations	(315,000)	(267,937)	(297,000)	(297,000)	(332,300)	(35,300)	11.9
*** Access-A-Bus Service	(315,000)	(267,937)	(297,000)	(297,000)	(332,300)	(35,300)	11.9
R631 Revenue	(32,434,500)	(30,221,397)	(31,379,300)	(28,911,200)	(31,179,200)	200,100	(0.6)
** Halifax Transit Administratio	(32,434,500)	(30,221,397)	(31,379,300)	(28,911,200)	(31,179,200)	200,100	(0.6)
R938 BTC Bus Maintenance	(72,000)	(74,886)	(105,000)	(55,000)	(75,000)	30,000	(28.6)
R963 RLTC Bus Maint	(48,000)	(108,936)	(70,000)	(120,000)	(125,000)	(55,000)	78.6
** Halifax Transit - Bus Maintena	(120,000)	(183,821)	(175,000)	(175,000)	(200,000)	(25,000)	14.3
R635 BTC Operators	(60,000)	(85,968)	(60,000)	(60,000)	(60,000)		
R638 BTC & RLTC Bus Ops		(189)					
R670 RLTC Operators		(7,731)					
** Halifax Transit - Bus Operatio	(60,000)	(93,888)	(60,000)	(60,000)	(60,000)		
*** Conventional Service	(32,614,500)	(30,499,106)	(31,614,300)	(29,146,200)	(31,439,200)	175,100	(0.6)
R661 Ferry Operations	(2,607,000)	(3,100,977)	(2,907,000)	(3,657,000)	(2,807,000)	100,000	(3.4)
*** Ferry Service	(2,607,000)	(3,100,977)	(2,907,000)	(3,657,000)	(2,807,000)	100,000	(3.4)
M701 Fiscal Transit	(78,748,500)	(79,059,408)	(80,628,000)	(80,628,000)	(81,034,100)	(406,100)	0.5
*** Fiscal Transit	(78,748,500)	(79,059,408)	(80,628,000)	(80,628,000)	(81,034,100)	(406,100)	0.5
**** Total	<b>(114,285,000)</b>	<b>(112,927,429)</b>	<b>(115,446,300)</b>	<b>(113,728,200)</b>	<b>(115,612,600)</b>	<b>(166,300)</b>	<b>0.1</b>

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	51,137,600	49,501,493	51,637,400	51,314,184	53,314,600	1,677,200	3.2
6002 Salaries - Overtime	5,387,200	6,295,356	5,790,600	5,334,187	5,563,600	(227,000)	(3.9)
6051 Shift Agreements	50,000	78,449	64,000	74,000	69,000	5,000	7.8
6052 Shift Differentials	13,000	15,046	13,900	14,900	13,900		
6054 Vacation payout		325,994		346,299			
6099 Other Allowances	3,000	33,732	3,000	4,100	4,000	1,000	33.3
6100 Benefits - Salaries	11,456,200	11,682,588	11,434,300	11,887,773	11,875,400	441,100	3.9
6110 Vacancy Management	(1,000,000)		(1,400,000)	(1,400,000)	(1,280,000)	120,000	(8.6)
6120 Comp OCC Budget Yr 1	1,158,800		2,092,900	65,000	1,891,700	(201,200)	(9.6)
6150 Honorariums		1,000					
6152 Retirement Incentives	440,400	460,817	482,100	482,100	520,000	37,900	7.9
6153 Severance		103,000		29,500			
6154 Workers' Compensation	2,719,500	2,698,378	2,692,500	2,698,076	2,894,100	201,600	7.5
6155 Overtime Meals	13,900	8,279	12,300	10,300	10,300	(2,000)	(16.3)
6156 Clothing Allowance	126,600	135,036	130,700	130,300	136,200	5,500	4.2
6158 WCB Recov Earnings	(18,300)	(55,596)	(18,300)	(18,300)	(18,300)		
6199 Comp & Ben InterDept	1,217,300	(36,992)	2,101,100	1,690,000	4,158,500	2,057,400	97.9
9200 HR CATS Wage/Ben	106,000	111,272		84,100			
9210 HR CATS OT Wage/Ben	32,000	40,349		26,300			
* Compensation and Benefits	72,843,200	71,398,198	75,036,500	72,772,819	79,153,000	4,116,500	5.5
6201 Telephone	156,000	134,886	137,500	141,500	137,500		
6202 Courier/Postage	18,000	26,923	19,000	25,000	17,000	(2,000)	(10.5)
6203 Office Furn/Equip	45,000	30,709	45,000	40,000	45,000		
6204 Computer S/W & Lic	380,000	177,386	413,000	353,300	368,600	(44,400)	(10.8)
6205 Printing & Reprod	318,000	232,076	290,000	250,000	290,000		
6207 Office Supplies	46,000	62,436	42,000	57,000	40,200	(1,800)	(4.3)
6290 Office Transfer	110,000		9,300		414,000	404,700	4,351.6
* Office	1,073,000	664,417	955,800	866,800	1,312,300	356,500	37.3
6301 Professional Fees	3,500	2,341	3,500	2,200	2,400	(1,100)	(31.4)
6302 Legal Fees	1,000	110,063	10,000	40,000	10,000		
6304 Janitorial Services	594,200	680,467	595,600	616,600	595,600		
6308 Snow Removal	285,000	465,669	285,000	297,600	285,000		
6310 Outside Personnel	400,000	377,082	450,000	451,000	450,000		
6311 Security	529,500	519,105	362,000	406,000	362,000		
6312 Refuse Collection	68,400	100,722	95,700	68,900	95,700		
6390 Ext Svc Transfer			50,000		50,000		
6399 Contract Services	1,350,300	96,257		81,500	100,000	100,000	
* External Services	3,231,900	2,351,706	1,851,800	1,963,800	1,950,700	98,900	5.3
6401 Uniforms & Clothing	566,700	494,679	409,000	450,500	414,000	5,000	1.2
6402 Med & First Aid Supp	6,000	9,873	8,500	11,500	10,000	1,500	17.6
6403 Patrol Equip Supplies	5,000	4,083	5,000	1,000	5,000		
6406 Bridge Tolls	424,600	415,970	425,500	434,300	425,500		
6407 Clean/Sani Supplies	27,200	43,533	46,000	32,500	44,500	(1,500)	(3.3)
6409 Personal Protect Equ	15,000	27,770	20,000	38,000	26,000	6,000	30.0
6490 Supplies Transfer	12,000		46,500		120,500	74,000	159.1
6499 Other Supplies				15,000			
* Supplies	1,056,500	995,907	960,500	982,800	1,045,500	85,000	8.8
6501 Asphalt	60,600	5,784	22,300	28,500	22,300		
6502 Chemicals	200						
6504 Hardware	5,600						
6505 Lubricants	144,000	119,803	121,000	137,000	122,000	1,000	0.8
6507 Propane	8,700						
6515 Stone and Gravel	4,500						
6517 Paint	1,900						
6519 Welding Supplies		1,464	1,500	1,500	1,500		
* Materials	225,500	127,051	144,800	167,000	145,800	1,000	0.7
6602 Electrical	48,000	32,163					

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6603 Grnds & Landscaping	33,800	36,652	42,700	31,400	42,700		
6604 Bus Gates/Shltr-R&M	125,500	89,685	45,000	26,000	40,000	(5,000)	(11.1)
6605 Municipal Taxes	5,000	8,044	5,500	5,500	5,500		
6606 Heating Fuel	21,000	31,346	25,000	25,000	25,500	500	2.0
6607 Electricity	981,700	1,042,072	1,091,000	1,051,000	1,113,000	22,000	2.0
6608 Water	108,700	204,312	129,200	137,200	131,800	2,600	2.0
6609 Elevator & Escalator	27,500	24,885	23,800	20,100	23,800		
6610 Building - Exterior	46,000	78,358	113,000	123,000	113,000		
6611 Building - Interior	42,000	162,270	165,000	295,000	165,000		
6612 Safety Systems	114,000	104,861	114,500	99,500	114,500		
6613 Overhead Doors	65,000	86,618	80,000	78,000	80,000		
6614 Envir Assess/Cleanup	26,200						
6615 Vandalism Clean-up		6,412	9,200	2,100	9,200		
6616 Natural Gas-Buildings	692,500	589,557	738,000	518,000	753,800	15,800	2.1
6617 Pest Management	13,300	21,616	29,200	25,000	30,200	1,000	3.4
6690 Building Exp Transfe			16,000		66,000	50,000	312.5
6699 Other Building Cost	255,200	35,437	30,000	38,900	22,000	(8,000)	(26.7)
<b>* Building Costs</b>	<b>2,605,400</b>	<b>2,554,288</b>	<b>2,657,100</b>	<b>2,475,700</b>	<b>2,736,000</b>	<b>78,900</b>	<b>3.0</b>
6701 Equipment Purchase	1,400						
6702 Small Tools	53,000	68,524	46,000	69,000	46,000		
6703 Computer Equip/Rent	3,000	12,159	5,000	5,000	5,000		
6704 Equipment Rental	10,300	5,451	9,300	1,800	10,300	1,000	10.8
6705 Equip - R&M	270,500	402,154	266,500	333,900	325,000	58,500	22.0
6706 Computer R&M		1,907					
6707 Plumbing & Heating	61,800	15,765			5,000	5,000	
6708 Mechanical Equipment	153,000	186,304	155,000	255,000	155,000		
6711 Communication System	46,400	77,188	90,000	92,600	90,000		
6731 Airtime	63,600						
6732 Mobile Data	185,700	99,224	110,000	110,000	110,000		
<b>* Equipment &amp; Communications</b>	<b>848,700</b>	<b>868,677</b>	<b>681,800</b>	<b>867,300</b>	<b>746,300</b>	<b>64,500</b>	<b>9.5</b>
6802 Vehicle R&M	8,169,500	8,762,429	7,608,000	7,924,000	7,859,000	251,000	3.3
6803 Vehicle Fuel - Diesel	8,192,800	8,132,518	9,035,000	8,926,000	8,370,000	(665,000)	(7.4)
6804 Vehicle Fuel - Gas	22,000	4,356	4,500	2,000	4,500		
6805 Tires and Tubes	771,000	971,733	750,000	950,000	825,000	75,000	10.0
6806 Vehicle Rentals	9,500	6,897	1,000	3,500	2,000	1,000	100.0
6810 Comm Vehicle R&M		1,865,940	2,200,000	1,665,000	2,050,000	(150,000)	(6.8)
6811 Shop Supplies		61,894	30,000	110,000	100,000	70,000	233.3
6890 Vehicle Transfer	7,100	(185,698)	169,200		585,600	416,400	246.1
6899 Other Vehicle Expense			(579,000)		(445,000)	134,000	(23.1)
<b>* Vehicle Expense</b>	<b>17,171,900</b>	<b>19,620,069</b>	<b>19,218,700</b>	<b>19,580,500</b>	<b>19,351,100</b>	<b>132,400</b>	<b>0.7</b>
6901 Membership Dues	53,200	32,864	24,200	27,000	28,500	4,300	17.8
6902 Conferences/Workshop	60,000	47,833	20,000	14,300	22,000	2,000	10.0
6903 Travel - Local	36,500	26,341	29,000	30,200	28,100	(900)	(3.1)
6904 Travel - Out of Town	62,000	13,685	21,500	16,000	19,500	(2,000)	(9.3)
6905 Training & Education	271,000	135,595	188,700	151,600	243,000	54,300	28.8
6906 Licenses & Agreements	73,400	94,135	86,000	90,600	87,000	1,000	1.2
6907 Commission Fees	400,000	393,485	400,000	400,000	400,000		
6908 Medical Examinations	74,500	52,302	52,000	50,200	53,000	1,000	1.9
6910 Signage	700	505					
6911 Facilities Rental	85,000	69,766	163,400	142,500	163,400		
6912 Advertising/Promotio	500,000	66,644	400,000	365,000	400,000		
6913 Awards	20,000	22,567	18,000	14,000	18,000		
6914 Recruiting	56,000	40,370	49,500	60,200	44,500	(5,000)	(10.1)
6918 Meals	14,500	6,443	7,000	5,500	6,500	(500)	(7.1)
6919 Special Projects	25,000	47,507	22,000	27,000	22,000		
6920 Land Purchase	14,000			82,500	14,000	14,000	
6936 Staff Relations	50,000	12,943	20,000	10,000	20,000		
6940 Fencing	2,500						
6990 Gds & Svcs Trsf	45,100		700		1,100	400	57.1

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
6999 Other Goods/Services	31,300						
* Other Goods & Services	1,874,700	1,062,986	1,502,000	1,486,600	1,570,600	68,600	4.6
7009 Internal Trfr Other		(34,795)		13,700			
7010 IntTrfr Insur Funds	(100,000)	(160,493)	(100,000)	(100,000)	(100,000)		
9911 PM Labour-Reg		19,913					
* Interdepartmental	(100,000)	(175,375)	(100,000)	(86,300)	(100,000)		
8011 Interest on Debentur	513,900	520,724	427,000	427,000	385,900	(41,100)	(9.6)
8012 Principal on Debentu	3,388,200	3,417,453	2,834,800	2,834,800	2,975,400	140,600	5.0
* Debt Service	3,902,100	3,938,177	3,261,800	3,261,800	3,361,300	99,500	3.1
8008 Transf to/fr Reserve	552,100	521,328		(176,426)	(550,000)	(550,000)	
8014 Capital from Operati	9,000,000	9,000,000	9,275,500	9,275,500	4,890,000	(4,385,500)	(47.3)
9001 Current Yr. Sur/Def				290,307			
* Other Fiscal	9,552,100	9,521,328	9,275,500	9,389,381	4,340,000	(4,935,500)	(53.2)
** Total	<b>114,285,000</b>	<b>112,927,429</b>	<b>115,446,300</b>	<b>113,728,200</b>	<b>115,612,600</b>	<b>166,300</b>	<b>0.1</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4002 Comm. Property Taxes	(34,491,000)	(34,491,000)	(35,452,000)	(35,452,000)	(35,471,000)	(19,000)	0.1
* Tax Revenue	(34,491,000)	(34,491,000)	(35,452,000)	(35,452,000)	(35,471,000)	(19,000)	0.1
4204 Area Rate Loc Transi	(27,305,300)	(27,576,829)	(27,873,000)	(27,873,000)	(28,110,000)	(237,000)	0.9
4205 Area Rate Reg Transp	(16,952,200)	(16,991,579)	(17,303,000)	(17,303,000)	(17,453,100)	(150,100)	0.9
* Area Rate Revenue	(44,257,500)	(44,568,408)	(45,176,000)	(45,176,000)	(45,563,100)	(387,100)	0.9
5102 Facilities Rentals	(84,000)	(34,440)	(54,500)	(34,400)	(54,400)	100	(0.2)
5201 Fare Revenue	(34,500,000)	(32,824,490)	(33,820,000)	(32,130,000)	(33,220,000)	600,000	(1.8)
5450 Other Sales Revenue	(15,000)	56	(17,000)	(17,000)	(352,300)	(335,300)	1,972.4
* Fee Revenues	(34,599,000)	(32,858,874)	(33,891,500)	(32,181,400)	(33,626,700)	264,800	(0.8)
5503 Advertising Revenue	(700,000)	(683,000)	(664,800)	(664,800)	(664,800)		
5508 Recov External Parti	(217,000)	(296,998)	(252,000)	(253,000)	(277,000)	(25,000)	9.9
5600 Miscellaneous Revenue	(20,500)	(29,148)	(10,000)	(1,000)	(10,000)		
* Other Revenue	(937,500)	(1,009,146)	(926,800)	(918,800)	(951,800)	(25,000)	2.7
** Total	<b>(114,285,000)</b>	<b>(112,927,429)</b>	<b>(115,446,300)</b>	<b>(113,728,200)</b>	<b>(115,612,600)</b>	<b>(166,300)</b>	<b>0.1</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>							



# Halifax Public Libraries

## 2018/19 Multi-Year Budget and Business Plan

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

## HALIFAX PUBLIC LIBRARIES OVERVIEW

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

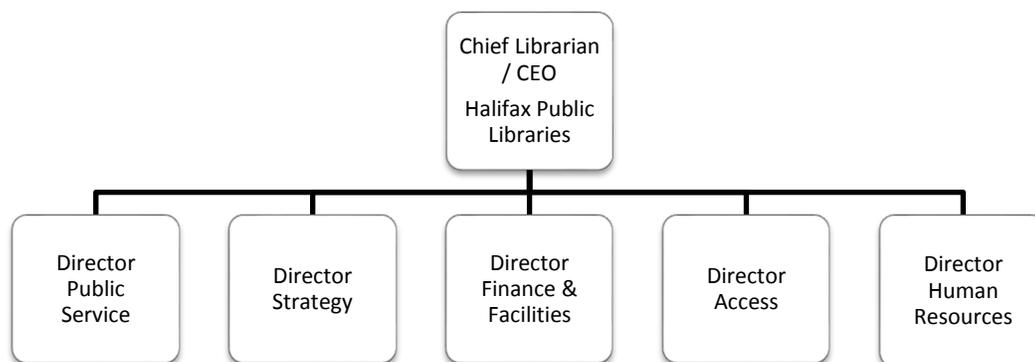
- Healthy, Liveable Communities – Recreation and Leisure;
- Healthy, Liveable Communities – Community Health;
- Social Development – Accessible Community;
- Social Development – Social Infrastructure;
- Social Development – Equity and Inclusion;
- Economic Development – Focus on the Regional Centre;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

Libraries are uniquely positioned to engage communities and the people who live in them – encouraging participation, facilitating connections, and proving solutions in an ever-changing world. Halifax Public Libraries provides equal and open access to services to all residents of Halifax Regional Municipality. Under the direction of the Halifax Regional Library Board, the Library provides learning, social and engagement opportunities through a network of 14 branches, an online presence, community engagement, Borrow by Mail and Home Delivery services. Halifax Public Libraries exists to support collective growth in our community.

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

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

**Halifax Public Libraries Organizational Chart**



## Funded Full Time Equivalents (FTEs)

Funded FTE Includes full & part-time permanent positions	2017/18 Approved	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	199	0	199
Part Time	139	0	139
Total	338	0	338

## Halifax Public Libraries Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Halifax Public Libraries	4.1%	4.3%	4.0%
Average tax bill amount spent on Halifax Public Libraries	\$76.10	\$80.20	\$77.80

\* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17, \$235,300 in 17/18).

## 18/19 Halifax Public Libraries Multi-Year Initiatives

### Healthy, Liveable Communities – Recreation and Leisure

#### Social and Economic Impact

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

#### Facilities Renewal

The Library will begin the implementation of Phase 1 of the Library Facilities Master Plan.

### Governance and Engagement – Public Engagement

#### Library Governance & Decision Making

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

#### Bedford Library

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

## Our People - Leadership

### Strategic Workforce Planning

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

## Service Excellence – Service Improvements

### Website Renewal

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

## Halifax Public Libraries Budget

### Halifax Public Libraries Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
Healthy Liveable Communities - Recreation & Leisure	Library Facilities Upgrades	\$750,000	\$0

### Halifax Public Libraries Budget by Service Area

Service Area Budget Overview								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Administrative Services Summary of Expense & Revenue Types	(3,825,400)	(3,121,603)	(3,828,000)	(3,576,878)	(3,879,700)	(3,779,700)	48,300	(1.3)
Information Technology/Collection Manage Summary of Expense & Revenue Types	4,954,700	5,094,768	5,655,500	5,638,604	5,716,200	5,716,200	60,700	1.1
Branches/Public Services Summary of Expense & Revenue Types	18,310,700	17,466,835	18,947,300	18,918,147	18,977,900	18,977,900	30,600	0.2
Eng.Lang. Learning /Literacy Summary of Expense & Revenue Types		0	15,200	14,127	15,200	15,200		
Library Restricted Funds Summary of Expense & Revenue Types		(333,771)						
Capital Transactions Summary of Expense & Revenue Types		85,676						
	<b>19,440,000</b>	<b>19,191,905</b>	<b>20,790,000</b>	<b>20,994,000</b>	<b>20,829,600</b>	<b>20,929,600</b>	<b>139,600</b>	<b>0.7</b>

### Summary of Changes Included in Proposed Halifax Public Libraries Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$20,790,000</b>
Compensation	Salaries & Benefits	No impact on service delivery	\$64,500	\$64,500
Budget Adjustments	Building cost increases	No impact on service delivery	\$17,000	\$75,100
	Library materials and other goods and services increases	Greater access to a broader range of resources.	\$4,000	
	Budget efficiencies	No impact on service delivery.	-\$45,900	
	Vacancy Management Adjustment	Maintenance of current service.	\$100,000	
	Food Literacy Program Funding	Increased access to food and food literacy programs at all Library locations. Focusing on youth and with the objective of building food related skill and social connections.	\$50,000	
	Transfer of one- time funding from Reserve	No impact on service delivery	-\$50,000	
<b>Total Impact of Changes</b>				<b>\$139,600</b>
<b>2018/2019 Proposed Budget</b>				<b>\$20,929,600</b>

## Halifax Public Libraries Operating Budget

### Halifax Public Libraries Summary of Expense & Revenue Types

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	19,259,500	19,187,347	19,729,900	20,136,268	19,894,300	164,400	0.8
* Office	434,060	393,908	421,300	402,300	425,100	3,800	0.9
* External Services	1,071,100	833,500	1,035,100	1,017,123	991,300	(43,800)	(4.2)
* Supplies	124,700	116,699	123,900	103,400	123,700	(200)	(0.2)
* Materials		808					
* Building Costs	1,283,000	1,266,331	1,421,900	1,356,029	1,438,900	17,000	1.2
* Equipment & Communications	368,140	297,145	648,800	598,300	643,200	(5,600)	(0.9)
* Vehicle Expense		500					
* Other Goods & Services	3,136,600	3,491,369	3,493,200	3,514,284	3,547,200	54,000	1.5
* Interdepartmental	5,000	18,599	30,000	31,000	30,000		
* Other Fiscal	(800)	266,003	(800)	(800)	(50,800)	(50,000)	6,250.0
<b>** Total</b>	<b>25,681,300</b>	<b>25,872,210</b>	<b>26,903,300</b>	<b>27,157,904</b>	<b>27,042,900</b>	<b>139,600</b>	<b>0.5</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Transfers from other Gov'ts	(4,916,000)	(4,921,750)	(4,916,000)	(4,968,000)	(4,916,000)		
* Fee Revenues	(1,040,300)	(873,425)	(977,300)	(919,690)	(977,300)		
* Other Revenue	(285,000)	(885,130)	(220,000)	(276,214)	(220,000)		
<b>** Total</b>	<b>(6,241,300)</b>	<b>(6,680,305)</b>	<b>(6,113,300)</b>	<b>(6,163,904)</b>	<b>(6,113,300)</b>		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>19,440,000</b>	<b>19,191,905</b>	<b>20,790,000</b>	<b>20,994,000</b>	<b>20,929,600</b>	<b>139,600</b>	<b>0.7</b>

## 18/19 HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS

### Administrative Service

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

#### Services Delivered:

##### Governance and Engagement - Fiscal Responsibility

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

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

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

### Our People - Talent

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

### Governance and Engagement – Communications

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

## Service Delivery Measures

Administrative Services Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
Website visits	2,076,577	2,175,083	2,409,097	2,650,006
Facebook total reach	560,008	1,428,132	1,712,680	1,883,948
Twitter Impressions	3,719,833	3,600,559	2,589,684	2,330,715

## Performance Analysis

### Strategic Workforce Plan

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

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

### Facilities Master Plan

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

## 18/19 Administrative Services Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Our People – Talent</b>
<p><b>Recruitment &amp; Retention</b> (Est. Compl: Q1 18/19) The Library will develop staff capabilities through skill development, and create strong recruitment and succession plans.</p>
<b>Our People – Performance</b>
<p><b>Staffing Model</b> (Est. Compl: Q1 18/19) The Library will develop a sustainable and financially viable staffing model that responds to current needs.</p>
<b>Our People – Leadership</b>
<p><b>Leadership</b> (Est. Compl: Q2 18/19) The Library will enhance leadership within the organization through staff development and strategic recruitment for management positions.</p>
<b>Governance &amp; Engagement - Communications</b>
<p><b>Website</b> (Est. Compl: Q1 18/19) The Library will launch a new website to enhance the public's access to online resources and information.</p>
<b>Governance &amp; Engagement – Municipal Governance</b>
<p><b>Strengthen Governance</b> (Est. Compl: Q1 18/19) The Library will undertake a review of the Halifax Regional Library Board by-laws, governance policies and board composition, structure and size.</p>

## Administrative Services Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	973,600	1,542,450	577,300	996,595	741,700	164,400	28.5
* Office	98,300	105,749	102,000	102,000	102,000		
* External Services	125,000	101,895	191,700	141,417	75,600	(116,100)	(60.6)
* Supplies	1,500	1,657	1,500	1,000	1,500		
* Building Costs		169		1,200			
* Equipment & Communications	5,000	3,535	5,000	5,000	5,000		
* Other Goods & Services	172,200	241,509	245,500	194,700	245,500		
* Interdepartmental		61		6,000			
<b>** Total</b>	<b>1,375,600</b>	<b>1,997,024</b>	<b>1,123,000</b>	<b>1,447,912</b>	<b>1,171,300</b>	<b>48,300</b>	<b>4.3</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Transfers from other Gov'ts	(4,916,000)	(4,921,750)	(4,916,000)	(4,968,000)	(4,916,000)		
* Fee Revenues		16,529	(5,000)	(4,790)	(5,000)		
* Other Revenue	(285,000)	(213,405)	(30,000)	(52,000)	(30,000)		
<b>** Total</b>	<b>(5,201,000)</b>	<b>(5,118,627)</b>	<b>(4,951,000)</b>	<b>(5,024,790)</b>	<b>(4,951,000)</b>		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>(3,825,400)</b>	<b>(3,121,603)</b>	<b>(3,828,000)</b>	<b>(3,576,878)</b>	<b>(3,779,700)</b>	<b>48,300</b>	<b>(1.3)</b>

## Public Service

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

### Services Delivered:

#### Healthy, Liveable Communities – Recreation and Leisure

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

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

## Service Delivery Measures

Public Service Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned	MBNCanada Median* 2016
Registrant Cardholders as % of Population	49.2%	53.02%	51.71% <sup>1</sup>	52%	41.3%
Annual Library Uses <sup>2</sup> Per Capita	13,916,366 33.3	14,694,745 34.5	17,471,159 <sup>3</sup> 40.47	20,615,967 <sup>3</sup> 47.14	32.0
Annual Library Visits Per Capita	3,595,775 8.60	3,613,986 8.49	3,567,408 8.26	3,520,000 8.04	4.95
Total Circulation Per Capita	5,078,716 12.15	4,891,233 11.49	4,748,564 11.00	4,789,279 10.95	-
Physical collection circulation <sup>4</sup> Per Capita	4,443,334 10.63	4,172,191 9.79	3,985,093 9.02	3,980,000 9.10	7.42
Electronic Circulation <sup>5</sup> Per Capita	635,382 1.52	719,032 1.69	763,471 1.76	809,279 1.85	0.95
Home Delivery / Borrow by Mail Checkouts <sup>6</sup>	57,205	58,858	61,114	63,314	-
Program Attendance (Total) Per Capita	209,772 .50	213,576 .50	220,028 .50	220,000 .50	0.34
Information Questions Asked	330,861	297,913	287,681	287,681	-
Meeting Room Bookings	10,100	9,934	10,046	10,000	-
Volunteer Hours	26,406	34,462	34,872	34,872	-
Hours of Library service	38,371	38,667	40,565	40,565	-

\* Municipal Benchmarking Network Canada

1 Updated population numbers from Statistics Canada increased HRM population to 431,701 for 2017/18.

2 Library uses include in person visits, circulation (both electronic and digital), online activity, wifi connections, program attendance, and technology use.

3 A new method of collecting wifi connections in branch started in December 2016 creating an increase in overall visits for both the 2017/18 and the 2018/19 year.

4 Physical collection circulation includes all print books, magazines, CDs and DVDs. MBNCanada measure used for reference: Annual Non-Electronic Circulation Per Capita.

5 Electronic Circulation includes e-books and e-magazines. MBNCanada measure used for reference: Annual Electronic Circulation Per Capita.

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

## Performance Analysis

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

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

## 18/19 Public Service Key Deliverables

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

## Public Service Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	15,879,000	15,014,485	16,420,100	16,420,100	16,420,100		
* Office	149,300	146,842	150,300	161,300	151,300	1,000	0.7
* External Services	693,600	637,125	651,000	577,400	659,800	8,800	1.4
* Supplies	1,200	1,272	400	400	200	(200)	(50.0)
* Materials		808					
* Building Costs	1,283,000	1,266,162	1,421,900	1,354,829	1,438,900	17,000	1.2
* Equipment & Communications	76,800	127,043	74,500	95,000	74,500		
* Vehicle Expense		493					
* Other Goods & Services	1,263,900	1,169,195	1,172,200	1,241,886	1,226,200	54,000	4.6
* Interdepartmental	5,000	18,478	30,000	25,000	30,000		
* Other Fiscal	(800)	(527)	(800)	(800)	(50,800)	(50,000)	6,250.0
<b>** Total</b>	<b>19,351,000</b>	<b>18,381,375</b>	<b>19,919,600</b>	<b>19,875,115</b>	<b>19,950,200</b>	<b>30,600</b>	<b>0.2</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Fee Revenues	(1,040,300)	(889,953)	(972,300)	(914,900)	(972,300)		
* Other Revenue		(24,587)		(42,068)			
<b>** Total</b>	<b>(1,040,300)</b>	<b>(914,540)</b>	<b>(972,300)</b>	<b>(956,968)</b>	<b>(972,300)</b>		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>18,310,700</b>	<b>17,466,835</b>	<b>18,947,300</b>	<b>18,918,147</b>	<b>18,977,900</b>	<b>30,600</b>	<b>0.2</b>

## Access Services

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

### Services Delivered:

#### Financial Responsibility – Responsibility for Resources

##### Collection Management

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

##### Information Technology

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

## Service Delivery Measures

Access Services Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned	MBNCanada Median* 2016
Annual Wireless Connections per Capita	N/A	1,191,244 2.80	3,871,054 <sup>1</sup> 8.97	4,258,159 9.86	0.57
Annual Library Electronic Visits Per Capita	3,140,135 7.52	3,372,589 7.92	3,667,872 8.50	3,961,301 9.18	7.58
Public Use Computer Hours of use	336,904	358,849	364,104	367,745	-
Catalogue Logins	1,288,539	1,272,448	1,214,146	1,338,260 <sup>1</sup>	
Collection Size Per Capita <sup>2</sup>	948,166 2.27	917,562 2.15	901,696 <sup>3</sup> 2.09	901,696 2.09	2.39
Materials expenditures per capita	\$4.43	\$4.66	\$4.81	\$4.76	\$2.85

\* Municipal Benchmarking Network Canada

<sup>1</sup> Planned increase of 10% due to launch of new integrated website.

<sup>2</sup> MBNCanada measure used as reference: Number of Library Holdings per Capita

<sup>3</sup> Does not include investment in new online streaming music, video, and online learning tools

## Performance Analysis

### Collection Management

While use of the traditional collection remains constant, use of e-books and digital resources continues to rise significantly. Improving the digital collection will increase the availability of these popular resources and will reduce wait times. This will be of particular importance when the Library's new website is launched and the library collection will have increased exposure. Additionally, the Library will seek to expand its reach by building collections of technological, cultural, practical, and otherwise non-traditional items, and enhancing its existing collections of cultural and language-based (African Nova Scotian, Indigenous, multilingual) materials.

### Information Technology

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

## 18/19 Access Services Key Deliverables

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

### Information Technology Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	2,406,900	2,463,964	2,527,300	2,527,300	2,527,300		
* Office	186,460	198,761	169,000	139,000	171,800	2,800	1.7
* External Services	252,500	89,050	192,400	298,306	255,900	63,500	33.0
* Supplies	122,000	113,770	122,000	102,000	122,000		
* Equipment & Communications	286,340	248,859	569,300	498,300	563,700	(5,600)	(1.0)
* Vehicle Expense		7					
* Other Goods & Services	1,700,500	1,980,750	2,075,500	2,077,698	2,075,500		
<b>** Total</b>	<b>4,954,700</b>	<b>5,095,160</b>	<b>5,655,500</b>	<b>5,642,604</b>	<b>5,716,200</b>	<b>60,700</b>	<b>1.1</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Other Revenue		(393)		(4,000)			
<b>** Total</b>		<b>(393)</b>		<b>(4,000)</b>			
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>4,954,700</b>	<b>5,094,768</b>	<b>5,655,500</b>	<b>5,638,604</b>	<b>5,716,200</b>	<b>60,700</b>	<b>1.1</b>

### Learning and Literacy Services Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and B		199,057	205,200	192,273	205,200		
* Office		2,098					
* External Services		5,430					
* Equipment & Commu		2,186					
* Other Goods & Servi		16,803					
* Interdepartmental		61					
<b>** Total</b>		<b>225,635</b>	<b>205,200</b>	<b>192,273</b>	<b>205,200</b>		
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Other Revenue		(225,635)	(190,000)	(178,146)	(190,000)		
<b>** Total</b>		<b>(225,635)</b>	<b>(190,000)</b>	<b>(178,146)</b>	<b>(190,000)</b>		
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>		<b>0</b>	<b>15,200</b>	<b>14,127</b>	<b>15,200</b>		

**Capital Funds Summary of Expenses & Revenues Budget**

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits		(35,300)					
* Office		(61,075)					
* Equipment & Communications		(84,478)					
* Other Fiscal		266,530					
<b>** Total</b>		<b>85,676</b>					
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>		<b>85,676</b>					

**Restricted Funds Summary of Expenses & Revenues Budget**

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits		2,692					
* Office		1,534					
* Other Goods & Services		83,113					
<b>** Total</b>		<b>87,339</b>					
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Other Revenue		(421,111)					
<b>** Total</b>		<b>(421,111)</b>					
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>		<b>(333,771)</b>					

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
B011 Administrative Services	(3,825,400)	(3,121,603)	(3,828,000)	(3,576,878)	(3,779,700)	48,300	(1.3)
* Administrative Services	(3,825,400)	(3,121,603)	(3,828,000)	(3,576,878)	(3,779,700)	48,300	(1.3)
B012 IT & Collection Mgmt	4,954,700	5,094,768	5,655,500	5,638,604	5,716,200	60,700	1.1
* Information Technology/Collecti	4,954,700	5,094,768	5,655,500	5,638,604	5,716,200	60,700	1.1
B013 Communications & Mkt	566,400	409,199	648,200	642,200	648,200		
B021 Alderney Gate Library	1,387,200	1,305,801	1,440,300	1,450,800	1,440,300		
B034 Central Library	5,439,500	4,840,681	5,351,700	5,230,929	5,358,500	6,800	0.1
B041 Branch Library Services	998,900	1,130,965	1,108,600	1,115,997	1,108,600		
B042 Cole Harbour Library	903,800	875,989	949,000	951,400	949,000		
B043 Dartmouth North Library	397,400	396,102	417,700	419,100	417,700		
B044 Sackville Library	875,900	859,187	925,400	927,400	925,400		
B045 Woodlawn Library	1,915,000	1,869,374	1,989,800	2,031,788	1,993,000	3,200	0.2
B046 Bedford Library	796,400	800,764	828,700	829,700	833,900	5,200	0.6
B047 Cpt Wil. Spry Library	728,600	678,114	746,300	750,700	746,300		
B048 Halifax North Library	813,500	808,568	850,800	837,400	855,400	4,600	0.5
B049 Keshen Goodman Library	1,831,500	1,804,093	1,920,800	1,936,400	1,928,100	7,300	0.4
B051 Musq. Harb. Library	230,100	259,349	266,800	262,232	266,800		
B052 Shatford Memorial Library	193,700	200,092	200,400	206,700	200,700	300	0.1
B053 Sheet Harbour Library	223,200	236,715	259,300	264,300	259,300		
B054 Tantallon Library	1,009,600	991,841	1,043,500	1,047,200	1,046,700	3,200	0.3
B055 Merchandise Sales				13,901			
* Branches/Public Services	18,310,700	17,466,835	18,947,300	18,918,147	18,977,900	30,600	0.2
B064 ESL			10,200	11,560	10,200		
B065 Literacy		0	5,000	2,567	5,000		
* Eng. Lang. Learning/Literacy		0	15,200	14,127	15,200		
** Library General Rate	19,440,000	19,440,000	20,790,000	20,994,000	20,929,600	139,600	0.7
B061 Special Projects		(11,509)					
B062 Restricted Colpitts		(14,995)					
B063 Res Capital Campaign		(307,268)					
* Restricted Funds		(333,771)					
** Library Restricted Funds		(333,771)					
B071 Capital Transactions		85,676					
** Capital Transactions		85,676					
*** Total	19,440,000	19,191,905	20,790,000	20,994,000	20,929,600	139,600	0.7

## Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
B011 Administrative Services	1,375,600	1,997,024	1,123,000	1,447,912	1,171,300	48,300	4.3
* Administrative Services	1,375,600	1,997,024	1,123,000	1,447,912	1,171,300	48,300	4.3
B012 IT & Collection Mgmt	4,954,700	5,095,160	5,655,500	5,642,604	5,716,200	60,700	1.1
* Information Technology/Collecti	4,954,700	5,095,160	5,655,500	5,642,604	5,716,200	60,700	1.1
B013 Communications & Mkt	566,400	409,199	648,200	642,200	648,200		
B021 Alderney Gate Library	1,452,200	1,366,804	1,504,200	1,506,200	1,504,200		
B034 Central Library	6,156,500	5,423,729	6,001,500	5,878,929	6,008,300	6,800	0.1
B041 Branch Library Services	998,900	1,130,965	1,108,600	1,115,997	1,108,600		
B042 Cole Harbour Library	921,800	894,431	967,600	967,600	967,600		
B043 Dartmouth North Library	404,400	404,219	426,000	427,400	426,000		
B044 Sackville Library	908,100	888,881	952,900	958,900	952,900		
B045 Woodlawn Library	1,959,800	1,914,973	2,035,600	2,074,288	2,038,800	3,200	0.2
B046 Bedford Library	814,000	817,640	844,900	845,900	850,100	5,200	0.6
B047 Cpt Wil.Spry Library	746,600	708,793	766,800	769,800	766,800		
B048 Halifax North Library	825,500	818,316	860,100	846,300	864,700	4,600	0.5
B049 Keshen Goodman Library	1,905,000	1,877,759	1,995,800	2,005,700	2,003,100	7,300	0.4
B051 Musq. Harb. Library	236,300	266,508	273,800	268,100	273,800		
B052 Shatford Memorial Library	198,000	204,196	204,700	210,200	205,000	300	0.1
B053 Sheet Harbour Library	226,200	239,568	262,300	267,300	262,300		
B054 Tantallon Library	1,031,300	1,015,392	1,066,600	1,069,300	1,069,800	3,200	0.3
B055 Merchandise Sales				21,001			
* Branches/Public Services	19,351,000	18,381,375	19,919,600	19,875,115	19,950,200	30,600	0.2
B064 ESL		175,249	140,200	158,897	140,200		
B065 Literacy		50,386	65,000	33,376	65,000		
* Eng. Lang. Learning/Literacy		225,635	205,200	192,273	205,200		
** Library General Rate	25,681,300	25,699,194	26,903,300	27,157,904	27,042,900	139,600	0.5
B061 Special Projects		87,339					
* Restricted Funds		87,339					
** Library Restricted Funds		87,339					
B071 Capital Transactions		85,676					
** Capital Transactions		85,676					
*** Total	25,681,300	25,872,210	26,903,300	27,157,904	27,042,900	139,600	0.5

## Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
B011 Administrative Services	(5,201,000)	(5,118,627)	(4,951,000)	(5,024,790)	(4,951,000)		
* Administrative Services	(5,201,000)	(5,118,627)	(4,951,000)	(5,024,790)	(4,951,000)		
B012 IT & Collection Mgmt		(393)		(4,000)			
* Information Technology/Collecti		(393)		(4,000)			
B021 Alderney Gate Library	(65,000)	(61,004)	(63,900)	(55,400)	(63,900)		
B034 Central Library	(717,000)	(583,048)	(649,800)	(648,000)	(649,800)		
B042 Cole Harbour Library	(18,000)	(18,442)	(18,600)	(16,200)	(18,600)		
B043 Dartmouth North Library	(7,000)	(8,117)	(8,300)	(8,300)	(8,300)		
B044 Sackville Library	(32,200)	(29,694)	(27,500)	(31,500)	(27,500)		
B045 Woodlawn Library	(44,800)	(45,599)	(45,800)	(42,500)	(45,800)		
B046 Bedford Library	(17,600)	(16,876)	(16,200)	(16,200)	(16,200)		
B047 Cpt Wil.Spry Library	(18,000)	(30,679)	(20,500)	(19,100)	(20,500)		
B048 Halifax North Library	(12,000)	(9,748)	(9,300)	(8,900)	(9,300)		
B049 Keshen Goodman Library	(73,500)	(73,666)	(75,000)	(69,300)	(75,000)		
B051 Musq. Harb. Library	(6,200)	(7,159)	(7,000)	(5,868)	(7,000)		
B052 Shatford Memorial Library	(4,300)	(4,105)	(4,300)	(3,500)	(4,300)		
B053 Sheet Harbour Library	(3,000)	(2,852)	(3,000)	(3,000)	(3,000)		
B054 Tantallon Library	(21,700)	(23,551)	(23,100)	(22,100)	(23,100)		
B055 Merchandise Sales				(7,100)			
* Branches/Public Services	(1,040,300)	(914,540)	(972,300)	(956,968)	(972,300)		
B064 ESL		(175,249)	(130,000)	(147,337)	(130,000)		
B065 Literacy		(50,386)	(60,000)	(30,809)	(60,000)		
* Eng. Lang. Learning/Literacy		(225,635)	(190,000)	(178,146)	(190,000)		
** Library General Rate	(6,241,300)	(6,259,194)	(6,113,300)	(6,163,904)	(6,113,300)		
B061 Special Projects		(98,848)					
B062 Restricted Colpitts		(14,995)					
B063 Res Capital Campaign		(307,268)					
* Restricted Funds		(421,111)					
** Library Restricted Funds		(421,111)					
*** Total	(6,241,300)	(6,680,305)	(6,113,300)	(6,163,904)	(6,113,300)		

Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	16,291,600	15,867,129	17,136,800	17,126,126	17,136,800		
6002 Salaries - Overtime		41,587					
6054 Vacation payout		22,955					
6100 Benefits - Salaries	3,233,500	3,006,384	3,401,500	3,399,397	3,401,500		
6110 Vacancy Management	(500,000)		(1,086,200)	(726,905)	(921,800)	164,400	(15.1)
6152 Retirement Incentives	131,800	112,456	138,900	198,825	138,900		
6154 Workers' Compensation	102,600	104,699	138,900	138,825	138,900		
6155 Overtime Meals		230					
6194 Sick Bank allowance		(35,300)					
9200 HR CATS Wage/Ben		49,905					
9210 HR CATS OT Wage/Ben		17,303					
* Compensation and Benefits	19,259,500	19,187,347	19,729,900	20,136,268	19,894,300	164,400	0.8
6201 Telephone	98,000	101,891	103,000	103,000	104,000	1,000	1.0
6202 Courier/Postage	21,000	17,914	21,000	21,000	21,000		
6203 Office Furn/Equip	44,600	49,326	41,700	47,300	41,700		
6204 Computer S/W & Lic	65,060	53,122	77,600	72,600	78,600	1,000	1.3
6205 Printing & Reprod	25,000	24,660	30,000	26,000	30,000		
6207 Office Supplies	68,400	81,387	75,000	79,400	75,000		
6208 Binding	13,000	11,684	13,000	13,000	13,000		
6299 Other Office Expenses	99,000	53,924	60,000	40,000	61,800	1,800	3.0
* Office	434,060	393,908	421,300	402,300	425,100	3,800	0.9
6301 Professional Fees	50,000	81,988	131,700	101,417	15,600	(116,100)	(88.2)
6302 Legal Fees	10,000	1,814	10,000	10,000	10,000		
6304 Janitorial Services	449,900	467,641	456,700	486,000	465,500	8,800	1.9
6308 Snow Removal	64,300	81,724	64,300	37,400	64,300		
6311 Security	67,100	46,122	50,000	26,000	50,000		
6312 Refuse Collection	27,300	29,204	28,000	23,000	28,000		
6399 Contract Services	402,500	125,006	294,400	333,306	357,900	63,500	21.6
* External Services	1,071,100	833,500	1,035,100	1,017,123	991,300	(43,800)	(4.2)
6401 Uniforms & Clothing	700	917	900	900	700	(200)	(22.2)
6402 Med & First Aid Supp		52					
6406 Bridge Tolls	3,000	1,749	2,000	2,000	2,000		
6407 Clean/Sani Supplies		694					
6499 Other Supplies	121,000	113,286	121,000	100,500	121,000		
* Supplies	124,700	116,699	123,900	103,400	123,700	(200)	(0.2)
6504 Hardware		730					
6517 Paint		78					
* Materials		808					
6602 Electrical		5,119					
6603 Grnds & Landscaping	4,000	1,732	4,000	4,000	4,000		
6605 Municipal Taxes	198,900	259,095	281,000	281,000	282,500	1,500	0.5
6607 Electricity	559,400	499,914	548,400	477,000	556,000	7,600	1.4
6608 Water	42,000	56,586	44,600	46,300	44,600		
6609 Elevator & Escalator	21,500	30,324	21,500	24,000	21,500		
6610 Building - Exterior		647					
6611 Building - Interior		766					
6612 Safety Systems	1,600	28,466	1,600	1,600	1,600		
6616 Natural Gas-Buildings	214,800	113,021	180,000	148,629	187,900	7,900	4.4
6617 Pest Management		1,533					
6699 Other Building Cost	240,800	269,128	340,800	373,500	340,800		
* Building Costs	1,283,000	1,266,331	1,421,900	1,356,029	1,438,900	17,000	1.2
6701 Equipment Purchase	191,740	106,632	485,000	485,000	485,000		
6704 Equipment Rental		292					
6705 Equip - R&M	1,500	210	3,000	3,000	3,000		
6706 Computer R&M	159,600	146,997	149,300	101,300	143,700	(5,600)	(3.8)
6707 Plumbing & Heating		2,623					

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
6708 Mechanical Equipment	15,300	40,392	11,500	9,000	11,500		
* Equipment & Communications	368,140	297,145	648,800	598,300	643,200	(5,600)	(0.9)
6802 Vehicle R&M		386					
6804 Vehicle Fuel - Gas		114					
* Vehicle Expense		500					
6901 Membership Dues	16,600	12,469	18,000	12,000	18,000		
6903 Travel - Local	40,000	36,326	40,000	40,000	40,000		
6904 Travel - Out of Town	30,000	73,322	71,900	30,500	71,900		
6905 Training & Education	70,000	119,672	100,000	93,600	100,000		
6906 Licenses & Agreements		42					
6911 Facilities Rental	1,042,800	1,062,085	1,051,100	1,103,288	1,055,100	4,000	0.4
6912 Advertising/Promotio	20,400	23,630	40,400	56,401	40,400		
6917 Books and Periodicals	1,825,500	2,001,675	2,075,500	2,077,698	2,075,500		
6918 Meals		1,143					
6928 Committee Expenses	8,000	6,317	8,000	11,000	8,000		
6938 Rewarding Excellence		91					
6946 Branch Programming	41,700	56,845	54,700	55,925	54,700		
6947 Literacy/Heritage Pr	9,500	59,840	9,500	9,500	9,500		
6948 Arts/Perform.Program	10,900	750					
6950 Region.Serv.Program	20,000	36,272	22,900	23,172	72,900	50,000	218.3
6999 Other Goods/Services	1,200	890	1,200	1,200	1,200		
* Other Goods & Services	3,136,600	3,491,369	3,493,200	3,514,284	3,547,200	54,000	1.5
7009 Internal Trfr Other		12,380		6,000			
7012 Int Trf Print/Reprod	5,000		30,000	25,000	30,000		
9911 PM Labour-Reg		6,219					
* Interdepartmental	5,000	18,599	30,000	31,000	30,000		
8008 Transf to/fr Reserve					(50,000)	(50,000)	
8022 Transf to/fr Trust	(800)	(527)	(800)	(800)	(800)		
8045 Amortization Expense		266,530					
* Other Fiscal	(800)	266,003	(800)	(800)	(50,800)	(50,000)	6,250.0
** Total	<b>25,681,300</b>	<b>25,872,210</b>	<b>26,903,300</b>	<b>27,157,904</b>	<b>27,042,900</b>	<b>139,600</b>	<b>0.5</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4703 Cond.Grant NS(Other)	(4,916,000)	(4,921,750)	(4,916,000)	(4,968,000)	(4,916,000)		
* Transfers from other Govts	(4,916,000)	(4,921,750)	(4,916,000)	(4,968,000)	(4,916,000)		
4902 Fines Fees	(569,200)	(363,314)	(375,500)	(323,090)	(375,500)		
5101 Parking Rentals	(204,000)	(146,857)	(204,000)	(210,000)	(204,000)		
5102 Facilities Rentals	(147,100)	(127,956)	(171,800)	(150,350)	(171,800)		
5151 Lease Revenue	(120,000)	(125,311)	(120,000)	(120,000)	(120,000)		
5204 Administration Fees		(11,156)	(8,800)	(6,000)	(8,800)		
5227 Photocopier Revenue		(98,831)	(97,200)	(110,250)	(97,200)		
* Fee Revenues	(1,040,300)	(873,425)	(977,300)	(919,690)	(977,300)		
5508 Recov External Parti		(36,601)					
5520 Donations	(270,000)	(508,992)	(15,000)	(25,000)	(15,000)		
5600 Miscellaneous Revenue	(15,000)	(339,537)	(205,000)	(251,214)	(205,000)		
* Other Revenue	(285,000)	(885,130)	(220,000)	(276,214)	(220,000)		
** Total	<b>(6,241,300)</b>	<b>(6,680,305)</b>	<b>(6,113,300)</b>	<b>(6,163,904)</b>	<b>(6,113,300)</b>		
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>19,440,000</b>	<b>19,191,905</b>	<b>20,790,000</b>	<b>20,994,000</b>	<b>20,929,600</b>	<b>139,600</b>	<b>0.7</b>

# Corporate & Customer Services

## 2018/19 Multi-Year Budget and Business Plan

**Mission:** Customer Service is at the heart of everything we do.

## CORPORATE & CUSTOMER SERVICES OVERVIEW

Corporate & Customer Services is committed to advancing Regional Council's priority outcomes of:

- Economic Development – HRM is a sought-after business destination that encourages entrepreneurial spirit and is responsive to the needs of the community;
- Governance and Engagement – HRM's government structures and communications approaches provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs;
- Service Delivery – HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality;
- Healthy, Liveable Communities – HRM is a safe, liveable and sustainable community that encourages public engagement and participation in complete communities;
- Social Development – HRM's communities have access to social infrastructure that supports all segments of the community; and
- Transportation – Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighborhoods, communities and economic growth.

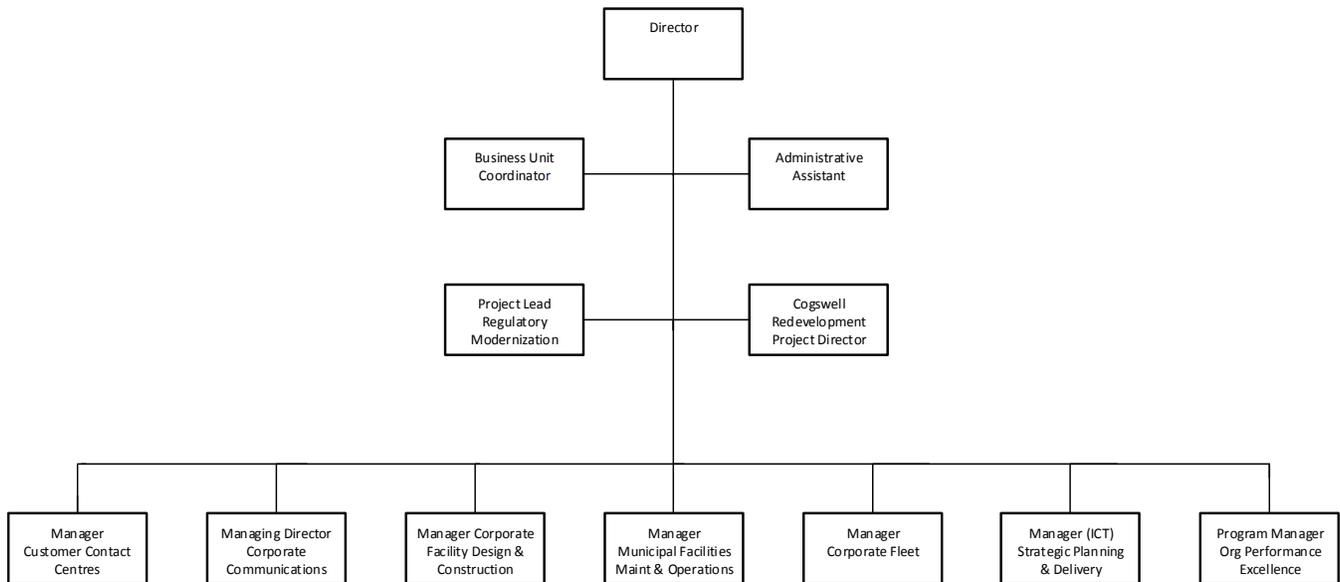
Corporate & Customer Services is committed to advancing the Administrative priority outcomes of:

- Fiscal Responsibility
- Our People
- Service Excellence
- Health & Safety

The Corporate & Customer Services Business Unit provides high-quality and cost-effective corporate and customer services to municipal residents, businesses, visitors, and employees. Our customers are at the heart of everything we do. With a focus on efficiency, reliability, and sustainability, we support excellence in public service delivery on behalf of the municipality. Services offered include:

- Building design and construction of new recreation centres, fire stations, transit terminals, libraries and other municipal building assets; recapitalization and renovation of HRM's built infrastructure; demolition, inspection and condition assessments;
- Building operations, maintenance of HRM's building assets and corporate security for the organization;
- Corporate fleet maintenance and procurement of corporate vehicles, fire trucks, and police;
- Customer contact centres and 311;
- Information, Communication, and Technology support and service as well as project management of business innovation enabled through technology solutions;
- Corporate Communications that help engage citizens and employees on municipal projects, programs, and services, and help promote a positive image and reputation for the municipality through all communications channels;
- Performance excellence and continuous improvement at all levels of the organization;
- Regulatory Modernization (red tape reduction) to reduce undue regulatory burden and align the regulatory environment in specific areas

### Corporate & Customer Services Org Chart



### Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2017/18 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	337.0	10.2	347.2
Total	337.0	10.2	347.2

### Corporate & Customer Services Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19 *
	Planned	Planned	Planned
Percent of the average tax bill spent on Corporate & Customer Services	11.9%	12.2%	12.2%
Average tax bill amount spent on Corporate & Customer Services	\$218.90	\$229.10	\$235.60

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19).

## 17/18 – 18/19 Corporate & Customer Services Multi-Year Initiatives

### Economic Development – Focus on the Regional Centre

The Cogswell Redevelopment Program is a significant "City Building" project intended to transform lands supporting aging, underutilized transportation infrastructure (Cogswell Interchange) into a vibrant, mixed use neighbourhood, reintegrating the historic fabric of downtown and the waterfront with the north end of the city. The new neighbourhood will showcase public spaces, squares, urban plazas, and pedestrian friendly streets with an overall emphasis on active transportation and transit. Three new AAA bicycling facilities will provide safe alternatives for commuting and recreational travel. The new district will be a great place to live, work and play, as well as act as a stimulus for investment in adjacent properties and those to the west and north of the area. The neighbourhood will achieve "green" objectives through the inclusion of a district energy system, opportunities to live in a neighborhood without reliance on an automobile, and green building design standards. Should Regional Council approve the Redevelopment, the demolition of existing infrastructure and its replacement with new at-grade streets, roundabouts, parks and open spaces, and development blocks are estimated to take 3-4 years, starting in mid-2018. Phased release of the newly created land parcels for high value residential/mixed use buildings will occur in the following 4-5 years.

### Healthy, Liveable Communities – Public Safety

#### Enhance Crisis Communications Capacity

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

The Corporate Communications service area will collaborate with emergency service providers to enhance HRM's emergency response capacity through the implementation of a coordinated program of crises communications simulations exercises. Working with EMO, ICT will support the development of an Emergency Communications Solutions Strategy (ECSS). The core benefit of this strategy will be to ensure that Regional Council and municipal staff have a clear understanding of the processes and solutions available to them to continue operating the municipality in the event of an impact to daily operations.

### Governance and Engagement – Public Engagement

#### Define Public Engagement Practices

While effective public engagement is an essential component to inspiring a wide range of residents to become active participants in the governance of the community, many people are not satisfied with how public engagement is being done by the municipality, especially during a time of growth and development. By developing consistent and meaningful public engagement practices with approaches and channels appropriate to the initiative/issue, the municipality will show residents that their collective feedback is valued and that they can play an active and authentic role in the municipal decision-making process.

To that end, the Corporate Communications service area re-established a Community Engagement Steering Committee (part of the municipality's 2006 Community Engagement Strategy intended governance) comprised of representatives of all business units involved in community engagement work. In 2018-19, this committee will define and initiate a collaborative and consensus-based process to explore some fundamental questions about

public engagement that can lead to more innovative, inclusive and generally better public engagement practices for the future of the municipality, which will be reflected in a revised Community Engagement Strategy by 2020.

#### Improve Public Access to Information and Services

The overall success of HRM's interactions with taxpayers is partially determined by residents' ability to access information and services. Much of this resident engagement is facilitated through electronic media. HRM has recently refreshed its website (Halifax.ca) and the next step is applying continuous improvement to better share diverse municipal information with residents and businesses and give them more options to engage electronically facilitated services (e-services).

The Corporate Communications service area will continue to evolve the municipality's integrated strategy for social media engagement and advance training for social media and website authors across the organization. By optimizing its digital resources and systems, the municipality will continuously improve public access to information and services, and public engagement across all digital and non-digital channels.

### **Our People - Culture**

#### Improve Employee Engagement

In addition to efforts to enhance engagement and collaboration with residents, the organization also recognizes the importance of developing an engaged and collaborative workforce. HRM uses various media to communicate and engage internally with public service staff and one of the major elements of that initiative is the use of a robust and accessible internal website (intranet). The Enterprise Content Management (ECM) strategy will have an initial focus on a new Intranet to address requirements for disseminating manager and employee information tools.

### **Financial Responsibility – Responsibility for Resources**

#### Corporate Fuel Management

The Corporate Fuel Management Project will ensure HRM meets and exceeds legislative and environmental compliance requirements and create efficiencies in the fuel management process; recommend inventory management equipment and systems; enable tracking of consumption rates per vehicle; eliminate fuel inventory shrinkage; assist in preventative maintenance scheduling; and integrate fuel management, fleet management, AVL and financial systems. In 2018, the project will include a governance structure, facility assessment and rationalization exercise and equipment implementation planning.

### **Service Delivery – Innovation**

#### Service Innovation and Transformation

Technology is changing the way citizens and businesses expect to engage with the municipality. There is an expectation for streamlined services which can be leveraged through a multitude of channels to meet the needs of citizens, businesses, visitors and governing bodies-our customers.

### **Service Excellence - Service Delivery**

#### Promote a Positive Corporate Culture Aligned with Performance Excellence

Performance excellence is a thoughtful and proven approach that focuses the organization's collective efforts to continuously improve the way our services are provided through engaged employees who are accountable, innovative, and empowered to make decisions.

## Corporate & Customer Services Budget

### Corporate and Customer Services Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
<b>Healthy, Liveable Communities</b>			
Recreation and Leisure	Dartmouth Sportsplex Revitalization	\$6,975,000	
	Recreation Services Software	\$1,950,000	\$385,000
	Power House Recapitalization	\$250,000	\$3,000
<b>Governance and Engagement</b>			
Fiscal Responsibility	Application Recapitalization	\$800,000	\$263,115
	Corporate Scheduling	\$795,000	\$71,000
Municipal Governance	Business Intelligence Program		\$137,500
<b>Service Delivery</b>			
Service to our People	Revenue Management Solution	\$2,065,000	\$69,000
Service to our Business	Permitting and Licensing	\$2,620,000	\$382,685
<b>Transportation</b>			
A Safe and Accessible Transportation Network	Parking Technology	\$1,560,000	\$265,400
<b>Service Excellence</b>			
Service Improvements	Customer Relationship Management	\$476,000	
	Enterprise Content Management	\$500,000	

### Corporate & Customer Services Budget by Service Area

<b>Service Area Budget Overview</b>								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Director's Office Summary of Expense & Revenue Types	431,500	375,961	711,300	840,356	551,800	1,157,400	446,100	62.7
Customer Contact Centres Summary of Expense & Revenue Types	2,743,800	2,815,074	2,937,300	2,907,360	2,876,900	2,903,200	(34,100)	(1.2)
Facility Design & Construction Summary of Expense & Revenue Types	1,038,800	922,083	1,054,600	889,507	1,055,400	1,042,900	(11,700)	(1.1)
Corporate Fleet Summary of Expense & Revenue Types	10,143,000	10,384,913	10,597,400	10,729,804	10,852,300	10,814,900	217,500	2.1
Municipal Facilities Maintenance & Operations Summary of Expense & Revenue Types	22,066,500	20,668,394	22,182,800	20,817,972	20,477,800	20,813,700	(1,369,100)	(6.2)
Corporate Communications Summary of Expense & Revenue Types	3,100,800	2,944,767	3,209,800	3,033,372	3,208,800	3,189,000	(20,800)	(0.6)
Information Technology Summary of Expense & Revenue Types	18,078,000	17,327,208	20,290,600	19,437,716	20,373,000	23,423,600	3,133,000	15.4
	<b>57,602,400</b>	<b>55,438,400</b>	<b>60,983,800</b>	<b>58,656,086</b>	<b>59,396,000</b>	<b>63,344,700</b>	<b>2,360,900</b>	<b>3.9</b>

## Summary of Changes Included in Proposed Corporate & Customer Services Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$60,983,800*</b>
Compensation	Compensation Increases (includes 2.5 FTE's and OCC)		\$568,200	\$568,200
Interdepartmental Transfers	Transfer Shrub bed maintenance to P&R	No impact	-\$18,700	-\$6,700
	Transfer fuel expense for add'l Fleet from P&D	No impact	\$12,000	
Budget Adjustments	Computer Software and Licenses	No impact	\$700,800	\$1,799,400
	Increased Computer Equipment	Improved service delivery	\$134,000	
	Reductions in Energy Efficiency	Projects are funded through capital	-\$971,900	
	Non-compensation OCC	Improved service delivery	\$1,665,000	
	Miscellaneous increases	No impact	\$271,500	
<b>Total Impact of Changes</b>				<b>\$2,360,900</b>
<b>2018/2019 Proposed Budget</b>				<b>\$63,344,700</b>

\* 2017-18 Budget restated with transfer of Sackville Sports Stadium Maintenance Budget from Parks & Recreation of \$1,614,800

## Corporate & Customer Services Summary of Expense & Revenue Types

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	26,987,100	24,197,104	28,482,200	25,334,225	29,050,400	568,200	2.0
* Office	6,294,400	6,458,581	6,712,000	7,483,391	7,570,400	858,400	12.8
* External Services	6,797,700	7,061,172	7,710,300	7,312,937	9,658,700	1,948,400	25.3
* Supplies	362,800	296,515	323,100	344,568	277,500	(45,600)	(14.1)
* Materials	406,600	413,198	389,500	473,300	457,500	68,000	17.5
* Building Costs	8,627,400	7,867,660	8,410,000	8,182,437	8,294,500	(115,500)	(1.4)
* Equipment & Communications	2,851,600	3,326,771	3,118,800	3,519,426	3,271,600	152,800	4.9
* Vehicle Expense	4,493,300	5,452,877	4,916,500	5,393,600	4,972,100	55,600	1.1
* Other Goods & Services	972,300	846,301	1,005,700	1,105,139	1,015,400	9,700	1.0
* Interdepartmental	(9,000)	(133,018)	(9,000)	(292,397)	(256,200)	(247,200)	2,746.7
* Debt Service	10,400	8,959	10,400	10,400	10,400		
* Other Fiscal	971,900	1,031,735	973,900	973,900	2,000	(971,900)	(99.8)
** Total	<b>58,766,500</b>	<b>56,827,853</b>	<b>62,043,400</b>	<b>59,840,925</b>	<b>64,324,300</b>	<b>2,280,900</b>	<b>3.7</b>
<b>Revenues</b>							
* Transfers from other Gov'ts		(31,476)					
* Fee Revenues	(584,000)	(621,063)	(584,000)	(604,690)	(584,000)		
* Other Revenue	(580,100)	(736,915)	(475,600)	(580,149)	(395,600)	80,000	(16.8)
** Total	<b>(1,164,100)</b>	<b>(1,389,454)</b>	<b>(1,059,600)</b>	<b>(1,184,839)</b>	<b>(979,600)</b>	<b>80,000</b>	<b>(7.6)</b>
<b>Net Surplus/Deficit</b>							
Net Surplus/Deficit	<b>57,602,400</b>	<b>55,438,400</b>	<b>60,983,800</b>	<b>58,656,086</b>	<b>63,344,700</b>	<b>2,360,900</b>	<b>3.9</b>

## 18/19 Corporate & Customer Services Service Area Plans

### DIRECTOR'S OFFICE

- Provide Performance Excellence leadership, support and guidance to the entire organization through continuous improvement engagements, organizational change management, implementation of Lean Six Sigma methodologies, reducing regulatory and business process red tape and encouraging the practice of continuous improvement.
- Oversight of the joint project between HRM and the Province of Nova Scotia Office of Regulatory Affairs and Service Effectiveness to reduce regulatory burden and red tape in the municipality.
- Oversight of the Cogswell Redevelopment/City Building Project. Should Regional Council approve the Redevelopment, following extensive public consultation, the demolition and reconstruction of the Cogswell Lands is estimated to be a multi-year project that will include design, procurement, and construction. The development of the lands, including land use by-law planning and real estate marketing, will occur over an additional four to five years.

### 18/19 Director's Office Key Deliverables

18/19 Deliverables with Estimated Completion
<p align="center"><b>Service Excellence – Service Improvements</b></p> <p><b>Corporate &amp; Customer Services Service Improvement Initiative</b> (Est. Compl: Q2 18/19) Implementation of service delivery improvements to align with corporate priorities and to meet growing service demands by redeploying existing staff positions to:</p> <ol style="list-style-type: none"> <li>1. Reimagine Facility Maintenance and Operations to a customer service structure by hiring 2 Building Service Coordinators to liaise with BU customer groups, and a Contract &amp; Business Service Coordinator to improve service delivery, policies, and processes.</li> <li>2. Realign Facility Maintenance and Operations structure to a Customer/Asset based model to better serve the customers.</li> </ol>
<p align="center"><b>Financial Responsibility – Responsibility for Resources</b></p> <p><b>Corporate Fuel Management Project</b> (Est. Compl: Q4 18/19) In 2018, the project will include developing a governance structure, conducting a facility assessment and rationalization exercise, and equipment implementation planning.</p>
<p align="center"><b>Economic Development – Focus on the Regional Centre</b></p> <p><b>Cogswell Redevelopment Program</b> (Est. Compl: Q4 18/19) In support of the Cogswell Redevelopment Program, staff will:</p> <ol style="list-style-type: none"> <li>1. Complete planning and design development work.</li> <li>2. Tender the construction services contract in Fall 2018, should Regional Council approve the project.</li> <li>3. Initiate demolition of existing interchange infrastructure in Spring 2019.</li> </ol>

## Director's Office Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	379,300	371,757	666,600	775,730	1,091,300	424,700	63.7
* Office	3,000	741	4,300	6,600	6,600	2,300	53.5
* External Services	20,000	(1)	10,000	11,000	16,200	6,200	62.0
* Other Goods & Services	29,200	1,912	30,400	140,275	43,300	12,900	42.4
* Interdepartmental		1,552		(93,249)			
<b>** Total</b>	<b>431,500</b>	<b>375,961</b>	<b>711,300</b>	<b>840,356</b>	<b>1,157,400</b>	<b>446,100</b>	<b>62.7</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	431,500	375,961	711,300	840,356	1,157,400	446,100	62.7

## CUSTOMER CONTACT CENTRES

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

### Services Delivered:

#### Service Delivery – Service to our Residents

Corporate Contact Centre – The 311 Contact Centre serves as the initial intake point for customer service requests; providing responses to general inquiries (Tier 1), as well as intake and referral for requests that require business unit level expertise (Tier 2). The team of Customer Service Specialists respond to over 410,000 customer contacts a year. They do this by delivering professional, friendly, helpful, and high-quality service and support on every contact. The team aspires to consistently meet or exceed internal and external customer expectations and deliver on corporate targets and objectives.

Customer Service Centres - The Customer Service Centres offer professional, in-person service delivery to customers throughout HRM. The team provides support and assistance for financial transactions such as property tax, licenses, and information related to programs and services offered by HRM. With four full service locations and one satellite office, this team serves almost 100,000 customers annually.

The Customer Contact Centre team's commitment to customers is aligned with HRM's Service Excellence priority outcome. The 311 Contact Centre and the Customer Service Centres are ambassadors for HRM and take pride in building relationships with every customer, regardless of the level of interaction. Imbedded in the work group's culture is a strong desire to deliver a positive customer experience which ultimately results in higher customer satisfaction.

## Service Excellence – Service Delivery

**311 After Hours Dispatch** - The culture of service continues after hours. Customers can receive support and assistance regarding urgent issues related to transportation, municipal operations, facilities, animal services and illegally parked vehicles 24 hours a day, 7 days a week.

### Service Delivery Measures

Customer Contact Centres Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
Grade of Service (GOS)	49% / 25 seconds	81% / 25 seconds	75% / 25 seconds	75% / 25 seconds
Abandon Rate	14%	5%	7%	7%
Call Volume	408,613	415,000	415,000	400,000
Quality Call	75%	80%	85%	85%
# of Counter Service Transactions	91,792	93,000	93,000	90,000
Customer Service Centre Revenue	\$137,678,392	\$149,000,000	\$149,000,000	\$145,000,000

### Performance Analysis

New call routing technology was launched November 30, 2016. In Q3 2017, a new workforce management tool was implemented to optimize employee scheduling and provide enhanced functionality for agents, which included automated shift trades and other absence requests. A new chat service will be available to customers mid-2018. With the recent Regional Council approval to reduce hours of operation at the 311 Contact Centre, a decline in call volume is anticipated as customers migrate to an online channel to source information and process transactions via HRM's improved website. Interaction with Contact Centre agents may also decline due to the new interactive voice response (IVR) system that supports enhanced messaging and communication to customers and provides them with the information they require without the need to speak to an agent.

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

### 18/19 311 Customer Contact Centres Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Service Excellence - Service Delivery</b>
<b>Customer Service Centre Rationalization of Services</b> (Est. Compl: Q4 18/19) To enhance operational efficiencies, and to ensure a customer-centred approach to the delivery of services, Corporate & Customer Services will implement the recommendations from the 2016/17 Customer Service Centres Review.

## 311 Citizen Contact Centres Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	2,634,200	2,674,934	2,777,000	2,726,660	2,751,500	(25,500)	(0.9)
* Office	17,000	12,524	19,300	19,300	19,800	500	2.6
* External Services	55,000	91,605	87,400	107,800	77,500	(9,900)	(11.3)
* Supplies	400		400	400	400		
* Equipment & Communications	1,800	2,035	1,800	1,800	2,000	200	11.1
* Other Goods & Services	15,400	14,536	31,400	31,400	31,400		
* Interdepartmental	20,000	20,303	20,000	20,000	20,600	600	3.0
** Total	2,743,800	2,815,937	2,937,300	2,907,360	2,903,200	(34,100)	(1.2)
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Other Revenue		(863)					
** Total		(863)					
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	2,743,800	2,815,074	2,937,300	2,907,360	2,903,200	(34,100)	(1.2)

## CORPORATE COMMUNICATIONS

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

### Services Delivered:

#### Governance and Engagement – Communications

Integrated Communications Plan Development - This proactive service is responsible for the development of an annual integrated communication plans that are aligned with HRM business units' approved business plans. The integrated plans collectively form the basis for business unit specific communications throughout the year.

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

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

Brand Management - This service is responsible for providing strategic direction and tactical implementation of the Halifax brand by collaborating with municipal departments and external agencies to align projects and initiatives with the corporate direction and brand voice.

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

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

**Public Affairs** - This service provides strategic communications advice and issues management/crisis communications leadership and support to the organization, and acts as the media liaison and official spokesperson for the organization, when required, to help manage the municipality's reputation and image with all external audiences.

## Service Delivery Measures

Corporate Communications Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
Number of digital screens (public & internal)	41	44	48	60
Number of followers on @hfxgov	35,000	42,000	50,000	60,000
Number of tweets on @hfxgov	2,500	2,800	3,100	3,400
Engagement rate on Twitter (audience reach/user interactions)	1%	1.6%	3%	5%
Number of likes/followers on MyHRM Facebook	3,000	3,700	4,000	5,000
Number of actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	1,550	2,700	3,700	4,700
Number of registered users of Shape Your City Halifax	4,000	5,700	6,700	7,700
Polls/surveys conducted on municipal matters via Halifax Opinion Panel	n/a	4	7	10

## Performance Analysis

**Public Engagement** - Creating and maintaining a two-way dialogue with citizens, businesses and stakeholders on matters related to municipal services, programs and planning is an ongoing concern for the entire organization. Better and more frequent engagement with the municipality is also an increasing public expectation. A corporate social media strategy and associated training for channel content and engagement owners across the organization is improving the online interactions between the municipality and the public, and the effectiveness of this approach should be reflected in the service delivery measures.

**Employee Engagement** - While employee engagement has not been formally measured since 2009, various feedback channels clearly indicate that employees don't feel as connected as they would like to the bigger picture and plans of the organization. Working with Human Resources and ICT, Internal Communications will lead the development of a refreshed intranet site to connect employees with relevant and desired information and to improve knowledge sharing and productivity. Costs to refresh the intranet are dependent on the technology

platform used to deliver the service and will be associated with the ICT's capital program for the organizations Enterprise Content Management (ECM) program.

## 18/19 Corporate Communications Key Deliverables

18/19 Deliverables with Estimated Completion
<p align="center"><b>Governance and Engagement - Communications</b></p> <p><b>Social Media Enhancement Program</b> (Est. Compl: Q1 18/19) The governance and use of social media requires a corporate review that includes the rollout of a new corporate policy and strategy. Corporate Communications completed a full social media audit (benchmarking current positions of existing channels) and implemented key improvements identified through research and training social media team members across the organization. Content plans for each channel will be developed to deliver consistent communications, increase engagement from existing followers and connections, and draw in new audiences through organic and paid activity. Throughout the year, the social media team will proactively engage audiences through all social channels to learn about community interests and shape future growth of social media audiences and interactions with them.</p> <p><b>Refresh HRM Intranet</b> (Est. Compl: Q4 19/20) The existing intranet is long overdue for a strategic overhaul. Despite its technological and content shortcomings, it is still a well-used source of information for employees. Internal Communications will partner with ICT in the Enterprise Content Management(ECM) Initiative to leverage Microsoft SharePoint through a phased approach to replace the employee Intranet. The initial phase will address information pertinent to employees and managers and will house things such as HR information and forms. Subsequent phases will incorporate business unit specific information.</p>
<p align="center"><b>Governance and Engagement – Public Engagement</b></p> <p><b>Refresh Governance and Program Delivery Practices of HRM's Community Engagement Strategy</b> (Est. Compl: Q4 18/19) The strategy's governance has not been reviewed in years, and the formal structure to evaluate and maintain its effectiveness no longer exists. Corporate Communications will collaborate with all relevant business units to re-establish a Community Engagement Steering Committee that will conduct an audit of recent and current engagement programs, make recommendations on improvements to engagement program delivery, and reconnect the governance of the strategy to the Senior Leadership Team.</p>
<p align="center"><b>Healthy, Liveable Communities – Public Safety</b></p> <p><b>Conduct Crises Communications Simulation Exercises</b> (Est. Compl: Q4 18/19) The municipality's Emergency Management Office regularly conducts tabletop crisis simulations for diverse scenarios involving municipal operations. Following Incident Command System protocols, Corporate Communications will participate in two simulations in each of 17/18 and 18/19 fiscal years to implement the corporate Crisis Communications Plan, assess its effectiveness, and adjust based on the outcome of the exercises.</p>

## Corporate Communications Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	1,731,700	1,665,313	1,750,900	1,687,222	1,795,900	45,000	2.6
* Office	902,100	904,665	898,100	859,100	963,000	64,900	7.2
* External Services	42,800	40,573	146,000	71,000	141,000	(5,000)	(3.4)
* Supplies	71,900	70,145	71,900	71,900	900	(71,000)	(98.7)
* Equipment & Communications	34,600	33,827	48,500	45,500	18,500	(30,000)	(61.9)
* Other Goods & Services	327,700	285,581	304,400	308,650	279,700	(24,700)	(8.1)
* Interdepartmental		(45,200)					
** Total	3,110,800	2,954,903	3,219,800	3,043,372	3,199,000	(20,800)	(0.6)
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Other Revenue	(10,000)	(10,135)	(10,000)	(10,000)	(10,000)		
** Total	(10,000)	(10,135)	(10,000)	(10,000)	(10,000)		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	3,100,800	2,944,767	3,209,800	3,033,372	3,189,000	(20,800)	(0.6)

## CORPORATE FACILITY DESIGN AND CONSTRUCTION

Corporate Facility Design and Construction is committed to supporting Business Units, through the provision of professional and technical services, which include the design, construction, demolition, inspection, condition assessments, and records management for recreation facilities, depots, Transit terminals and garages, administrative buildings, fire stations and police facilities.

### Services Delivered:

#### Financial Responsibility – Responsibility for Resources

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

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

### Service Delivery Measures

Corporate Facility Design and Construction Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
Service Improvement delivered	\$3,400,000	\$14,681,000	\$17,110,000	\$8,325,000

Corporate Facility Design and Construction Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
State of Good Repair delivered	\$18,325,000	\$28,242,000	\$17,378,000	\$16,195,000
80% of Capital Budget is committed within the fiscal year	92%	84%	82%	86%

## Performance Analysis

Several major projects including the Dartmouth Sportsplex and the Saint Andrew's Community Centre are either in process or are ready to commence. The Dartmouth Multi-Pad was substantially completed in September 2017. Recent project management training initiatives are supplementing project delivery. Selective outsourcing of project management will be strategically utilized to react to peak periods and to supplement expertise.

## 18/19 Corporate Facility Design and Construction Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Healthy, Liveable Communities – Recreation and Leisure</b>
<b>Implementation of the Long-Term Arena Strategy</b> (Est. Compl: Q4 21/22) The Dartmouth Multi-Pad was substantially completed in September 2017. CFD&C is currently providing support and oversight of the future operational requirements during the planning phase of the Halifax Forum and will oversee the construction of the facility. Final decommissioning of the surplus arenas and consideration of these arenas for disposal per Administrative Order 50.

## Corporate Facility Design and Construction Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	1,014,500	903,798	1,025,200	864,248	1,012,700	(12,500)	(1.2)
* Office	2,300	749	2,400	4,658	2,900	500	20.8
* Supplies	500	329	500	101	600	100	20.0
* Equipment & Communications		146					
* Other Goods & Services	21,500	17,031	26,500	20,500	26,700	200	0.8
* Interdepartmental		30					
** Total	<b>1,038,800</b>	<b>922,083</b>	<b>1,054,600</b>	<b>889,507</b>	<b>1,042,900</b>	<b>(11,700)</b>	<b>(1.1)</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	1,038,800	922,083	1,054,600	889,507	1,042,900	(11,700)	(1.1)

## CORPORATE FLEET

Corporate Fleet's goal is to provide our customers with **Safe, Clean and Reliable** vehicles. Corporate Fleet supports our front-line customer facing business units and is committed to supporting administrative priorities through the purchase, maintenance, repair, and disposal of all fleet and equipment assets for Police, Fire, Halifax Transit service vehicles (excluding buses and ferries) and municipal fleet. Corporate Fleet is the asset manager for

over 1,530 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Corporate Fleet is responsible for the lifecycle management of vehicles and equipment, including replacement. This involves purchasing vehicle and equipment for a very diverse fleet that includes fire trucks, police vehicles and municipal vehicle and equipment. Corporate Fleet explores and stays knowledgeable on current and latest technologies available in the fleet industry and works with all business units that need equipment and vehicles to help identify the right asset. Corporate Fleet assists business units in designing specifications to meet their needs and identifying equipment and vehicles that have multiple purpose usage.

### Services Delivered:

#### Financial Responsibility – Responsibility for Resources

Fleet Asset Acquisition and Disposal - This service is responsible for the procurement of Fleet assets and repair equipment and the disposal of assets when they are no longer suitable for use by HRM. Corporate Fleet ensures specifications are kept up-to-date with technological and market changes. Maintaining close communication with customers to determine their needs for today and the future and to keep assets useful and productive for their full lifecycle. Multi-year plans are used to mitigate large purchasing years, spreading out replacement to create balanced and predictable capital budgets from year to year.

Fleet Planning & Maximization - This service is responsible for fleet lifecycle planning, analysis and reporting. This is an ongoing initiative to improve the asset registry and reporting capabilities. As data collection matures the ability to both create and closely monitor KPI's will increase, allowing evidence-based decision making and the ability to anticipate trends and make projections with a higher level of accuracy. Data will further improve with the ongoing fuel and AVL projects which will bring more usage data and assist with fleet rationalization.

Legislative Compliance Monitoring - This service provides risk management through ensuring Corporate Fleet operates its garages and maintains the fleet assets within the necessary legislative requirements. Leveraging fleet data management system's functionality allows Fleet to track vehicle compliance and upcoming deadlines for renewal.

#### Service Excellence – Service Delivery

Vehicle Repair and Maintenance - This service provides maintenance and repair to keep HRM vehicles (excluding Halifax Transit buses) in good running order, compliant with legislation and fit for specific business unit use. Garages are equipped and staffed for maintenance, welding, fabrication, testing, MVI's, body repairs and small engine repairs. Assets maintained range from fire trucks to passenger cars, farm tractors to chainsaws.

### Service Delivery Measures

Corporate Fleet Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned	MBNC Median* 2016
Maintenance Requests (Preventative maintenance (PM) work)	7,876	13,940	13,890	14,000	N/A
Maintenance Requests (demand maintenance work)	18,585	13,734	9,725	9,500	N/A

Corporate Fleet Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned	MBNC Median* 2016
Service Request Rate: Percent of non-PM Work Order Hours	70.2%	49.6%	41.2%	40.4%	65%
Operating Cost per Vehicle KM	\$0.66	\$0.75	\$0.77	\$0.75	\$0.74

\* Municipal Benchmarking Network Canada

## Performance Analysis

In addition to demand work, Corporate Fleet has 45 preventive maintenance plans to execute. Corporate Fleet will be reviewing and refining the preventive maintenance plans and processes to improve the proactive response to maintenance. This program will be designed to ensure asset lifespans meet their expectations and downtime is limited to prevent the disruption of customer operations. Having all assets on a preventative maintenance program allows Fleet to monitor the condition of the assets and prevent any failures, thus ensuring both the safety of the asset, staff operating them, and the public. A Preventative Maintenance (PM) program is accomplished by working collectively with internal customers to access assets to ensure operational downtimes are minimized and planned. The goal of Corporate Fleet is to have a robust PM program and less reactive maintenance.

## 18/19 Corporate Fleet Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Service Excellence – Service Improvements</b>
<p><b>Corporate Fuel Management</b> (Est. Compl: Q4 18/19) Complete a comprehensive legislative and compliance review of HRM owned fueling storage and dispensing sites. Create process documentation to meet or exceed compliance requirements.</p>
<p><b>Vehicle Compliance</b> (Est. Compl: Q4 18/19) Create Scope of Work to issue an RFP to develop policies and procedures to meet vehicle compliance per the Nova Scotia Motor Vehicle Act and the National Safety Code. This project will also include creating roles and responsibilities for internal customers regarding vehicle operations and staff operating HRM owned vehicles and equipment.</p>
<p><b>Fleet Rationalization</b> (Est. Compl: Q4 18/19) This initiative will help identify those vehicles with high and low utilizations in light duty vehicles in Corporate Fleet and non-emergency Fire Fleet. A Fleet Rationalization and Utilization Committee will be created comprised of major Business Unit representatives to create metrics and a dashboard to track vehicles identified for this study.</p>
<p><b>Preventive Maintenance (PM) Program and Policy</b> (Est. Compl: Q4 18/19) Review and document current PM processes; identify best practices and create a robust and measurable PM program. The new Preventive Maintenance program will include a dashboard to measure PM compliance utilizing Fleet Focus and Business Intelligence.</p>

### Corporate Fleet Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	4,929,200	4,530,837	5,218,600	4,903,060	5,372,700	154,100	3.0
* Office	10,600	15,330	10,600	13,100	10,600		
* External Services	281,300	12,428	35,700	35,700	35,700		
* Supplies	76,600	52,895	40,700	50,700	40,700		
* Materials	48,900	61,790	56,900	56,900	56,900		
* Building Costs	12,800	2,156	1,000	6,000	1,000		
* Equipment & Communications	139,200	140,370	122,700	133,300	124,500	1,800	1.5
* Vehicle Expense	4,444,800	5,421,553	4,855,700	5,325,800	4,911,300	55,600	1.1
* Other Goods & Services	228,600	278,445	284,500	284,500	290,500	6,000	2.1
* Interdepartmental	(29,000)	(64,884)	(29,000)	(72,036)	(29,000)		
** Total	10,143,000	10,450,920	10,597,400	10,737,024	10,814,900	217,500	2.1
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Other Revenue		(66,007)		(7,220)			
** Total		(66,007)		(7,220)			
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	10,143,000	10,384,913	10,597,400	10,729,804	10,814,900	217,500	2.1

## INFORMATION, COMMUNICATION, AND TECHNOLOGY (ICT)

Information, Communication, and Technology is committed to providing customer service and technology expertise in support of Regional Council and administrative priorities. ICT is engaging HRM Executive to align corporate vision with technology architecture to drive the continued development of an HRM that is a digital service delivery organization.

ICT supports business units in their journey to performance excellence through improvements to systems and working to provide continuous improvement and ease of service for technology advancements. This includes access to devices and services, analysis of data for informed business decisions, and refinement of foundational business systems to drive business process improvements.

### Services Delivered:

#### Service Excellence - Service Delivery

Service Desk - Break/Fix and Service Request Management - Service requests are filtered through the service request system or the ICT Service Desk to ensure that they are logged, assigned to the most appropriate group, monitored, resolved, and tracked for service performance monitoring and future predictive analysis to provide improved customer service.

Data Management and Analytics - This service comprises all the disciplines related to managing spatial and non-spatial data as a valuable resource and the application of business rules and tools to deliver information that allows business units to make informed decisions.

Personal Computing Services - This service provides mobile and personal computing technology.

Telecommunications Services - This service is responsible for providing telecommunications related services including voice, audio conferencing, mobile and radio, Internet, network, and remote access.

ICT Business Applications Management - This service is responsible for the operation, maintenance, and support of business applications that support the service delivery of HRM business units.

ICT Infrastructure Management - This service provides server, network, and security infrastructure to support the operation of and access to HRM business applications and ICT services. Also provided are the operation, maintenance, and support of Emergency Services applications and the corporate email system along with the supporting systems.

### Service Excellence - Service Improvements

Enable New and Enhanced Business Solutions - This service facilitates ICT customers' business success through the introduction of beneficial changes to process and technology. In partnership with customers, this service ensures joint responsibility for maximizing HRM investments.

## Service Delivery Measures

ICT Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
ICT Service Desk - Contact Volume*	34,720	33,223	28,240	27,110
ICT Service Desk - Grade of Service**	68%	66%	75%	80%
ICT-Service Desk - Customer Satisfaction***	97%	98%	97%	97%

\*This is a measure of call volume and not a performance measure. Over the next year, we will be looking to develop and improve on performance measures.

\*\* This is likely skewed due to developing processes for tracking service levels.

\*\*\*This reflects a 1-3% response rate from service desk surveys. The team is looking at improved ways to get simple feedback on service such as the emoji face selection to depict satisfaction

## Performance Analysis

### Operating Cost for Information Technology Services per Municipal Staff

Understanding the cost of technology services per municipal employee will support HRM in planning the cost of our changing workforce and how technology is leveraged to make informed decisions to support Regional Council's Governance and Engagement - Fiscal Responsibility Priority.

### Customer Service Satisfaction

Providing exceptional customer service and developing internal tools and measures to accurately assess performance and make improvements is a priority for ICT. Over the next year initiatives will commence to implement innovative solutions to monitor service and assess performance with customers. This aligns with the administrative priority for service improvement and Council priority for service delivery.

## 18/19 ICT Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Service Excellence - Service Improvements</b>
<p><b>Enterprise Content Management Strategy</b> (Est. Compl: Q2 18/19) An Enterprise Content Management strategy and implementation plan will be developed with an initial focus on a new Intranet to address requirements for disseminating manager and employee information and tools. The strategy will align with other corporate initiatives that require a document repository and other content management functionality such as group sites.</p>
<p><b>Customer Relationship Management Strategy</b> (Est. Compl: Q3 18/19) A Customer Relationship Management strategy will support multiple business unit requests for customer relationship management solutions, and will be developed with a recommendation for proceeding with a corporate solution where feasible. A corporate solution allows for streamlined engagement processes for businesses and citizens.</p>
<p><b>Cyber Security Framework</b> (Est Compl: Q4 20/21) With the increased threat of cyber attacks on the municipality's ICT systems and the data within these systems, ICT will develop a framework to address, minimize and mitigate the impact of these threats.</p>
<p><b>Business Unit Support</b> (Est. Compl: Q4 19/20) ICT will focus on improved internal and external processes and tools to support business units in their service delivery, including proactive solutions and infrastructure monitoring.</p>
<b>Service Delivery – Service to our People</b>
<p><b>Web Transformation</b> (Est. Compl: Ongoing until Q4 20/21) Customer service is a key focus for HRM and the corporate website is key to providing exceptional customer service. The transformation of the corporate website will provide citizens with digital solutions to services to allow them to interact with the municipality in an innovative and streamlined manner.</p>
<b>Governance and Engagement - Fiscal Responsibility</b>
<p><b>ICT Strategic Plan</b> (Est. Compl: Q4 19/20) HRM has 11 distinct business units with additional partners such as Halifax Water, who all have individual business needs. The business needs must be balanced with foundational corporate solutions to support service delivery to customers through progressive and stable technology. Through both short and long-term planning, ICT will work with the Executive Steering Committee and their business unit teams to develop multi year technology plans to drive exceptional service delivery to customers through technology enhancements.</p>
<p><b>ICT Governance</b> (Est. Compl: Q4 18/19) HRM has recently defined an Executive Steering Committee (ESC) to govern technology at a corporate level to align technology with priority business goals. ICT will work with the ESC to further refine technology governance across HRM to improve decision-making models for technology innovation that aligns with Regional Council and administrative priorities for such things as service delivery and fiscal responsibility.</p>
<p><b>IT Asset Management</b> (Est. Compl: Q2 19/20) IT assets are pivotal to nearly every area of service delivery. IT will continue its work on the definition and refinement of ongoing IT asset (hardware and software) lifecycle management processes. Management of defined assets will improve fiscal responsibility and service delivery and assist with minimizing risks and related costs of capital investments.</p>

## Information, Communication and Technology (ICT) Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	9,793,900	8,885,521	10,395,200	9,219,382	10,774,600	379,400	3.6
* Office	5,288,300	5,424,873	5,704,800	6,408,521	6,413,000	708,200	12.4
* External Services	1,314,700	1,521,700	2,204,300	2,108,209	4,213,000	2,008,700	91.1
* Supplies		242					
* Building Costs				37			
* Equipment & Communications	1,651,400	1,702,454	1,853,000	1,799,766	2,049,500	196,500	10.6
* Vehicle Expense	1,500						
* Other Goods & Services	212,700	137,069	213,300	181,562	221,300	8,000	3.8
* Interdepartmental		(12,688)		(147,112)	(247,800)	(247,800)	
** Total	18,262,500	17,659,171	20,370,600	19,570,365	23,423,600	3,053,000	15.0
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Transfers from other Gov'ts		(31,476)					
* Other Revenue	(184,500)	(300,487)	(80,000)	(132,649)		80,000	(100.0)
** Total	(184,500)	(331,963)	(80,000)	(132,649)		80,000	(100.0)
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>18,078,000</b>	<b>17,327,208</b>	<b>20,290,600</b>	<b>19,437,716</b>	<b>23,423,600</b>	<b>3,133,000</b>	<b>15.4</b>

## MUNICIPAL FACILITY MAINTENANCE AND OPERATIONS

Municipal Facility Maintenance and Operations (MFMO) is committed to supporting administrative priorities and maintains more than 220 HRM-owned buildings through preventative and life cycle maintenance planning, to provide clean and safe facilities for all HRM customers.

### Services Delivered:

#### Financial Responsibility – Responsibility for Resources

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

#### Health and Safety – Safe Workplaces

Security and Access Management - This service provides security and access management services for HRM-owned and leased buildings and properties. Corporate Security is responsible for identifying security standards, creating and implementing security processes and policies and partnering with other municipal business units to protect employees, visitors, and assets of the Halifax Regional Municipality.

## Service Excellence – Service Delivery

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

In 2018, MFMO will change their service delivery model from a function-based, i.e. carpentry or electrical shop, to an asset-based/customer-based model. For example, Fire Services will have a dedicated supervisor and staff supporting all services in their facilities, with one call for all building and maintenance related issues. This model focuses on service delivery to meet the unique needs of the customers and is further supported through Service Level Agreements with individual business units.

To provide appropriate service levels and standards to our customers, MFMO developed Facility Service Standards for each type of facility, using the Building Owners and Managers Association (BOMA) standards for facility types as a guideline, and redefined the facility definition based on municipal facility use and type. Facilities are broken down into 4 different classes, and receive service frequency based on this classification, with Class 1 being the highest standard requiring the highest level of service:

- **Class 1** – e.g. Core 24/7 Fire Stations, Police HQ, Transit, some HRM operated Recreation centres.
- **Class 2 and 3** - e.g. Rural Fire stations, most Parks & Recreations Facilities, rural community centres with infrequent use.
- **Class 4** being Surplus as declared by Regional Council. These facilities require minimal service.

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

## Service Delivery Measures

Municipal Facility Maintenance and Operations Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
Number of Planned Maintenance Work Order Requests	5,361	6,139	6,500	7,050
Number of Demand Maintenance Work Order Requests	9,010	8,859	8,900	8,900
Ratio of Planned vs. Demand Work Orders	37%	43%		
Cost of facilities maintenance per square foot *	\$9.97	\$9.12	\$9.35	\$9.65
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.61	\$2.40	\$2.50	\$2.60
Total square footage of buildings maintained by the MFMO**	2,896,350	2,866,350	2,988,350	2,988,350
Customer Service Requests (addressed within standard)	84.9%	85%	85%	85%

\* Costs are not inclusive of program support or amortization allocations

\*\* Additional 122,000 SF (Sackville Sports Stadium) effective April 1, 2018.

- Decrease in operating costs for facilities a result of Capital improvements over the last few years. Decrease in utility consumption along with winterizing of surplus/transitional facilities.
- Data collection ongoing for City Works Asset Registry. An increase in demand vs planned work orders is expected until the data for planned maintenance is complete.

## Performance Analysis

As we continue to invest capital in our facilities through energy efficiency projects such as heating ventilation and air conditioning systems (HVAC), gas conversion and lighting projects, variable speed motor controls, and the disposal of surplus buildings, we will continue to see operating costs stabilize.

Adding facility equipment data to the asset registry in GIS and using work orders in City Works will give us more accurate information for future decision making around facility equipment repair and replacement.

## 18/19 Municipal Facility Maintenance and Operations Key Deliverables

18/19 Deliverables with Estimated Completion	
Health and Safety – Safe Workplaces	
<b>CCTV Administrative Order</b> (Est. Compl: Q1 18/19)	Implement the CCTV Administrative Order across the organization.
<b>Review of Corporate Security</b> (Est. Compl: Q4 18/19)	To better define the level and complexity of HRM required security services, conduct a review to determine security priorities of the organization, scope division responsibilities, and define role clarity for the various security functions within HRM.

## Municipal Facility Maintenance and Operations Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	6,504,300	5,164,944	6,648,700	5,157,923	6,251,700	(397,000)	(6.0)
* Office	71,100	99,698	72,500	172,112	154,500	82,000	113.1
* External Services	5,083,900	5,394,869	5,226,900	4,979,228	5,175,300	(51,600)	(1.0)
* Supplies	213,400	172,904	209,600	221,467	234,900	25,300	12.1
* Materials	357,700	351,408	332,600	416,400	400,600	68,000	20.4
* Building Costs	8,614,600	7,865,504	8,409,000	8,176,400	8,293,500	(115,500)	(1.4)
* Equipment & Communications	1,024,600	1,447,939	1,092,800	1,539,060	1,077,100	(15,700)	(1.4)
* Vehicle Expense	47,000	31,324	60,800	67,800	60,800		
* Other Goods & Services	137,200	111,727	115,200	138,252	122,500	7,300	6.3
* Interdepartmental		(32,131)					
* Debt Service	10,400	8,959	10,400	10,400	10,400		
* Other Fiscal	971,900	1,031,735	973,900	973,900	2,000	(971,900)	(99.8)
** Total	<b>23,036,100</b>	<b>21,648,879</b>	<b>23,152,400</b>	<b>21,852,942</b>	<b>21,783,300</b>	<b>(1,369,100)</b>	<b>(5.9)</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Fee Revenues	(584,000)	(621,063)	(584,000)	(604,690)	(584,000)		
* Other Revenue	(385,600)	(359,422)	(385,600)	(430,280)	(385,600)		
** Total	<b>(969,600)</b>	<b>(980,485)</b>	<b>(969,600)</b>	<b>(1,034,970)</b>	<b>(969,600)</b>		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	<b>22,066,500</b>	<b>20,668,394</b>	<b>22,182,800</b>	<b>20,817,972</b>	<b>20,813,700</b>	<b>(1,369,100)</b>	<b>(6.2)</b>

## ORGANIZATIONAL PERFORMANCE EXCELLENCE

Organizational Performance Excellence (OPE) enables an integrated and coordinated approach to service delivery and the practice of continuous improvement, to minimize costs and deliver desired service results. Over the long term the OPE program will create a shift in the collective way of thinking, doing, and acting, by placing the customer at the center of our services. Focusing on performance excellence principles enables improvements to customer satisfaction, employee engagement, operational performance, and increases public trust and confidence in the organization. The OPE Office provides leadership, support and guidance to the entire organization through continuous improvement engagements, organizational change management, implementation of Lean Six Sigma and other methodologies, and encouraging the practice of continuous improvement. Key organizational activities for 18/19 include the following:

- Identifying and supporting corporate level improvement initiatives through a problem-solving mindset;
- Training and tools for continuous improvement including Lean Six Sigma methodologies;
- Change management implementation and support;
- Mentoring in continuous improvement;
- Measuring and reporting on successes;
- Continued support of the Corporate Customer Service Strategy implementation

### Services Delivered:

#### Service Excellence – Service Delivery

Performance Excellence Leadership – The overall leadership and engagement of the performance excellence program is supported and administered to ensure long term sustainable success, while focusing on the customer.

Organizational Change Management Leadership – Motivation toward Performance Excellence is enabled by effective change management and communications strategies which encourage attitudes, behaviors and actions aligned at every level of the organization.

Organizational Portfolio Management - Organizational Performance Excellence will support collaborative approaches and innovative decision making across the organization with a focus on improving services and lowering costs.

### Service Delivery Measures

Operational Performance Excellence will develop and test a benefits framework in 2018/19 which will enable more detailed performance measures in 2019/20.

Organizational Performance Excellence Performance Measures	2015/16 Actual	2016/17 Projected	2017/18 Actual	2018/19 Planned
# of people trained in Performance Excellence & Lean Six Sigma methodologies	N/A	N/A	140	100

## Performance Analysis

Organizational Performance Excellence will lead Corporate and participate in Business Unit improvement projects. Efficiencies may include cost savings, cost avoidance, resourcing, and/or time savings.

## 18/19 Organizational Performance Excellence Key Deliverables

18/19 Deliverables with Estimated Completion
Service Excellence - Service Delivery
<p><b>Performance Excellence Training</b> (Est. Compl: Q3 18/19) Develop and implement phase two of the performance excellence/continuous improvement corporate training program.</p>
<p><b>Customer Service Strategy Standards Communications</b> (Est. Compl: Q1 18/19) In support of the Corporate Customer Service Strategy, develop an employee guidebook that outlines performance excellence, how employees can see their services from the customer perspective, and corresponding customer service standards. An employee centered dissemination plan and supporting communications plan will be developed and implemented to promote to the organization.</p>
<p><b>Performance Excellence Framework</b> (Est. Compl: Q4 18/19) Develop and implement a performance excellence framework to guide continuous improvement and help HRM deliver more efficient and sustainable municipal services. This Framework will include:</p> <p>Development of a performance excellence program to: (Est. Completion: Q2 18/19)</p> <ul style="list-style-type: none"> <li>• inform service planning and customer focused service delivery</li> <li>• integrate performance measurement, continuous improvement, and individual performance</li> <li>• embed performance excellence, continuous improvement and customer service principles throughout the organization</li> <li>• lead and mentor to embed performance excellence and support its growth throughout HRM</li> </ul> <p>Implementation of a performance excellence culture change management plan and approach for leadership to guide the transformation towards performance excellence. (Est. Completion: Q1 18/19)</p>
<p><b>Strategic Partnerships</b> (Est. Completion: Q2 18/19) Develop a plan to strengthen our strategic partnerships with business units to support performance excellence and continuous improvement.</p>
<p><b>Performance Excellence Engagements</b> (Est. Completion: Q3 18/19) Lead targeted performance excellence engagements with internal business units to reduce waste, create efficiencies and enhance service efficiency.</p> <ul style="list-style-type: none"> <li>• Engage and set an example of performance excellence throughout all engagements.</li> <li>• Celebrate innovation by engaging with business units and supporting new and creative approaches to improvement projects.</li> <li>• Deliver improvements to services and processes throughout the organization.</li> </ul>

## REGULATORY MODERNIZATION

To help maximize economic growth and promote Halifax's competitive business climate the regulatory modernization initiative will focus on removing issues of regulatory burden and red-tape barriers for business. As part of HRM's Organizational Performance Excellence (OPE) commitment and implementation of the 5-year Economic Growth Plan, HRM will work to reduce the undue burden of outdated, overly complex or redundant regulation and business processes. This will make Halifax an easier place to do business and raise investor confidence in Halifax as a welcoming and vibrant economic hub.

In collaboration with the Province and the business community the Joint Project Regulatory Modernization MOU was launched in 2017 to improve regulatory frameworks and business processes to reduce regulatory burden for business and support positive economic growth. Regulatory Modernization includes but goes beyond reducing red-tape for business to focus on continuous improvement and service delivery that is more responsive to the evolving needs of business, the larger community and the Municipality. By designing regulation that fits the purpose and is easy to comply with, streamlining business processes to minimize time and cost, providing excellent customer service, and measuring performance over time, the Municipality's objectives and Council's priority outcomes can be achieved more effectively and efficiently.

Key activities for 18/19 include the following:

- Working with Provincial and business stakeholders to complete priority areas for change under the Joint Project Regulatory Modernization MOU;
- Continued development of a customer service model for business aligned with implementation of the HRM Customer Service Strategy and Halifax Economic Growth Plan actions;
- Communication of HRM's regulatory modernization and service effectiveness efforts and improvements to internal and external customers;
- Development of a framework to incorporate regulatory modernization and continuous improvement into HRM staff culture, business plans, strategies and operations;
- Identification of priority service improvements and a strategy for their implementation

The Regulatory Modernization Initiative supports Regional Council's Priority Outcomes of Economic Development – Promote and Maximize Growth, and Service Delivery – Service to our Business / Innovation

## 18/19 Regulatory Modernization Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Economic Development – Promote and Maximize Growth</b>
<p><b>Joint Project Regulatory Modernization</b> (Est. Compl: Q2 18/19)                      Complete implementation of the MOU between HRM and Provincial Office of Regulatory Affairs and Service Effectiveness for the “Trial Arrangement for Joint Action to Reduce Regulatory Burden on Business” including:</p> <ul style="list-style-type: none"> <li>• Adoption of the Charter of Governing Principles Administrative Order with priority on development of a costing method, using the Provincial methodology and tool, to calculate the costs of proposed regulation;</li> <li>• Development and implementation of at least three priority areas for change as identified by HRM and the Advisory Panel for the Joint Project;</li> <li>• Trial and adoption of a customer service strategy for business to integrate business navigator service between HRM and the Province</li> </ul>
<p><b>Customer Service Model for Business</b> (Est. Compl: Q2 18/19)                      In alignment with the HRM Customer Service Strategy, communicate regulatory modernization and service effectiveness efforts and red-tape improvements to business customers with a focus on web-based and social media platforms and stakeholder networking</p> <p>Continue to develop and implement the Business Navigator Program.</p>
<p><b>Regulatory Modernization Performance Excellence Framework</b> (Est. Compl: Q4 18/19)                      In alignment with HRM’s performance excellence culture change management plan and the 5 Year Economic Growth Plan, develop and implement Phase 1 of a continuous improvement framework to incorporate regulatory modernization and service effectiveness into HRM operations, business plans, strategies, and work culture including:</p> <ul style="list-style-type: none"> <li>• Development of regulatory modernization business process tools, internal engagement and change management supports;</li> <li>• Development and delivery of an engagement and training package to implement the Charter of Governing Principles Administrative Order;</li> <li>• Development and implementation of a Performance Management framework to establish quality management objectives, performance measures and indicators, data metrics and quality control methods to monitor success and improve performance;</li> <li>• Identification of service delivery and red-tape improvement opportunities and an action plan for implementation</li> </ul>

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
I101 Cop Cust Serv Admin	431,500	375,961	711,300	490,800	513,200	(198,100)	(27.9)
I102 Org Performance Excel				349,556	644,200	644,200	
*** Director's Office Corp Cust Se	431,500	375,961	711,300	840,356	1,157,400	446,100	62.7
W953 Facility Development	1,038,800	922,083	1,054,600	889,507	1,042,900	(11,700)	(1.1)
*** Facility Design & Construction	1,038,800	922,083	1,054,600	889,507	1,042,900	(11,700)	(1.1)
W959 Clearing - Capital		15,391					
** Ops Admin		15,391					
R102 Integrated Sec Manag	728,200	732,674	765,100	932,003	930,100	165,000	21.6
W160 Facilities Admin	1,775,600	1,634,606	1,857,300	1,615,300	1,888,900	31,600	1.7
W169 Transitional Properties	727,000	614,854	534,700	597,930	481,500	(53,200)	(9.9)
W200 Facility Operations	6,690,400	5,420,120	6,516,200	5,726,155	6,054,700	(461,500)	(7.1)
W203 Alderney Gate FacMgt	1,320,800	1,218,586	1,155,400	1,016,930	542,400	(613,000)	(53.1)
W211 Clean & Tenant Serv.	2,749,700	2,412,713	2,936,000	2,410,957	2,553,100	(382,900)	(13.0)
W212 Structural and Arenas	2,714,500	2,836,276	2,880,900	2,399,654	2,776,200	(104,700)	(3.6)
W213 Mechanical & PM Serv	3,666,300	4,217,292	3,922,400	4,513,843	3,994,100	71,700	1.8
Z112 Stadium Operations	1,694,000	1,565,883	1,614,800	1,605,200	1,592,700	(22,100)	(1.4)
** Operations	22,066,500	20,653,003	22,182,800	20,817,972	20,813,700	(1,369,100)	(6.2)
*** Municipal Facilities Mtce & Op	22,066,500	20,668,394	22,182,800	20,817,972	20,813,700	(1,369,100)	(6.2)
R912 Fleet: Administration	574,300	517,411	581,400	581,400	594,900	13,500	2.3
** Fleet: Administration	574,300	517,411	581,400	581,400	594,900	13,500	2.3
R970 Fleet R&M:Municipal	5,584,900	5,761,189	5,907,900	5,912,260	6,078,500	170,600	2.9
R971 Fleet Rentals (Vehicle)		(33,368)	(29,000)	(29,000)	(29,000)		
** Fleet: Turner Site	5,584,900	5,727,821	5,878,900	5,883,260	6,049,500	170,600	2.9
R981 Fleet R&M:Fire	2,250,900	2,614,900	2,345,800	2,495,644	2,412,400	66,600	2.8
R985 Fleet R&M:Police	1,732,900	1,524,781	1,791,300	1,769,500	1,758,100	(33,200)	(1.9)
** Fleet: Emergency	3,983,800	4,139,682	4,137,100	4,265,144	4,170,500	33,400	0.8
*** Corporate Fleet	10,143,000	10,384,913	10,597,400	10,729,804	10,814,900	217,500	2.1
* Visitor Services							
A663 Alderney Gate	166,100	106,502	177,600	123,760	178,700	1,100	0.6
A664 Bayers Road	168,600	171,238	178,800	180,300	180,000	1,200	0.7
A665 Scotia Square	167,400	165,549	178,700	179,200	172,300	(6,400)	(3.6)
A666 Cole Harbour Place		144					
A667 Acadia Centre	115,100	114,123	124,000	125,500	125,100	1,100	0.9
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000	20,600	600	3.0
** Customer Service Centres	637,200	577,555	679,100	628,760	676,700	(2,400)	(0.4)
A625 311 Contact Centre	2,106,600	2,237,519	2,258,200	2,278,600	2,226,500	(31,700)	(1.4)
*** Customer Contact Centres	2,743,800	2,815,074	2,937,300	2,907,360	2,903,200	(34,100)	(1.2)
A124 Office Services	632,700	574,908	648,500	707,689	1,135,350	486,850	75.1
A620 Mrkt & Promotions	1,251,700	1,137,666	1,145,600	1,079,898	624,600	(521,000)	(45.5)
A622 Public Affairs	413,300	399,305	613,100	467,762	614,300	1,200	0.2
A623 Internal Communications	401,600	365,123	389,700	365,123	393,950	4,250	1.1
A624 Brand Management	213,700	279,103	221,600	221,600	226,100	4,500	2.0
E112 Corp.Comm.Admin.	187,800	188,661	191,300	191,300	194,700	3,400	1.8
*** Corporate Communications	3,100,800	2,944,767	3,209,800	3,033,372	3,189,000	(20,800)	(0.6)
A721 Chief Info Office	541,600	812,068	676,600	677,382	978,500	301,900	44.6
** Chief Information Office	541,600	812,068	676,600	677,382	978,500	301,900	44.6
A410 Business Intel/Data	1,524,800	1,404,006	1,735,800	1,480,758	1,776,900	41,100	2.4
A724 Enterprise Architect	575,700	488,151	389,200	336,440	687,600	298,400	76.7
A642 Portfolio Management	414,500	321,161	337,300	337,110	337,600	300	0.1
A645 Strategic Plan/Deliv	174,700	41,725	154,400	152,121		(154,400)	(100.0)
A734 ICT Proj Mgmt (PMO)	1,164,900	1,144,660	1,171,400	1,080,374	1,036,900	(134,500)	(11.5)
** Strategic Planning & Delivery	3,854,600	3,399,702	3,788,100	3,386,803	3,839,000	50,900	1.3
A421 ICT Corporate Services	3,114,600	2,845,541	2,977,500	2,976,318	3,589,200	611,700	20.5
A723 ITSM-Info Tech Sys	1,743,600	1,765,316	1,969,100	1,631,318		(1,969,100)	(100.0)
A732 Business App Mgt	4,491,300	4,335,536	6,371,600	6,162,830	8,740,000	2,368,400	37.2
A733 L:Enterprise Applic.	3,000						
A741 Svc Mgt & Ops Admin	211,400	271,788	183,500	109,446		(183,500)	(100.0)
A742 Technology Infrastructure	2,217,900	2,010,750	2,208,600	2,161,657	2,275,200	66,600	3.0
A743 ICT Asset Management	1,900,000	1,886,507	2,115,600	2,331,962	4,001,700	1,886,100	89.2
** Service Management & Operation	13,681,800	13,115,438	15,825,900	15,373,531	18,606,100	2,780,200	17.6
*** Information Technology	18,078,000	17,327,208	20,290,600	19,437,716	23,423,600	3,133,000	15.4
**** Total	57,602,400	55,438,400	60,983,800	58,656,086	63,344,700	2,360,900	3.9

Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
I101 Cop Cust Serv Admin	431,500	375,961	711,300	490,800	513,200	(198,100)	(27.9)
I102 Org PerformanceExcel				349,556	644,200	644,200	
*** Director's Office Corp Cust Se	431,500	375,961	711,300	840,356	1,157,400	446,100	62.7
W953 Facility Development	1,038,800	922,083	1,054,600	889,507	1,042,900	(11,700)	(1.1)
*** Facility Design & Construction	1,038,800	922,083	1,054,600	889,507	1,042,900	(11,700)	(1.1)
W959 Clearing - Capital		15,391					
** Ops Admin		15,391					
R102 Integrated Sec Manag	728,200	732,674	765,100	932,003	930,100	165,500	21.6
W160 Facilities Admin	1,775,600	1,634,606	1,857,300	1,615,300	1,888,900	31,600	1.7
W169 Transitional Properties	727,000	614,854	534,700	597,930	481,500	(53,200)	(9.9)
W200 Facility Operations	6,690,400	5,420,120	6,516,200	5,726,155	6,054,700	(461,500)	(7.1)
W203 Alderney Gate FacMgt	2,290,400	2,197,005	2,125,000	2,046,400	1,512,000	(613,000)	(28.8)
W211 Clean & Tenant Serv.	2,749,700	2,413,149	2,936,000	2,411,457	2,553,100	(382,900)	(13.0)
W212 Structural and Arenas	2,714,500	2,836,276	2,880,900	2,402,154	2,776,200	(104,700)	(3.6)
W213 Mechanical & PM Serv	3,666,300	4,218,922	3,922,400	4,516,343	3,994,100	71,700	1.8
Z112 Stadium Operations	1,694,000	1,565,883	1,614,800	1,605,200	1,592,700	(22,100)	(1.4)
** Operations	23,036,100	21,633,488	23,152,400	21,852,942	21,783,300	(1,369,100)	(5.9)
*** Municipal Facilities Mtce & Op	23,036,100	21,648,879	23,152,400	21,852,942	21,783,300	(1,369,100)	(5.9)
R912 Fleet: Administration	574,300	517,411	581,400	581,400	594,900	13,500	2.3
** Fleet: Administration	574,300	517,411	581,400	581,400	594,900	13,500	2.3
R970 Fleet R&M:Municipal	5,584,900	5,783,844	5,907,900	5,912,260	6,078,500	170,600	2.9
R971 Fleet Rentals (Vehicle)		(33,368)	(29,000)	(29,000)	(29,000)		
** Fleet: Turner Site	5,584,900	5,750,476	5,878,900	5,883,260	6,049,500	170,600	2.9
R981 Fleet R&M:Fire	2,250,900	2,656,440	2,345,800	2,502,864	2,412,400	66,600	2.8
R985 Fleet R&M:Police	1,732,900	1,526,593	1,791,300	1,769,500	1,758,100	(33,200)	(1.9)
** Fleet: Emergency	3,983,800	4,183,034	4,137,100	4,272,364	4,170,500	33,400	0.8
*** Corporate Fleet	10,143,000	10,450,920	10,597,400	10,737,024	10,814,900	217,500	2.1
* Visitor Services							
A663 Alderney Gate	166,100	106,512	177,600	123,760	178,700	1,100	0.6
A664 Bayers Road	168,600	171,238	178,800	180,300	180,000	1,200	0.7
A665 Scotia Square	167,400	166,095	178,700	179,200	172,300	(6,400)	(3.6)
A666 Cole Harbour Place		144					
A667 Acadia Centre	115,100	114,113	124,000	125,500	125,100	1,100	0.9
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000	20,600	600	3.0
** Customer Service Centres	637,200	578,102	679,100	628,760	676,700	(2,400)	(0.4)
A625 311 Contact Centre	2,106,600	2,237,836	2,258,200	2,278,600	2,226,500	(31,700)	(1.4)
*** Customer Contact Centres	2,743,800	2,815,937	2,937,300	2,907,360	2,903,200	(34,100)	(1.2)
A124 Office Services	642,700	583,120	658,500	717,689	1,145,350	486,850	73.9
A620 Mrkt & Promotions	1,251,700	1,139,590	1,145,600	1,079,898	624,600	(521,000)	(45.5)
A622 Public Affairs	413,300	399,305	613,100	467,762	614,300	1,200	0.2
A623 Internal Communications	401,600	365,123	389,700	365,123	393,950	4,250	1.1
A624 Brand Management	213,700	279,103	221,600	221,600	226,100	4,500	2.0
E112 Corp.Comm.Admin.	187,800	188,661	191,300	191,300	194,700	3,400	1.8
*** Corporate Communications	3,110,800	2,954,903	3,219,800	3,043,372	3,199,000	(20,800)	(0.6)
A721 Chief Info Office	541,600	812,068	676,600	677,382	978,500	301,900	44.6
** Chief Information Office	541,600	812,068	676,600	677,382	978,500	301,900	44.6
A410 Business Intel/Data	1,524,800	1,407,303	1,735,800	1,480,758	1,776,900	41,100	2.4
A724 Enterprise Architect	575,700	488,151	389,200	336,440	687,600	298,400	76.7
A642 Portfolio Management	414,500	321,161	337,300	337,110	337,600	300	0.1
A645 Strategic Plan/Deliv	174,700	41,725	154,400	152,121		(154,400)	(100.0)
A734 ICT Proj Mgmt (PMO)	1,164,900	1,144,660	1,171,400	1,080,374	1,036,900	(134,500)	(11.5)
** Strategic Planning & Delivery	3,854,600	3,402,999	3,788,100	3,386,803	3,839,000	50,900	1.3
A421 ICT Corporate Services	3,117,100	2,845,541	2,977,500	2,976,318	3,589,200	611,700	20.5
A723 ITSM-Info Tech Sys	1,743,600	1,771,116	1,970,100	1,632,318		(1,970,100)	(100.0)
A732 Business App Mgt	4,618,600	4,522,524	6,450,600	6,267,930	8,740,000	2,289,400	35.5
A733 L:Enterprise Applic.	3,000						
A741 Svc Mgt & Ops Admin	211,400	271,788	183,500	109,446		(183,500)	(100.0)
A742 Technology Infrastructure	2,265,400	2,116,551	2,208,600	2,182,547	2,275,200	66,600	3.0
A743 ICT Asset Management	1,907,200	1,916,584	2,115,600	2,337,621	4,001,700	1,886,100	89.2
<b>Cost Centers/Groups</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2780200</b>	<b>Var %</b>
** Service Management & Operation	13,866,300	13,444,104	15,905,900	15,506,180	18,606,100	2,700,200	17.0
*** Information Technology	18,262,500	17,659,171	20,370,600	19,570,365	23,423,600	3,053,000	15.0
**** Total	<b>58,766,500</b>	<b>56,827,853</b>	<b>62,043,400</b>	<b>59,840,925</b>	<b>64,324,300</b>	<b>2,280,900</b>	<b>3.7</b>

## Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
** Ops Admin							
W203 Alderney Gate FacMgt	(969,600)	(978,419)	(969,600)	(1,029,470)	(969,600)		
W211 Clean & Tenant Serv.		(436)		(500)			
W212 Structural and Arenas				(2,500)			
W213 Mechanical & PM Serv		(1,630)		(2,500)			
** Operations	(969,600)	(980,485)	(969,600)	(1,034,970)	(969,600)		
*** Municipal Facilities Mtce & Op	(969,600)	(980,485)	(969,600)	(1,034,970)	(969,600)		
R970 Fleet R&M:Municipal		(22,655)					
** Fleet: Turner Site		(22,655)					
R981 Fleet R&M:Fire		(41,540)		(7,220)			
R985 Fleet R&M:Police		(1,812)					
** Fleet: Emergency		(43,352)		(7,220)			
*** Corporate Fleet		(66,007)		(7,220)			
A663 Alderney Gate		(11)					
A665 Scotia Square		(546)					
A667 Acadia Centre		10					
** Customer Service Centres		(547)					
A625 311 Contact Centre		(317)					
*** Customer Contact Centres		(863)					
A124 Office Services	(10,000)	(8,212)	(10,000)	(10,000)	(10,000)		
A620 Mrkt & Promotions		(1,924)					
*** Corporate Communications	(10,000)	(10,135)	(10,000)	(10,000)	(10,000)		
A410 Business Intel/Data		(3,297)					
** Strategic Planning & Delivery		(3,297)					
A421 ICT Corporate Services	(2,500)						
A723 ITSM-Info Tech Sys		(5,800)	(1,000)	(1,000)		1,000	(100.0)
A732 Business App Mgt	(127,300)	(186,988)	(79,000)	(105,100)		79,000	(100.0)
A733 L:Enterprise Applic.							
A742 Technology Infrastructure	(47,500)	(105,800)		(20,890)			
A743 ICT Asset Management	(7,200)	(30,078)		(5,659)			
** Service Management & Operation	(184,500)	(328,666)	(80,000)	(132,649)		80,000	(100.0)
*** Information Technology	(184,500)	(331,963)	(80,000)	(132,649)		80,000	(100.0)
**** Total	(1,164,100)	(1,389,454)	(1,059,600)	(1,184,839)	(979,600)	80,000	(7.6)

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	21,985,500	20,061,053	22,859,800	20,237,436	22,588,700	(271,100)	(1.2)
6002 Salaries - Overtime	582,600	1,096,497	714,400	891,814	774,200	59,800	8.4
6005 PDP & Union Con Incr		(1,068,969)		(53,404)			
6051 Shift Agreements	54,500	50,777	54,500	49,897	54,500		
6054 Vacation payout		56,225		4,859			
6100 Benefits - Salaries	4,599,300	4,232,384	4,690,600	4,188,988	4,805,200	114,600	2.4
6110 Vacancy Management	(565,800)		(612,800)		(478,000)	134,800	(22.0)
6120 Comp OCC Budget Yr 1	80,000		385,000	225,000	727,500	342,500	89.0
6152 Retirement Incentives	146,000	142,662	163,900	166,428	169,400	5,500	3.4
6153 Severence		146,890					
6154 Workers' Compensation	317,200	336,293	383,300	385,130	390,700	7,400	1.9
6155 Overtime Meals	7,000	4,117	7,000	7,000	7,000		
6156 Clothing Allowance	3,100	10,900	3,100	11,200	11,200	8,100	261.3
6158 WCB Recov Earnings		(241)					
6199 Comp & Ben InterDept	(222,300)	(520,406)	(222,300)	(459,427)		222,300	(100.0)
9200 HR CATS Wage/Ben		(241,117)	55,700	(238,696)		(55,700)	(100.0)
9210 HR CATS OT Wage/Ben		(109,950)		(82,000)			
9230 HR CATS OT Meals		(10)					
* Compensation and Benefits	26,987,100	24,197,104	28,482,200	25,334,225	29,050,400	568,200	2.0
6201 Telephone	1,517,100	1,314,220	1,180,600	1,188,408	1,243,900	63,300	5.4
6202 Courier/Postage	617,000	643,359	622,100	621,870	622,200	100	0.0
6203 Office Furn/Equip	148,400	104,379	144,200	151,775	154,400	10,200	7.1
6204 Computer S/W & Lic	3,252,600	3,601,702	3,886,300	4,644,721	4,587,100	700,800	18.0
6205 Printing & Reprod	714,600	761,151	831,200	828,942	915,200	84,000	10.1
6207 Office Supplies	43,500	33,097	47,400	46,775	47,400		
6299 Other Office Expenses	1,200	673	200	900	200		
* Office	6,294,400	6,458,581	6,712,000	7,483,391	7,570,400	858,400	12.8
6301 Professional Fees	22,500	(58)	12,000	13,140	13,200	1,200	10.0
6302 Legal Fees		3,205		1,955			
6303 Consulting Fees	2,800	106,056	35,000	80,630	41,000	6,000	17.1
6304 Janitorial Services	1,664,000	1,837,647	1,804,600	1,858,600	1,748,800	(55,800)	(3.1)
6308 Snow Removal	801,000	568,488	783,900	580,000	805,300	21,400	2.7
6310 Outside Personnel	7,000	1,435	7,000	5,000	7,000		
6311 Security	665,700	796,134	726,400	869,543	787,700	61,300	8.4
6312 Refuse Collection	402,000	370,158	399,400	403,160	402,400	3,000	0.8
6399 Contract Services	3,232,700	3,378,107	3,942,000	3,500,909	5,853,300	1,911,300	48.5
* External Services	6,797,700	7,061,172	7,710,300	7,312,937	9,658,700	1,948,400	25.3
6401 Uniforms & Clothing	36,500	34,599	45,500	49,000	70,500	25,000	54.9
6402 Med & First Aid Supp	2,500	7,828	6,000	6,500	6,000		
6403 Patrol Equip Supplies	37,000						
6405 Photo Supp & Equip	900	2,274	900	900	900		
6406 Bridge Tolls	8,500	8,544	8,000	8,000	8,000		
6407 Clean/Sani Supplies	186,500	141,806	166,700	167,700	166,700		
6409 Personal Protect Equ	17,400	32,179	22,500	38,601	22,900	400	1.8
6499 Other Supplies	73,500	69,286	73,500	73,867	2,500	(71,000)	(96.6)
* Supplies	362,800	296,515	323,100	344,568	277,500	(45,600)	(14.1)
6501 Asphalt	10,000	10,633	15,500	40,500	15,500		
6502 Chemicals	95,900	116,788	114,000	154,000	164,000	50,000	43.9
6504 Hardware	50,000	75,765	55,000	62,700	65,000	10,000	18.2
6505 Lubricants	43,900	42,198	43,900	45,000	46,900	3,000	6.8
6506 Lumber	5,000	1,534	1,400	400	1,400		
6507 Propane	147,800	127,854	128,000	128,000	128,000		
6510 Road Oils	500		500	500	500		
6511 Salt	500	232					
6513 Seeds & Plants		141	200	200	200		
6515 Stone and Gravel	5,000						
6517 Paint	40,000	28,603	23,000	36,000	28,000	5,000	21.7

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6518 Metal		189					
6519 Welding Supplies	8,000	8,157	8,000	6,000	8,000		
6599 Other Materials		1,104					
* Materials	406,600	413,198	389,500	473,300	457,500	68,000	17.5
6602 Electrical	316,000	404,135	330,000	357,000	338,600	8,600	2.6
6603 Grnds & Landscaping	70,000	64,065	78,000	86,000	46,400	(31,600)	(40.5)
6605 Municipal Taxes	130,000	39,427	115,000		115,000		
6606 Heating Fuel	1,461,600	1,013,233	1,172,500	992,000	1,110,000	(62,500)	(5.3)
6607 Electricity	3,525,700	3,103,627	3,563,200	3,170,000	3,558,400	(4,800)	(0.1)
6608 Water	631,600	639,242	577,300	583,300	581,800	4,500	0.8
6609 Elevator & Escalator	100,000	59,100	105,000	105,000	105,000		
6610 Building - Exterior	206,500	415,018	320,500	609,000	310,500	(10,000)	(3.1)
6611 Building - Interior	336,800	554,245	421,000	547,537	473,300	52,300	12.4
6612 Safety Systems	665,000	601,762	548,000	619,200	555,100	7,100	1.3
6613 Overhead Doors	80,000	99,115	99,500	100,000	99,500		
6614 Envir Assess/Cleanup	50,000	102,344	36,500	155,000	36,500		
6615 Vandalism Clean-up		2,200	2,200	2,200	2,200		
6616 Natural Gas-Buildings	970,000	705,216	979,100	782,000	900,000	(79,100)	(8.1)
6617 Pest Management	63,800	57,123	55,800	63,800	55,800		
6699 Other Building Cost	18,200	10,008	6,400	10,400	6,400		
* Building Costs	8,627,400	7,867,660	8,410,000	8,182,437	8,294,500	(115,500)	(1.4)
6701 Equipment Purchase	79,300	160,808	90,100	98,205	91,900	1,800	2.0
6702 Small Tools	32,500	49,135	39,500	66,100	49,500	10,000	25.3
6703 Computer Equip/Rent	1,002,000	918,093	1,080,000	1,081,230	1,214,000	134,000	12.4
6704 Equipment Rental	50,000	33,256	39,300	20,000	39,300		
6705 Equip - R&M	118,700	139,954	142,000	232,200	174,000	32,000	22.5
6706 Computer R&M	282,500	390,986	418,500	351,691	467,000	48,500	11.6
6707 Plumbing & Heating	267,300	347,170	256,200	430,000	251,000	(5,200)	(2.0)
6708 Mechanical Equipment	647,500	921,734	680,200	845,000	608,700	(71,500)	(10.5)
6711 Communication System	371,800	365,635	373,000	395,000	376,200	3,200	0.9
* Equipment & Communications	2,851,600	3,326,771	3,118,800	3,519,426	3,271,600	152,800	4.9
6802 Vehicle R&M	2,317,100	2,171,427	1,974,700	2,059,800	2,025,800	51,100	2.6
6803 Vehicle Fuel - Diesel	757,100	662,658	782,400	667,800	693,400	(89,000)	(11.4)
6804 Vehicle Fuel - Gas	1,201,400	1,210,301	1,233,800	1,360,600	1,248,900	15,100	1.2
6805 Tires and Tubes	210,200	396,971	308,300	323,400	321,900	13,600	4.4
6806 Vehicle Rentals	7,500	14,724	11,000	19,000	11,000		
6810 Comm Vehicle R&M		1,049,531	591,900	928,000	656,200	64,300	10.9
6811 Shop Supplies		28,374	14,400	35,000	14,900	500	3.5
6890 Vehicle Transfer		(86,174)					
6899 Other Vehicle Expense		5,065					
* Vehicle Expense	4,493,300	5,452,877	4,916,500	5,393,600	4,972,100	55,600	1.1
6901 Membership Dues	27,400	15,320	33,700	33,984	38,300	4,600	13.6
6902 Conferences/Workshop	32,400	9,085	32,000	27,473	45,100	13,100	40.9
6903 Travel - Local	127,450	121,293	112,050	102,050	112,650	600	0.5
6904 Travel - Out of Town	48,100	13,910	49,800	51,643	54,000	4,200	8.4
6905 Training & Education	146,250	96,646	161,850	250,948	176,450	14,600	9.0
6906 Licenses & Agreements	206,100	216,871	206,500	206,500	206,100	(400)	(0.2)
6907 Commission Fees		935					
6908 Medical Examinations	300		500	500	500		
6909 Cost of Sales				1,200			
6910 Signage	9,200	12,853	12,500	10,500	5,500	(7,000)	(56.0)
6911 Facilities Rental	3,500	41,725	44,000	44,000	44,000		
6912 Advertising/Promotio	21,200	42,539	25,700	25,839	25,200	(500)	(1.9)
6913 Awards		204	300	300	300		
6914 Recruiting		678	1,000	1,000	1,000		
6915 Research Data Acquis	4,900	5,710	4,900	4,900	4,900		
6917 Books and Periodicals	1,800	1,131	1,800	1,200	1,800		
6918 Meals	3,500	5,126	4,800	4,800	5,000	200	4.2
6919 Special Projects	296,600	233,807	270,200	280,200	247,000	(23,200)	(8.6)
6929 Procurement Card Clg		2,276					

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
6933 Community Events		85	600		600		
6936 Staff Relations		405	1,500	1,000		(1,500)	(100.0)
6938 Rewarding Excellence	20,400	7,778	21,100	20,450	21,400	300	1.4
6940 Fencing	20,000	12,144	20,900	27,000	25,600	4,700	22.5
6999 Other Goods/Services	3,200	5,779		9,652			
* Other Goods & Services	972,300	846,301	1,005,700	1,105,139	1,015,400	9,700	1.0
7009 Internal Trfr Other	(9,000)	(65,437)	(9,000)	(249,379)	(256,200)	(247,200)	2,746.7
7010 IntTrfr Insur Funds		(31,391)		(43,036)			
9911 PM Labour-Reg		(36,191)		18			
* Interdepartmental	(9,000)	(133,018)	(9,000)	(292,397)	(256,200)	(247,200)	2,746.7
8010 Other Interest	10,400	8,959	10,400	10,400	10,400		
* Debt Service	10,400	8,959	10,400	10,400	10,400		
8003 Insurance Pol/Prem		1,592	2,000	2,000	2,000		
8008 Transf to/fr Reserve	971,900	1,030,143	971,900	971,900		(971,900)	(100.0)
* Other Fiscal	971,900	1,031,735	973,900	973,900	2,000	(971,900)	(99.8)
** Total	<b>58,766,500</b>	<b>56,827,853</b>	<b>62,043,400</b>	<b>59,840,925</b>	<b>64,324,300</b>	<b>2,280,900</b>	<b>3.7</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4705 HWC Cost Sharing		(31,476)					
* Transfers from other Gov'ts		(31,476)					
5101 Parking Rentals	(280,000)	(296,279)	(280,000)	(280,000)	(280,000)		
5151 Lease Revenue	(304,000)	(324,784)	(304,000)	(324,690)	(304,000)		
* Fee Revenues	(584,000)	(621,063)	(584,000)	(604,690)	(584,000)		
5508 Recov External Parti	(580,100)	(781,098)	(475,600)	(580,026)	(395,600)	80,000	(16.8)
5600 Miscellaneous Revenue		44,183		(123)			
* Other Revenue	(580,100)	(736,915)	(475,600)	(580,149)	(395,600)	80,000	(16.8)
** Total	<b>(1,164,100)</b>	<b>(1,389,454)</b>	<b>(1,059,600)</b>	<b>(1,184,839)</b>	<b>(979,600)</b>	<b>80,000</b>	<b>(7.6)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>57,602,400</b>	<b>55,438,400</b>	<b>60,983,800</b>	<b>58,656,086</b>	<b>63,344,700</b>	<b>2,360,900</b>	<b>3.9</b>



# Parks & Recreation

## 2018/19 Multi-Year Budget & Business Plan

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

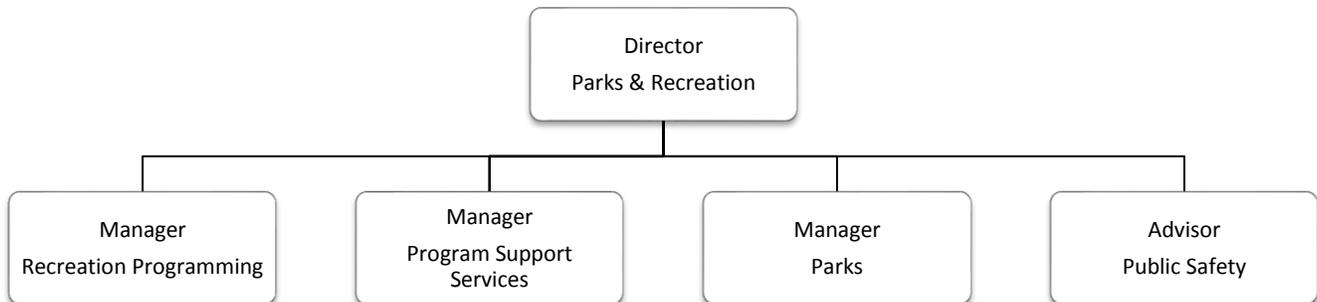
*We make a difference.*

## PARKS & RECREATION OVERVIEW

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

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

This is achieved through accessible programs, services, facilities and open spaces including diverse recreation and cultural choices; and delivering inclusive civic events. Services provided through recreation, and facility partnerships are focused on maintaining and establishing community character. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sports fields and skateboard parks. The Public Safety Advisor delivers strategic management to ensure people in our neighbourhoods and communities can live, learn, play and work in a safe environment.



### Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	226.8	-5.6	221.2
Seasonal, Casual and Term	249.7	-4.7	245
Total	476.5	-10.3	466.2

## Parks & Recreation Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Planned	Planned	Planned
Percent of the average tax bill spent on Parks & Recreation	5.5%	6.0%	5.5%
Average tax bill amount spent on Parks & Recreation	\$102.10	\$113.50	\$105.30

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19).

## 18/19 Parks & Recreation Multi-Year Initiatives

### Healthy, Liveable Communities – Recreation and Leisure

#### Develop and Implement Strategic Plans

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

#### Acquire and Develop Parkland

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

#### Improve Asset Management

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

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

### Healthy, Liveable Communities – Public Safety

#### Public Safety Strategy

The Public Safety Advisor is responsible to implement the Public Safety Strategy as approved by Regional Council in fall 2017. There will be a wide breadth of focus areas including:

- Implementation of Community Mobilization Teams
- Piloting Surveillance Camera Project for Public Spaces
- Expanding the Youth Advocate Program
- Evaluating Cease Fire
- Supporting preparations for Legalized Cannabis

## Governance and Engagement – Municipal Governance

### Strengthen Partnerships

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

## Economic Development - Arts, Culture and Heritage

### Cultural Spaces

The installation of new public art and monument pieces within the municipality and continued assessments, repairs and maintenance of existing pieces will be the focus during the 2018/19 year.

## Service Delivery - Service to our People

### Improve Customer Service

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

## Parks & Recreation Budget

### Parks & Recreation Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
<b>Healthy, Liveable Communities</b>			
Healthy, Livable Communities Recreation and Leisure	Park & Playground Recapitalization	\$3,785,000	\$16,400
Healthy, Livable Communities Recreation and Leisure	Sports/Ball Fields/Courts – State of Good Repair	\$2,850,000	\$35,000
Healthy, Livable Communities Recreation and Leisure	Park Land Acquisition	\$2,500,000	\$17,000
Healthy, Livable Communities Recreation and Leisure	Regional Water Access/Beach Upgrades Horseshoe Island Seawall Rehab – Phase 1 Alderney Landing Docks	\$900,000	\$5,000
Healthy, Livable Communities Recreation and Leisure	St. Andrew's Community Centre Recapitalization	\$2,800,000	
Healthy, Livable Communities Recreation and Leisure	Dartmouth North Community Centre Upgrades	\$600,000	\$36,000

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
Economic Development Make Halifax A Better Place to Live and Work	Cultural Spaces	\$250,000	
Service Delivery	Cemetery Upgrades	\$50,000	
Healthy, Livable Communities Recreation and Leisure	Western Common Master Plan	\$50,000	\$8,000

## Parks & Recreation Operating Budget

### Parks & Recreation Budget by Service Area

Service Area Budget Overview								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Parks & Recreation Administration Summary of Expense & Revenue Types	411,000	413,087	417,500	417,500	417,500	446,900	29,400	7.0
Parks Operations Summary of Expense & Revenue Types	11,281,700	11,198,365	12,347,300	12,610,402	12,386,900	12,604,000	256,700	2.1
Program Support Services Summary of Expense & Revenue Types	4,993,300	5,404,706	6,692,200	6,393,198	6,684,500	6,507,000	(185,200)	(2.8)
Recreation Programming Summary of Expense & Revenue Types	7,706,200	7,557,368	8,227,000	8,236,600	8,407,400	8,642,100	415,100	5.0
Public Safety Advisor Summary of Expense & Revenue Types			105,000	90,600	105,000	121,600	16,600	15.8
TourBlocked Summary of Expense & Revenue		(1,049)						
	<b>24,392,200</b>	<b>24,572,478</b>	<b>27,789,000</b>	<b>27,748,300</b>	<b>28,001,300</b>	<b>28,321,600</b>	<b>532,600</b>	<b>1.9</b>

### Summary of Changes Included in Proposed Parks & Recreation Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$27,789,000</b>
Compensation	Compensation adjustments	No impact	-\$23,000	-\$23,000
Interdepartmental Transfers	Budget transfer from CCS –Shrub Bed Maintenance	No impact	\$18,700	\$18,700
Budget adjustments	Increase in operating cost of capital for capital projects	Maintain Service	\$376,400	\$536,900
	Arena revenue	No impact	-\$244,700	
	Reduction in debt charges	No impact	-\$38,000	
	Recreation revenue	No impact	\$621,700	
	Parks revenue	No impact	-\$100,000	
	Miscellaneous	No impact	-\$78,500	
	Youth Centre (Sackville)	Healthy, Liveable Communities - Recreation and Leisure	\$65,000	
	Recreation Fee Reduction / Ice Fees	Healthy, Liveable Communities - Recreation and Leisure	\$40,000	
	Transfer of one- time funding from Reserve	No impact	-\$105,000	
<b>Total Impact of Changes</b>				<b>\$532,600</b>
<b>2018/2019 Proposed Budget</b>				<b>\$28,321,600</b>

## Parks &amp; Recreation Summary of Expense &amp; Revenue Types

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	22,845,900	22,440,668	23,617,700	24,004,812	23,594,700	(23,000)	(0.1)
* Office	507,200	328,396	410,900	419,091	385,200	(25,700)	(6.3)
* External Services	4,524,300	4,592,797	5,120,050	5,645,772	5,557,950	437,900	8.6
* Supplies	538,900	511,364	550,150	617,713	544,250	(5,900)	(1.1)
* Materials	428,400	460,618	518,500	514,492	664,400	145,900	28.1
* Building Costs	1,425,500	1,521,366	1,591,700	2,126,023	2,515,300	923,600	58.0
* Equipment & Communications	534,500	633,898	606,200	579,275	666,300	60,100	9.9
* Vehicle Expense	15,700	14,984	15,700	28,320	14,100	(1,600)	(10.2)
* Other Goods & Services	2,648,900	3,007,597	3,004,300	4,440,174	3,405,100	400,800	13.3
* Interdepartmental	192,400	17,097	192,400	(64,038)	192,400		
* Debt Service	1,343,900	1,683,542	1,645,900	1,645,900	1,607,900	(38,000)	(2.3)
* Other Fiscal	3,607,900	3,896,196	3,679,700	2,805,831	3,824,700	145,000	3.9
<b>** Total</b>	<b>38,613,500</b>	<b>39,108,523</b>	<b>40,953,200</b>	<b>42,763,365</b>	<b>42,972,300</b>	<b>2,019,100</b>	<b>4.9</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Fee Revenues	(11,513,700)	(11,028,352)	(10,317,200)	(11,855,835)	(11,991,100)	(1,673,900)	16.2
* Other Revenue	(2,707,600)	(3,507,693)	(2,847,000)	(3,159,230)	(2,659,600)	187,400	(6.6)
<b>** Total</b>	<b>(14,221,300)</b>	<b>(14,536,044)</b>	<b>(13,164,200)</b>	<b>(15,015,065)</b>	<b>(14,650,700)</b>	<b>(1,486,500)</b>	<b>11.3</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>24,392,200</b>	<b>24,572,478</b>	<b>27,789,000</b>	<b>27,748,300</b>	<b>28,321,600</b>	<b>532,600</b>	<b>1.9</b>

## Parks and Recreation Administration Summary of Expenses &amp; Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	385,200	403,927	391,700	391,700	396,100	4,400	1.1
* Office	3,900	3,587	3,900	3,900	3,900		
* Other Goods & Services	21,900	5,573	21,900	21,900	46,900	25,000	114.2
<b>** Total</b>	<b>411,000</b>	<b>413,087</b>	<b>417,500</b>	<b>417,500</b>	<b>446,900</b>	<b>29,400</b>	<b>7.0</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>411,000</b>	<b>413,087</b>	<b>417,500</b>	<b>417,500</b>	<b>446,900</b>	<b>29,400</b>	<b>7.0</b>

## 18/19 PARKS & RECREATION SERVICE AREA PLANS

### Recreation Programming

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

#### Services Delivered:

##### Healthy, Liveable Communities - Recreation and Leisure

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

##### Social Development – Equity and Inclusion

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

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

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

### Service Delivery Measures

Recreation Programming Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned
# Direct Programs delivered by Recreation Programming	7505	8231	8421	8500
# of Unique Registrants	58,947	64,923	63,737	66,000
# Youth Enrolled in Leadership Training	2781	2780	2800	3000
# Participants at Emera Oval (winter)	121,454	110,000	143,000*	145,000*
# Participants at Emera Oval (summer)	7,742	43,452	66,000	67,000
# Community based partnerships	375	375	375	375

\* Weather Dependent

## Performance Analysis

### Programs and Registrations

Recreation Programming has responded to increases in population, immigration, demand, and recreation trends by increasing program offerings. In response, registration numbers are showing increases – a trend that is expected to continue. The implementation of the Recreation Software and the implementation of the Parks and Recreation Outreach Communication Plan will increase awareness of the programs, therefore, increasing participation.

### Youth enrolled in leadership training

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

### Participants at the Emera Oval

2015/16 realized a reduction in winter use because of early closure (February) due to unseasonably high temperatures. The decrease reflected in 2016/17 was due to lower than normal Halifax Regional Centre for Education related programming. As the Oval is an outdoor facility, numbers are weather dependent; however, an increase in participants in 2017/18 and 2018/19 is expected.

## 18/19 Recreation Programming Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Healthy, Liveable Communities - Recreation and Leisure</b>
<b>Hub and Spoke Recreation Delivery Model</b> (Est Compl: Q2 18/19) Pilot year of Hub & Spoke Recreation Delivery model complete including draft recommendation report. Implementation plan for next phase to complete in 18/19.
<b>Capital Project Delivery</b> (Est Compl: Q4 19/20) Capital projects finishing construction in 2018: Tallahassee Recreation Centre, Musquodoboit Harbour Recreation Centre, Chocolate Lake Recreation Centre. The 2nd phase of Dartmouth North Community Centre will be completed in 18/19. St Andrews construction will start in 18/19 for a planned completion in 2020.
<b>Rural Recreation Strategy</b> (Est Compl: Q4 18/19) Develop a rural recreation strategy to determine effective ways of increasing recreational opportunities.
<b>Governance and Engagement - Communications</b>
<b>Outreach &amp; Communications Plan and Engagement Strategy for Parks and Recreation</b> (Est Compl: Q3 18/19) Draft internal and external outreach/communications plan is complete including internal stakeholder consultations. Senior Management review in 2018 for business unit implementation in 2018/19.
<b>Social Development – Equity and Inclusion</b>
<b>Youth Services Plan Implementation</b> (Est Compl: Q4 18/19) Youth Team to create a complementary 3-year roadmap to the approved Youth Services Plan.
<b>Accessibility and Inclusion Strategy Implementation</b> (Est Compl: Q3 18/19) Develop and implement an action plan further refining the Accessibility and Inclusion Strategy. The aim is to ensure HRM Parks and Recreation programs and facilities are following best practices and all governing regulations.
<b>Service Delivery - Service to People</b>

**18/19 Deliverables with Estimated Completion****Recreation Management Software implementation** (Est Compl: Q4 18/19)

Collaborate with change management, ICT, and vendor teams to implement new Recreation Management software that significantly improves customer service.

**Recreation Programming Summary of Expenses & Revenues Budget**

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	11,720,200	11,567,058	11,846,400	12,003,077	11,716,900	(129,500)	(1.1)
* Office	242,000	188,442	230,800	216,923	204,000	(26,800)	(11.6)
* External Services	461,200	529,652	517,050	582,884	436,850	(80,200)	(15.5)
* Supplies	434,400	372,928	432,650	454,140	415,150	(17,500)	(4.0)
* Materials	700	985		5,520			
* Building Costs	153,700	153,831	144,500	149,850	171,800	27,300	18.9
* Equipment & Communications	401,200	283,183	408,000	333,990	415,000	7,000	1.7
* Vehicle Expense	5,800	8,993	5,800	18,850	5,800		
* Other Goods & Services	1,094,900	922,522	1,055,700	941,982	1,140,900	85,200	8.1
* Interdepartmental	(20,000)	(26,903)	(20,000)	(124,997)	(20,000)		
* Debt Service	266,200	260,470	254,100	254,100	247,000	(7,100)	(2.8)
* Other Fiscal					(65,000)	(65,000)	
<b>** Total</b>	<b>14,760,300</b>	<b>14,261,159</b>	<b>14,875,000</b>	<b>14,836,319</b>	<b>14,668,400</b>	<b>(206,600)</b>	<b>(1.4)</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(6,451,600)	(5,918,492)	(5,993,500)	(5,905,703)	(5,643,400)	350,100	(5.8)
* Other Revenue	(602,500)	(785,299)	(654,500)	(694,016)	(382,900)	271,600	(41.5)
<b>** Total</b>	<b>(7,054,100)</b>	<b>(6,703,791)</b>	<b>(6,648,000)</b>	<b>(6,599,719)</b>	<b>(6,026,300)</b>	<b>621,700</b>	<b>(9.4)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>7,706,200</b>	<b>7,557,368</b>	<b>8,227,000</b>	<b>8,236,600</b>	<b>8,642,100</b>	<b>415,100</b>	<b>5.0</b>

**Program Support Services**

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

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

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

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

### Governance and Engagement - Municipal Governance

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

### Economic Development - Arts, Culture and Heritage

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

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

## Service Delivery Measures

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

## Performance Analysis

### Civic/Large Scale Events

In 2018/19, Program Support Services will continue the direct delivery of nine (9) large scale HRM events and provide logistic and financial support to an additional 17 large scale events.

Civic/Large Scale Events 2018/19	Dates
2018 Karate Canada National Championships	March 7-11
U Sports Men's Basketball Championships	March 8-11
SEDMHA Minor Hockey Tournament	March 29 – April 1
Cheer Expo	March 23 - 25
Halifax Comedy Fest	April 25-28
East Coast Music Awards	May 2-6
Blue Nose Marathon	May 18-20
Halifax Jazz Festival	July 11-15

Royal Nova Scotia International Tattoo	June 26 – July 2
Canada Day*	July 1
Bedford Days*	June 28 – July 2
Epic Dartmouth	June 29 - July 1
Halifax Pride Festival	July 19-29
Halifax International Busker Festival	August 1-6
Natal Day*	August 3 –6
Clam Harbour Beach Sandcastle*	August 12
Halifax Urban Folk Festival	August/Sept 2018
2018 PAN American Sprint World Championships	September 13-16
Atlantic Film Festival	September 13-20
Hal-Con	October 26-28
Halifax Pop Explosion	October TBD
HRM Christmas Tree Lighting*	November 24
Dartmouth Christmas Tree Lighting*	December 1
Halifax Explosion *	December 6
Menorah Lighting*	Mid December
New Year's Eve Event*	December 31

\*HRM Delivered events

#### Financial Support provided through Facility Agreements

The 2017/18 change is due to reduction of the Canada Games Center grant (\$300,000) and a Regional Council approved increase in ongoing funding to further support community operated facilities \$65,000.

## 18/19 Program Support Services Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Healthy, Liveable Communities - Recreation and Leisure</b>
<p><b>Parkland Acquisition</b> (Est Compl: Q4 18/19) Implement strategic plans, including master plans (Halifax Common Plan review) and site plans for park development (Eastern Passage Common, Gorsebrook, Lake Echo and Cogswell for 18/19). Continue to implement Regional Council direction to achieve access to Blue Mountain Birch Cove and Purcell's Cove Backlands. Continue assessment of parkland asset classes to inform capital and maintenance programs.</p>
<p><b>Fee Structure Review</b> (Est Compl: Q3 18/19) Present final analysis of all fees associated with Parks &amp; Recreation service delivery to Regional Council for approval, along with related Fees Bylaw followed by initiation of implementation of Regional Council's direction.</p>
<p><b>Aquatic Strategy</b> (Est Compl: Q4 18/19) Undertake the completion of a long-term strategy to determine the future aquatic needs for the municipality related to recreation, leisure and sport.</p>
<p><b>One Membership Access Study</b> (Est Compl: Q4 18/19) Implementation of a "one membership" model to provide access to multiple recreation facilities is a complex initiative that will involve multiple components. Initiating work on a study to determine all requirements is the first step and will inform the next steps for implementation.</p>
<b>Service Delivery - Service to People</b>

<b>18/19 Deliverables with Estimated Completion</b>
<p><b>Technology Implementation</b> (Est Compl: Initial roll out Q2 18/19, full completion Q3 19/20) Continue with the implementation of the Legend software solution to meet the needs of all HRM-owned recreation facilities including those operated by HRM and community boards. The new solution includes program registration, membership management, facility scheduling, equipment rentals and online payment processing.</p>
<b>Governance &amp; Engagement - Municipal Governance</b>
<p><b>Modernize Facility Management/Lease Agreements</b> (Est Compl: Q4 18/19) Continue review of all management and lease agreements for community-run facilities and update to improve consistency, clarity and relevancy. Complete final negotiation of new agreements that incorporate Regional Council's direction related to standard governance and increased oversight for the facilities included in the MDF project (Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex and Halifax Forum) after which the focus will shift to new agreements for other community-operated facilities.</p>
<b>Economic Development – Arts, Culture and Heritage</b>
<p><b>Museum Strategy Preparation</b> (Est Compl: Q4 18/19) Continue work on the cultural artefact inventory, continue museum stakeholder consultations and initiate work on the development of the regional museum strategy.</p>
<b>Governance and Engagement - Fiscal Responsibility</b>
<p><b>Sponsorship and Naming Rights</b> (Est Compl Q4 18/19) Undertake completion of current opportunities for sale of naming rights (Dartmouth 4 pad, Dartmouth Sportsplex) and explore opportunities to maximize sponsorship and naming rights revenue for all parks and recreation assets.</p>

### Program Support Services Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	2,771,100	2,897,183	3,013,200	3,072,789	3,046,700	33,500	1.1
* Office	242,000	117,539	154,900	160,526	155,100	200	0.1
* External Services	923,400	781,357	889,300	1,288,565	1,564,200	674,900	75.9
* Supplies	12,200	5,533	12,200	7,298	14,200	2,000	16.4
* Materials	8,000	3,273	8,000	5,200	8,000		
* Building Costs	847,800	1,029,988	1,007,200	1,547,472	1,806,700	799,500	79.4
* Equipment & Communications	30,000	65,715	26,500	48,564	48,500	22,000	83.0
* Vehicle Expense		379		1,200			
* Other Goods & Services	1,278,700	1,742,468	1,607,900	3,088,282	1,719,700	111,800	7.0
* Interdepartmental	212,400	26,574	212,400	45,695	212,400		
* Debt Service	1,077,700	1,423,072	1,391,800	1,391,800	1,360,900	(30,900)	(2.2)
* Other Fiscal	3,607,900	3,937,499	3,679,700	2,850,831	3,889,700	210,000	5.7
<b>** Total</b>	<b>11,011,200</b>	<b>12,030,582</b>	<b>12,003,100</b>	<b>13,508,222</b>	<b>13,826,100</b>	<b>1,823,000</b>	<b>15.2</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(4,052,800)	(4,101,628)	(3,258,400)	(4,876,052)	(5,235,400)	(1,977,000)	60.7
* Other Revenue	(1,965,100)	(2,524,248)	(2,052,500)	(2,238,972)	(2,083,700)	(31,200)	1.5
<b>** Total</b>	<b>(6,017,900)</b>	<b>(6,625,875)</b>	<b>(5,310,900)</b>	<b>(7,115,024)</b>	<b>(7,319,100)</b>	<b>(2,008,200)</b>	<b>37.8</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>4,993,300</b>	<b>5,404,706</b>	<b>6,692,200</b>	<b>6,393,198</b>	<b>6,507,000</b>	<b>(185,200)</b>	<b>(2.8)</b>

## Parks

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

### Services Delivered:

#### Healthy, Liveable Communities - Recreation and Leisure

Athletic Field Maintenance - Responsible for maintenance of municipal sport fields, ball fields, and sports courts.

#### Social Development - Social Infrastructure

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

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

Cemetery Management - Management of HRM-owned cemeteries.

### Service Delivery Measures

Parks Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned	MBNC Median <sup>(3)</sup> 2016
Operating Cost of Parks per Person <sup>(1)</sup>	27.30	26.93	29.68	29.58	\$69.82
Number of Playground Sites per 100,000 Population <sup>(2)</sup>	94.53 (395)	92.75 (395)	99.22 (397)	93.69 (399)	N/A
% of parks capital projects completed on time within budgeted costs	70%	90%	93%	90%	N/A
Hectares of Maintained and Natural Parkland per 100,000 Population <sup>(2)</sup>	2575	2575	2615	2655	572.47
# Parks	878	899	909	919	N/A
Customer Service Requests closed within standard	90.79% (4517)	90.81% (4653)	91% (4792)	91% (4936)	N/A

<sup>(1)</sup> HRM costs do not include program support costs

<sup>(2)</sup> 16/17 Population: 425,871

<sup>(3)</sup> Municipal Benchmarking Network Canada

Note: Calculation for 17/18 and 18/19 was based on 16/17 Population

## Performance Analysis

### Cost to Operate the Parks System per Person

Parks operation costs fluctuate based on budgets and population. The decrease in operating costs for 2016/17 with an increase in number of parks and hectares acquired illustrates increased efficiencies within the operating unit. Regional Council's direction to increase funding by \$500,000 for the state of good repair of our parks is reflected in the costs. (same as previous year)

### Number of Playground Sites per 100,000 Population

Acquisition rate of new playgrounds continues to increase, however, decommissioning of aged and unsafe sites provides a balanced management approach. Changes in the 2016/17 actuals 92.75 compared to the previous year reflect the population increase, rather than a change in number of sites delivered.

### % of parks capital projects completed on time within budgeted costs

In 2016/17, an increase in staffing allowed the completion of 45 of 50 planned projects resulting in a 90% completion rate. In 2017/2018 we exceeded the 90% and achieved 93% completion rate. The target rate will remain at 90% with 88 projects planned for 2018/19.

### Hectares of Parkland

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

### # of Parks

Number of parks increased by 10 in 2016/17 totaling 909 parks. Increases are based on current development / growth projections and Regional Council direction for park acquisition.

### Customer Service Requests Closed Within Standard

The rate of customer service requests closed within standard remains constant, however represents an increase in the number of service calls and an increase in the number of service requests closed within standard. As our overall park inventory increases expectations of the calls will increase.

## 18/19 Parks Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Healthy, Liveable Communities- Recreation and Leisure</b>
<p><b>Capital Project Delivery</b> (Est. Compl: Q4 18/19) Complete 90% of annual capital plan.</p>
<p><b>Grass Maintenance</b> (Est Compl: Q4 18/19) Increase mowing frequency in May and June to improve plant health and reduce unsightly growth between cuts. This increased service will be funded by a corresponding decrease in regional mowing area (approx. 2.5% - 136,000 sqm) through a naturalization program.</p>
<p><b>State of Good Repair within Parks and Cemeteries</b> (Est Compl: Q4 18/19) Improve parks, fields, and cemeteries customer experience through enhanced maintenance and service level standards.</p>

<b>18/19 Deliverables with Estimated Completion</b>
<p><b>Rationalize Parks</b> (Est Compl: Q4 18/19) Develop a park rationalization strategy that will reinvest resources from underutilized spaces to create a more effective and enjoyable system of parks.</p>
<p><b>Improve Utilization of All-Weather Fields</b> (Est Compl: Q4 18/19) Undertake a pilot project for one designated all-weather field location to enable free public access to the field(s) when not booked for exclusive use.</p>
<b>Governance and Engagement- Municipal Governance</b>
<p><b>Parks By-Law</b> (Est Compl: Q1 18/19) Update the existing by-law to reflect municipal best practice in parks management.</p>

## Parks Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	7,969,400	7,573,549	8,263,400	8,448,646	8,315,400	52,000	0.6
* Office	19,300	18,827	21,300	37,742	22,200	900	4.2
* External Services	3,139,700	3,281,789	3,713,700	3,774,323	3,556,900	(156,800)	(4.2)
* Supplies	92,300	132,903	105,300	156,275	114,900	9,600	9.1
* Materials	419,700	456,360	510,500	503,772	656,400	145,900	28.6
* Building Costs	424,000	337,547	440,000	428,701	536,800	96,800	22.0
* Equipment & Communications	103,300	284,999	171,700	196,721	202,800	31,100	18.1
* Vehicle Expense	9,900	5,612	9,900	8,270	8,300	(1,600)	(16.2)
* Other Goods & Services	253,400	337,034	316,800	386,010	495,600	178,800	56.4
* Interdepartmental		17,426		15,264			
* Other Fiscal		(41,303)		(45,000)			
<b>** Total</b>	<b>12,431,000</b>	<b>12,404,743</b>	<b>13,552,600</b>	<b>13,910,724</b>	<b>13,909,300</b>	<b>356,700</b>	<b>2.6</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(1,009,300)	(1,008,232)	(1,065,300)	(1,074,080)	(1,112,300)	(47,000)	4.4
* Other Revenue	(140,000)	(198,146)	(140,000)	(226,242)	(193,000)	(53,000)	37.9
<b>** Total</b>	<b>(1,149,300)</b>	<b>(1,206,378)</b>	<b>(1,205,300)</b>	<b>(1,300,322)</b>	<b>(1,305,300)</b>	<b>(100,000)</b>	<b>8.3</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>11,281,700</b>	<b>11,198,365</b>	<b>12,347,300</b>	<b>12,610,402</b>	<b>12,604,000</b>	<b>256,700</b>	<b>2.1</b>

## Public Safety Advisor

The Public Safety Advisor service area is committed to supporting Regional Council priorities by delivering strategic management and promotion of HRM's Public Safety Strategy.

**Services Delivered:****Healthy, Liveable Communities – Public Safety**

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

**18/19 Public Safety Advisor Key Deliverables**

Healthy, Liveable Communities – Public Safety	
<b>Public Safety Strategy / Start Implementation</b> (Est. Compl: Q3 18/19)	Develop Public Safety Strategy Implementation Plan and begin implementation
<b>Public Safety Strategy Implementation - Year One</b> (Est. Compl: Q2 19/20)	Complete implementation of year one components of the HRM Public Safety Strategy.

**Public Safety Office Summary of Expenses & Revenues Budget**

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits			103,000	88,600	119,600	16,600	16.1
* Other Goods & Services			2,000	2,000	2,000		
<b>** Total</b>			<b>105,000</b>	<b>90,600</b>	<b>121,600</b>	<b>16,600</b>	<b>15.8</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit			105,000	90,600	121,600	16,600	15.8

**Tour Blocked Summary of Expenses & Revenues Budget**

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits		(1,049)					
<b>** Total</b>		<b>(1,049)</b>					
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit		(1,049)					

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
C411 Public Safety Advisor			105,000	90,600	121,600	16,600	15.8
**** Public Safety Advisor			105,000	90,600	121,600	16,600	15.8
C410 Director's Office	411,000	413,087	417,500	417,500	446,900	29,400	7.0
**** Parks & Recreation Administra	411,000	413,087	417,500	417,500	446,900	29,400	7.0
R851 Horticulture East	720,700	681,470	686,700	740,502	758,500	71,800	10.5
W180 Playgrounds East	640,500	686,645	745,000	744,647	758,250	13,250	1.8
W181 Parks East Admin	231,900	342,694	278,400	286,384	313,700	35,300	12.7
W182 Sportsfields East	762,500	759,826	819,900	819,668	983,450	163,550	19.9
W183 Playgrounds Central	668,700	601,414	651,400	649,199	659,300	7,900	1.2
W185 Sportsfields - Central	839,900	867,347	885,600	875,887	949,500	63,900	7.2
W187 Artificial Fields	(26,900)	(30,487)	(47,200)	20,537	377,300	424,500	(899.4)
W191 Cntrcts-Grass/Hort	1,906,900	2,014,111	1,939,500	2,068,495	1,951,600	12,100	0.6
*** Parks East	5,744,200	5,923,018	5,959,300	6,205,319	6,751,600	792,300	13.3
R831 Parks West Admin	585,800	486,452	1,088,200	979,048	187,000	(901,200)	(82.8)
R850 Horticulture West	1,138,900	1,144,196	1,260,200	1,320,771	1,202,700	(57,500)	(4.6)
R855 Cemeteries	29,700	56,572	33,300	33,500	24,400	(8,900)	(26.7)
R860 Major Parks	629,500	583,664	616,300	659,824	620,400	4,100	0.7
W184 Playgrounds West	875,000	764,898	942,300	907,026	964,400	22,100	2.3
W186 Sportsfields West	1,033,300	1,013,539	1,078,700	1,094,137	1,271,400	192,700	17.9
*** Parks West	4,292,200	4,049,322	5,019,000	4,994,306	4,270,300	(748,700)	(14.9)
W189 Fleet Maintenance		4,406		2,247			
W702 Parks Administration	559,000	549,011	602,900	598,746	(203,200)	(806,100)	(133.7)
W705 State of Good Repair					1,015,000	1,015,000	
W954 Parks Capital Projects	686,300	672,607	766,100	809,784	770,300	4,200	0.5
**** Parks	11,281,700	11,198,365	12,347,300	12,610,402	12,604,000	256,700	2.1
C705 Community Partnerships	1,439,000	1,330,864	1,565,900	1,463,045	1,584,400	18,500	1.2
C711 Destination Halifax	282,100	268,207	386,600	422,560	386,600		
C760 Culture & Events	1,505,800	1,648,467	1,611,500	1,723,469	1,558,800	(52,700)	(3.3)
C764 Cultural Development			225,000	225,000	285,000	60,000	26.7
C772 Reg-Events/Culture				13,200			
D710 Program Sup Serv Adm	184,300	276,551	242,600	280,425	225,800	(16,800)	(6.9)
D911 Administration Services	518,200	416,126	529,600	507,063	545,400	15,800	3.0
W700 Policy & Planning	889,100	811,959	902,800	867,000	906,400	3,600	0.4
*** Operations	4,818,500	4,752,173	5,464,000	5,501,762	5,492,400	28,400	0.5
C706 BMO Centre	(294,400)	(203,205)	(254,200)	(230,827)	(278,000)	(23,800)	9.4
C708 Dartmouth 4 Pad Arena				(238,012)	(244,700)	(244,700)	
C910 Facility Transfers	140,000	140,000	140,000	140,000	140,000		
D104 LEED Facilities	146,100	149,971					
W204 Spencer House		169		2,750			
*** Facilities	(8,300)	86,935	(114,200)	(326,089)	(382,700)	(268,500)	235.1
D960 Devonshire Arena	(220,200)	(207,788)	(56,700)	(7,764)		56,700	(100.0)
D970 Le Brun Centre	(290,200)	(290,760)	(59,700)	(339,100)	(199,700)	(140,000)	234.5
D980 Gray Arena	(301,300)	(278,311)	(54,800)	(13,574)	(16,300)	38,500	(70.3)
D985 Bowles Arena	(315,100)	(299,352)	(55,600)	(20,950)		55,600	(100.0)
*** Arenas	(1,126,800)	(1,076,210)	(226,800)	(381,388)	(216,000)	10,800	(4.8)
C220 Riverlake Com. Ctr.	5,300	4,976	5,300	5,300	5,300		
C230 Waverley Com. Centre	22,300	25,024	22,300	22,300	22,300		
C250 LKD-BLT Recreation	7,700						
C260 Lockview Ratepayers	6,900	4,329	6,900	6,900	6,900		
C270 Lucasville Comm. Ctr	8,400	6,805	8,400	7,200	8,400		
C290 Upper Sack. Com. Ctr			(35,000)	3,233	40,000	75,000	(214.3)
*** Area Services	50,600	41,134	7,900	44,933	82,900	75,000	949.4
C106 Prospect Rd Com Ctr	208,400	208,434	203,300	203,300	197,800	(5,500)	(2.7)
C110 East Preston Rec Ctr	33,400	33,138	33,400	33,400	33,400		
C125 Beaver Bank Com. Ctr	350,100	688,074	665,800	665,800	655,400	(10,400)	(1.6)
C150 Up. Ham Plns Com Ctr	34,100	33,902	34,100	33,980	34,100		
C155 Hrtsfld/Wlmwd Com Ct	32,000	25,228	32,000	23,200	32,000		
C165 Dth Stlmnt/Rvrlne CC	12,100	4,770		1,600			

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
C194 G.Snow/Fall Riv Rec	381,700	381,715	369,300	369,300	356,300	(13,000)	(3.5)
C199 St. Marg Bay Ctr	207,500	225,412	223,400	223,400	221,400	(2,000)	(0.9)
*** Mun. Rec. Facil-General Rate	1,259,300	1,600,673	1,561,300	1,553,980	1,530,400	(30,900)	(2.0)
**** Program Support Services	4,993,300	5,404,706	6,692,200	6,393,198	6,507,000	(185,200)	(2.8)
D101 Rec. Prog. Admin.	458,800	400,543	430,800	430,693	446,000	15,200	3.5
D999 Clearing Account Rec		6,944					
*** Recreation Services	458,800	407,487	430,800	430,693	446,000	15,200	3.5
D160 SMBC Prog. & Skating	128,600	112,888	122,100	87,700	121,600	(500)	(0.4)
D175 CWSCC PR AQ FC	388,500	263,092	290,800	300,500	298,900	8,100	2.8
D320 Bedford Outdoor Pool	(12,800)	(11,785)	(7,900)	(5,899)	(7,900)		
D540 Beaches/Commons Pool	463,100	498,030	480,200	478,100	480,600	400	0.1
D570 Needham Pool	92,400	71,122	98,400	98,400	98,900	500	0.5
** Aquatics & Leisure	1,059,800	933,347	983,600	958,801	992,100	8,500	0.9
C471 Emera Oval	336,300	321,055	388,700	423,700	388,700		
D180 Herring Cove Program	246,800	194,328	241,550	110,550	242,350	800	0.3
D840 Physical Active Living	33,500	34,789	36,950	(14,282)	(53,550)	(90,500)	(244.9)
D850 Inclusion Services	69,300	46,540	94,000	103,800	94,400	400	0.4
*** Aquatics,Leisure,Active Livin	1,745,700	1,530,059	1,744,800	1,582,569	1,664,000	(80,800)	(4.6)
S210 Youth LIVE Admin	277,400	287,528	308,000	313,250	289,700	(18,300)	(5.9)
S231 947 Mitchell	95,600	96,439	98,800	108,100	98,800		
S232 1300 St. Margaret's Bay	16,600	18,727	4,000	3,700	5,000	1,000	25.0
S233 Youth LIVE Initiatives	488,700	537,973	575,400	545,950	610,900	35,500	6.2
** Youth LIVE Operations	878,300	940,667	986,200	971,000	1,004,400	18,200	1.8
C762 Youth Advocate Program			(5,000)	(5,000)	1,800	6,800	(136.0)
C763 Souls Strong Project			1,400	1,400		(1,400)	(100.0)
D755 Youth Programming	505,700	539,315	628,100	642,490	656,700	28,600	4.6
*** Youth Programming	1,384,000	1,479,982	1,610,700	1,609,890	1,662,900	52,200	3.2
C175 Hubbards Programming	42,600	35,403	39,300	41,100	42,600	3,300	8.4
D155 Chocolate Lk Program	170,500	164,118	179,900	187,381	180,900	1,000	0.6
D210 Lakeside Programming	374,600	354,335	374,300	344,695	391,400	17,100	4.6
D215 St.Margs/Tantal Prog	27,600	4,716	19,800	7,349	12,100	(7,700)	(38.9)
D580 St Andrews Programming	162,200	190,619	166,100	158,477	223,700	57,600	34.7
*** Mainland North & Western	777,500	749,191	779,400	739,002	850,700	71,300	9.1
D310 Gordon Snow Programm	211,500	181,597	206,300	237,126	230,400	24,100	11.7
D315 Acadia Programming	369,200	314,222	349,600	379,162	356,900	7,300	2.1
D325 Lebrun Programming	306,900	287,849	274,200	239,257	296,300	22,100	8.1
D330 Mid. Musq. Program	38,400	47,452	37,000	34,991	37,000		
D350 Bdfd/Hmdplns CommCtr	139,600	219,949	171,600	153,145	138,500	(33,100)	(19.3)
*** Bedford/Sackville/Fall River	1,065,600	1,051,070	1,038,700	1,043,681	1,059,100	20,400	2.0
D172 NPCC Programming	515,600	530,182	540,700	467,832	536,200	(4,500)	(0.8)
D410 Musq Harbour Prog/FC	300,100	305,969	309,000	331,100	335,700	26,700	8.6
D430 Sheet Hbr.Prog/FC	214,300	219,842	223,200	235,739	228,300	5,100	2.3
D620 Cherrybrk/LkEcho Pro	31,100	13,412	23,700	4,300	13,100	(10,600)	(44.7)
D630 Cole Hbr Programming	355,500	364,708	358,600	416,956	374,600	16,000	4.5
D810 Findlay Programming	262,800	259,545	258,300	215,713	261,400	3,100	1.2
D815 Dart North Com Ctr.	246,300	211,291	253,000	251,630	288,100	35,100	13.9
D825 Tallahassee Programming	314,500	333,125	348,100	345,252	348,200	100	0.0
*** Cole Harbour/Dartmouth & East	2,240,200	2,238,074	2,314,600	2,268,522	2,385,600	71,000	3.1
D510 Needham Programming	361,200	351,578	399,600	420,935	407,000	7,400	1.9
D550 G. Dixon Programming	242,100	213,231	219,200	227,990	219,600	400	0.2
D555 Isleville Programming	(1,800)	(2,941)	(1,400)	(7,100)	(5,200)	(3,800)	271.4
D565 The Pavilion/HFX Com	13,200	12,246	13,400	8,400	13,400		
D575 Larry O'Connell Prog	(1,000)	3,396	(800)	2,100	(800)		
D590 Citadel Programming	160,200	145,268	198,300	174,918	197,700	(600)	(0.3)
*** Peninsula	773,900	722,778	828,300	827,243	831,700	3,400	0.4
ADMN SSS - Administration					94,300	94,300	
ATHL SSS-Athletics					116,100	116,100	
ICEX SSS - Ice					(562,700)	(562,700)	
MEMB SSS - Memberships					(200,000)	(200,000)	
POOL SSS - Pool					(191,000)	(191,000)	

<b>Cost Centers/Groups</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Z118 Stadium Programming	(84,800)	(17,729)	(55,100)	113,800	130,200	185,300	(336.3)
Z125 Stadium Admin.	(372,200)	(471,455)	(265,800)	(266,400)	258,300	524,100	(197.2)
Z186 Sackville SS Pool	(282,500)	(132,090)	(199,400)	(112,400)	96,900	296,300	(148.6)
*** Sackville Sports Stadium	(739,500)	(621,273)	(520,300)	(265,000)	(257,900)	262,400	(50.4)
**** Recreation Programming	7,706,200	7,557,368	8,227,000	8,236,600	8,642,100	415,100	5.0
D585 LKD BloomfieldProg		(1,049)					
**** Locked		(1,049)					
**** <b>Total</b>	<b>24,392,200</b>	<b>24,572,478</b>	<b>27,789,000</b>	<b>27,748,300</b>	<b>28,321,600</b>	<b>532,600</b>	<b>1.9</b>

Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
C411 Public Safety Advisor			105,000	90,600	121,600	16,600	15.8
**** Public Safety Advisor			105,000	90,600	121,600	16,600.0	16
C410 Director's Office	411,000	413,087	417,500	417,500	446,900	29,400	7.0
**** Parks & Recreation Administra	411,000	413,087	417,500	417,500	446,900	29,400.0	7
R851 Horticulture East	720,700	693,180	686,700	756,682	766,500	79,800	11.6
W180 Playgrounds East	640,500	686,919	745,000	744,647	758,250	13,250	1.8
W181 Parks East Admin	231,900	342,694	278,400	286,384	313,700	35,300	12.7
W182 Sportsfields East	892,500	896,682	949,900	956,648	983,450	33,550	3.5
W183 Playgrounds Central	668,700	601,414	651,400	649,199	659,300	7,900	1.2
W185 Sportsfields - Central	899,900	944,893	945,600	961,045	959,500	13,900	1.5
W187 Artificial Fields	323,100	293,916	358,800	380,537	377,300	18,500	5.2
W191 Cntrcts-Grass/Hort	2,046,900	2,169,746	2,079,500	2,223,237	2,116,600	37,100	1.8
*** Parks East	6,424,200	6,629,443	6,695,300	6,958,379	6,934,600	239,300.0	4
R831 Parks West Admin	585,800	486,452	1,088,200	1,013,028	187,000	(901,200)	(82.8)
R850 Horticulture West	1,138,900	1,169,686	1,260,200	1,344,196	1,212,700	(47,500)	(3.8)
R855 Cemeteries	320,000	335,759	323,600	323,800	324,700	1,100	0.3
R860 Major Parks	629,500	588,715	616,300	665,181	622,400	6,100	1.0
W184 Playgrounds West	875,000	764,898	942,300	907,026	964,400	22,100	2.3
W186 Sportsfields West	1,212,300	1,203,765	1,257,700	1,288,337	1,271,400	13,700	1.1
*** Parks West	4,761,500	4,549,276	5,488,300	5,541,568	4,582,600	(905,700.0)	(17)
W189 Fleet Maintenance		4,406		2,247			
W702 Parks Administration	559,000	549,011	602,900	598,746	606,800	3,900	0.6
W705 State of Good Repair					1,015,000	1,015,000	
W954 Parks Capital Projects	686,300	672,607	766,100	809,784	770,300	4,200	0.5
**** Parks	12,431,000	12,404,743	13,552,600	13,910,724	13,909,300	356,700.0	3
C705 Community Partnerships	1,600,500	1,430,004	1,735,900	1,616,045	1,745,900	10,000	0.6
C711 Destination Halifax	1,881,100	2,377,185	1,985,600	2,110,683	1,985,600		
C760 Culture & Events	2,080,800	2,106,538	2,166,500	2,374,435	2,113,800	(52,700)	(2.4)
C764 Cultural Development			225,000	235,000	285,000	60,000	26.7
C772 Reg-Events/Culture				28,200			
D710 Program Sup Serv Adm	199,300	308,701	257,600	285,425	240,800	(16,800)	(6.5)
D911 Administration Services	560,500	479,608	591,800	570,346	570,200	(21,600)	(3.6)
W700 Policy & Planning	889,100	811,959	902,800	867,000	906,400	3,600	0.4
*** Operations	7,211,300	7,513,994	7,865,200	8,087,134	7,847,700	(17,500.0)	(0)
C706 BMO Centre	2,029,500	2,345,200	2,219,300	2,259,148	2,092,900	(126,400)	(5.7)
C708 Dartmouth 4 Pad Arena				1,175,327	2,009,800	2,009,800	
C910 Facility Transfers	290,000	285,162	290,000	290,000	290,000		
D104 LEED Facilities	146,100	149,971					
W204 Spencer House		169		2,750			
*** Facilities	2,465,600	2,780,503	2,509,300	3,727,225	4,392,700	1,883,400.0	75
D960 Devonshire Arena	3,000	3,030	3,000	3,050		(3,000)	(100.0)
D970 Le Brun Centre	2,500	5,074	2,500	11,900	(37,000)	(39,500)	(1,580.0)
D980 Gray Arena	7,000	6,914	7,000	8,100	4,000	(3,000)	(42.9)
D985 Bowles Arena	6,500	9,647	6,500	9,650		(6,500)	(100.0)
*** Arenas	19,000	24,664	19,000	32,700	(33,000)	(52,000.0)	(274)
C220 Riverlake Com. Ctr.	5,300	4,976	5,300	5,300	5,300		
C230 Waverley Com. Centre	27,700	25,024	27,700	27,700	27,700		
C250 LKD-BLT Recreation	7,700						
C260 Lockview Ratepayers	6,900	4,329	6,900	6,900	6,900		
C270 Lucasville Comm. Ctr	8,400	6,805	8,400	7,200	8,400		
C290 Upper Sack. Com. Ctr		69,613		60,083	40,000	40,000	
*** Area Services	56,000	110,747	48,300	107,183	88,300	40,000.0	83
C106 Prospect Rd Com Ctr	208,400	208,434	203,300	203,300	197,800	(5,500)	(2.7)
C110 East Preston Rec Ctr	33,400	33,138	33,400	33,400	33,400		
C113 Bedford Hamm P C/Ctr							
C125 Beaver Bank Com. Ctr	350,100	688,074	665,800	665,800	655,400	(10,400)	(1.6)
C150 Up. Ham Plns Com Ctr	34,100	33,902	34,100	33,980	34,100		

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
C155 Hrtsfld/Wlmwd Com Ct	32,000	25,228	32,000	23,200	32,000		
C165 Dth Stlmnt/Rvrline CC	12,100	4,770		1,600			
C194 G.Snow/Fall Riv Rec	381,700	381,715	369,300	369,300	356,300	(13,000)	(3.5)
C199 St. Marg Bay Ctr	207,500	225,412	223,400	223,400	221,400	(2,000)	(0.9)
C215 Porter's Lake Com Ct							
*** Mun. Rec. Facil-General Rate	1,259,300	1,600,673	1,561,300	1,553,980	1,530,400	(30,900.0)	(2)
**** Program Support Services	11,011,200	12,030,582	12,003,100	13,508,222	13,826,100	1,823,000.0	15
D101 Rec. Prog. Admin.	458,800	415,922	430,800	443,393	446,000	15,200	3.5
D999 Clearing Account Rec		6,944					
*** Recreation Services	458,800	422,866	430,800	443,393	446,000	15,200.0	4
D160 SMBC Prog. & Skating	254,100	262,078	262,500	247,400	262,000	(500)	(0.2)
D175 CWSCC PR AQ FC	932,500	871,237	855,800	882,600	863,900	8,100	0.9
D320 Bedford Outdoor Pool	74,200	73,891	75,100	77,478	75,100		
D540 Beaches/Commons Pool	467,100	503,721	484,200	489,400	484,600	400	0.1
D570 Needham Pool	188,900	175,898	194,900	195,900	195,400	500	0.3
** Aquatics & Leisure	1,916,800	1,886,826	1,872,500	1,892,778	1,881,000	8,500.0	0
C471 Emera Oval	379,300	365,700	424,700	434,700	394,700	(30,000)	(7.1)
D180 Herring Cove Program	344,200	342,721	302,650	206,250	303,450	800	0.3
D840 Physical Active Living	105,000	156,371	108,450	40,200	17,950	(90,500)	(83.4)
D850 Inclusion Services	69,300	46,540	94,000	128,800	94,400	400	0.4
*** Aquatics, Leisure, Active Livin	2,814,600	2,798,158	2,802,300	2,702,728	2,691,500	(110,800.0)	(4)
S210 Youth LIVE Admin	287,400	297,097	318,000	323,250	297,700	(20,300)	(6.4)
S231 947 Mitchell	95,600	96,439	98,800	108,100	98,800		
S232 1300 St. Margaret's Bay	16,600	18,727	4,000	3,700	5,000	1,000	25.0
S233 Youth LIVE Initiatives	1,191,700	954,017	1,171,400	959,950	1,211,900	40,500	3.5
** Youth LIVE Operations	1,591,300	1,366,280	1,592,200	1,395,000	1,613,400	21,200.0	1
C762 Youth Advocate Program			(5,000)	(5,000)	1,800	6,800	(136.0)
C763 Souls Strong Project	251,700	213,376	253,100	253,100		(253,100)	(100.0)
D755 Youth Programming	575,300	582,611	697,700	712,090	726,300	28,600	4.1
*** Youth Programming	2,418,300	2,162,267	2,538,000	2,355,190	2,341,500	(196,500.0)	(8)
C175 Hubbards Programming	42,600	35,403	39,300	41,100	42,600	3,300	8.4
D155 Chocolate Lk Program	410,700	393,197	420,100	447,765	421,100	1,000	0.2
D210 Lakeside Programming	453,600	446,297	468,300	443,300	470,400	2,100	0.4
D215 St.Margs/Tantal Prog	50,000	16,424	34,500	24,784	34,500		
D580 St Andrews Programming	315,400	350,977	319,300	337,530	281,600	(37,700)	(11.8)
*** Mainland North & Western	1,272,300	1,242,299	1,281,500	1,294,479	1,250,200	(31,300.0)	(2)
D310 Gordon Snow Program	369,700	435,954	388,000	438,919	388,600	600	0.2
D315 Acadia Programming	466,700	393,968	460,100	488,007	467,400	7,300	1.6
D325 Lebrun Programming	494,100	425,351	436,400	446,162	453,500	17,100	3.9
D330 Mid. Musq. Program	48,300	64,219	48,900	57,070	48,900		
D350 Bdfd/Hmdplns CommCtr	327,100	412,989	366,100	403,117	338,000	(28,100)	(7.7)
*** Bedford/Sackville/Fall River	1,705,900	1,732,481	1,699,500	1,833,275	1,696,400	(3,100.0)	(0)
D172 NPCC Programming	561,700	621,140	589,800	557,847	585,700	(4,100)	(0.7)
D410 Musq Harbour Prog/FC	397,200	415,500	408,600	422,700	435,300	26,700	6.5
D430 Sheet Hbr.Prog/FC	246,500	243,209	255,500	260,367	259,100	3,600	1.4
D620 Cherrybrk/LkEcho Pro	40,300	22,261	32,900	11,100	19,100	(13,800)	(41.9)
D630 Cole Hbr Programming	480,500	513,424	481,100	549,140	498,100	17,000	3.5
D810 Findlay Programming	419,100	445,259	422,600	430,743	427,300	4,700	1.1
D815 Dart North Com Ctr.	303,300	286,384	311,500	344,830	347,200	35,700	11.5
D825 Tallahassee Programming	409,000	419,376	429,600	428,952	430,400	800	0.2
*** Cole Harbour/Dartmouth & East	2,857,600	2,966,552	2,931,600	3,005,679	3,002,200	70,600.1	2
D510 Needham Programming	467,900	487,630	506,300	550,635	513,700	7,400	1.5
D550 G. Dixon Programming	367,100	340,887	344,200	354,380	344,600	400	0.1
D555 Isleville Programming	20,800	8,499	17,400	32,000	17,400		
D565 The Pavilion/HFX Com	13,200	12,246	13,400	8,400	13,400		
D575 Larry O'Connell Prog	13,000	10,560	13,200	14,700	13,200		
D590 Citadel Programming	316,200	354,748	354,300	359,660	353,700	(600)	(0.2)
*** Peninsula	1,198,200	1,214,570	1,248,800	1,319,775	1,256,000	7,200.0	1
ADMN SSS - Administration					395,800	395,800	
ATHL SSS-Athletics					274,100	274,100	

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
ICEX SSS - Ice					8,600	8,600	
MEMB SSS - Memberships					445,300	445,300	
POOL SSS - Pool					375,400	375,400	
Z118 Stadium Programming	871,000	662,262	809,200	752,800	130,200	(679,000)	(83.9)
Z125 Stadium Admin.	674,900	637,315	661,500	620,500	258,300	(403,200)	(61.0)
Z186 Sackville SS Pool	488,700	422,389	471,800	508,500	96,900	(374,900)	(79.5)
*** Sackville Sports Stadium	2,034,600	1,721,967	1,942,500	1,881,800	1,984,600	42,100	2.2
**** Recreation Programming	14,760,300	14,261,159	14,875,000	14,836,319	14,668,400	(206,600)	(1.4)
*** RTC Locked							
*** Dartmouth/Eastern Passage							
** Aquatics		0					
** Fitness & Leisure							
*** Arena		0					
* Initiatives		0					
** Youth Live		0					
*** Recreation Programming		0					
D585 LKD BloomfieldProg		(1,049)					
**** Locked		(1,049)					
**** Total	38,613,500	39,108,523	40,953,200	42,763,365	42,972,300	2,019,100	4.9

Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
R851 Horticulture East		(11,709)		(16,180)	(8,000)	(8,000)	
W180 Playgrounds East		(274)					
W181 Parks East Admin							
W182 Sportsfields East	(130,000)	(136,856)	(130,000)	(136,980)		130,000	(100.0)
W185 Sportsfields - Central	(60,000)	(77,546)	(60,000)	(85,158)	(10,000)	50,000	(83.3)
W187 Artificial Fields	(350,000)	(324,403)	(406,000)	(360,000)		406,000	(100.0)
W191 Cntrcts-Grass/Hort	(140,000)	(155,635)	(140,000)	(154,742)	(165,000)	(25,000)	17.9
*** Parks East	(680,000)	(706,424)	(736,000)	(753,060)	(183,000)	553,000	(75.1)
R831 Parks West Admin				(33,980)			
R850 Horticulture West		(25,490)		(23,425)	(10,000)	(10,000)	
R855 Cemeteries	(290,300)	(279,187)	(290,300)	(290,300)	(300,300)	(10,000)	3.4
R860 Major Parks		(5,051)		(5,357)	(2,000)	(2,000)	
W186 Sportsfields West	(179,000)	(190,226)	(179,000)	(194,200)		179,000	(100.0)
*** Parks West	(469,300)	(499,954)	(469,300)	(547,262)	(312,300)	157,000	(33.5)
W702 Parks Administration					(810,000)	(810,000)	
**** Parks	(1,149,300)	(1,206,378)	(1,205,300)	(1,300,322)	(1,305,300)	(100,000)	8.3
C705 Community Partnerships	(161,500)	(99,140)	(170,000)	(153,000)	(161,500)	8,500	(5.0)
C711 Destination Halifax	(1,599,000)	(2,108,977)	(1,599,000)	(1,688,123)	(1,599,000)		
C760 Culture & Events	(575,000)	(458,071)	(555,000)	(650,966)	(555,000)		
C764 Cultural Development				(10,000)			
C772 Reg-Events/Culture				(15,000)			
D710 Program Sup Serv Adm	(15,000)	(32,150)	(15,000)	(5,000)	(15,000)		
D911 Administration Services	(42,300)	(63,482)	(62,200)	(63,283)	(24,800)	37,400	(60.1)
*** Operations	(2,392,800)	(2,761,821)	(2,401,200)	(2,585,372)	(2,355,300)	45,900	(1.9)
C706 BMO Centre	(2,323,900)	(2,548,405)	(2,473,500)	(2,489,975)	(2,370,900)	102,600	(4.1)
C708 Dartmouth 4 Pad Arena				(1,413,339)	(2,254,500)	(2,254,500)	
C910 Facility Transfers	(150,000)	(145,162)	(150,000)	(150,000)	(150,000)		
*** Facilities	(2,473,900)	(2,693,567)	(2,623,500)	(4,053,314)	(4,775,400)	(2,151,900)	82.0
D960 Devonshire Arena	(223,200)	(210,818)	(59,700)	(10,814)		59,700	(100.0)
D970 Le Brun Centre	(292,700)	(295,834)	(62,200)	(351,000)	(162,700)	(100,500)	161.6
D980 Gray Arena	(308,300)	(285,224)	(61,800)	(21,674)	(20,300)	41,500	(67.2)
D985 Bowles Arena	(321,600)	(308,998)	(62,100)	(30,600)		62,100	(100.0)
*** Arenas	(1,145,800)	(1,100,874)	(245,800)	(414,088)	(183,000)	62,800	(25.5)
C230 Waverley Com. Centre	(5,400)		(5,400)	(5,400)	(5,400)		
C290 Upper Sack. Com. Ctr		(69,613)	(35,000)	(56,850)		35,000	(100.0)
*** Area Services	(5,400)	(69,613)	(40,400)	(62,250)	(5,400)	35,000	(86.6)
*** Mun. Rec. Facil-General Rate							
**** Program Support Services	(6,017,900)	(6,625,875)	(5,310,900)	(7,115,024)	(7,319,100)	(2,008,200)	37.8
D101 Rec. Prog. Admin.		(15,379)		(12,700)			
*** Recreation Services		(15,379)		(12,700)			
D160 SMBC Prog. & Skating	(125,500)	(149,190)	(140,400)	(159,700)	(140,400)		
D175 CWSCC PR AQ FC	(544,000)	(608,145)	(565,000)	(582,100)	(565,000)		
D320 Bedford Outdoor Pool	(87,000)	(85,676)	(83,000)	(83,377)	(83,000)		
D540 Beaches/Commons Pool	(4,000)	(5,691)	(4,000)	(11,300)	(4,000)		
D570 Needham Pool	(96,500)	(104,776)	(96,500)	(97,500)	(96,500)		
** Aquatics & Leisure	(857,000)	(953,479)	(888,900)	(933,977)	(888,900)		
C471 Emera Oval	(43,000)	(44,645)	(36,000)	(11,000)	(6,000)	30,000	(83.3)
D180 Herring Cove Program	(97,400)	(148,394)	(61,100)	(95,700)	(61,100)		
D840 Physical Active Living	(71,500)	(121,582)	(71,500)	(54,482)	(71,500)		
D850 Inclusion Services				(25,000)			
*** Aquatics,Leisure,Active Livin	(1,068,900)	(1,268,099)	(1,057,500)	(1,120,159)	(1,027,500)	30,000	(2.8)
S210 Youth LIVE Admin	(10,000)	(9,569)	(10,000)	(10,000)	(8,000)	2,000	(20.0)
S233 Youth LIVE Initiatives	(703,000)	(416,044)	(596,000)	(414,000)	(601,000)	(5,000)	0.8
** Youth LIVE Operations	(713,000)	(425,613)	(606,000)	(424,000)	(609,000)	(3,000)	0.5
C763 Souls Strong Project	(251,700)	(213,376)	(251,700)	(251,700)		251,700	(100.0)
D755 Youth Programming	(69,600)	(43,296)	(69,600)	(69,600)	(69,600)		
*** Youth Programming	(1,034,300)	(682,285)	(927,300)	(745,300)	(678,600)	248,700	(26.8)
C175 Hubbards Programming							

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
D155 Chocolate Lk Program	(240,200)	(229,079)	(240,200)	(260,384)	(240,200)		
D210 Lakeside Programming	(79,000)	(91,962)	(94,000)	(98,605)	(79,000)	15,000	(16.0)
D215 St.Margs/Tantal Prog	(22,400)	(11,708)	(14,700)	(17,435)	(22,400)	(7,700)	52.4
D580 St Andrews Programming	(153,200)	(160,358)	(153,200)	(179,053)	(57,900)	95,300	(62.2)
*** Mainland North & Western	(494,800)	(493,108)	(502,100)	(555,477)	(399,500)	102,600	(20.4)
D310 Gordon Snow Programm	(158,200)	(254,357)	(181,700)	(201,793)	(158,200)	23,500	(12.9)
D315 Acadia Programming	(97,500)	(79,746)	(110,500)	(108,845)	(110,500)		
D325 Lebrun Programming	(187,200)	(137,502)	(162,200)	(206,905)	(157,200)	5,000	(3.1)
D330 Mid. Musq. Program	(9,900)	(16,767)	(11,900)	(22,079)	(11,900)		
D350 Bdfd/Hmdplns CommCtr	(187,500)	(193,040)	(194,500)	(249,972)	(199,500)	(5,000)	2.6
*** Bedford/Sackville/Fall River	(640,300)	(681,411)	(660,800)	(789,594)	(637,300)	23,500	(3.6)
D172 NPCC Programming	(46,100)	(90,958)	(49,100)	(90,015)	(49,500)	(400)	0.8
D410 Musq Harbour Prog/FC	(97,100)	(109,531)	(99,600)	(91,600)	(99,600)		
D430 Sheet Hbr.Prog/FC	(32,200)	(23,367)	(32,300)	(24,628)	(30,800)	1,500	(4.6)
D620 Cherrybrk/LkEcho Pro	(9,200)	(8,849)	(9,200)	(6,800)	(6,000)	3,200	(34.8)
D630 Cole Hbr Programming	(125,000)	(148,716)	(122,500)	(132,184)	(123,500)	(1,000)	0.8
D810 Findlay Programming	(156,300)	(185,713)	(164,300)	(215,030)	(165,900)	(1,600)	1.0
D815 Dart North Com Ctr.	(57,000)	(75,092)	(58,500)	(93,200)	(59,100)	(600)	1.0
D825 Tallahassee Programming	(94,500)	(86,251)	(81,500)	(83,700)	(82,200)	(700)	0.9
*** Cole Harbour/Dartmouth & East	(617,400)	(728,478)	(617,000)	(737,157)	(616,600)	400	(0.1)
D510 Needham Programming	(106,700)	(136,052)	(106,700)	(129,700)	(106,700)		
D550 G. Dixon Programming	(125,000)	(127,656)	(125,000)	(126,390)	(125,000)		
D555 Isleville Programming	(22,600)	(11,440)	(18,800)	(39,100)	(22,600)	(3,800)	20.2
D575 Larry O'Connell Prog	(14,000)	(7,164)	(14,000)	(12,600)	(14,000)		
D590 Citadel Programming	(156,000)	(209,480)	(156,000)	(184,742)	(156,000)		
*** Peninsula	(424,300)	(491,792)	(420,500)	(492,532)	(424,300)	(3,800)	0.9
ADMN SSS - Administration					(301,500)	(301,500)	
ATHL SSS-Athletics					(158,000)	(158,000)	
ICEX SSS - Ice					(571,300)	(571,300)	
MEMB SSS - Memberships					(645,300)	(645,300)	
POOL SSS - Pool					(566,400)	(566,400)	
Z118 Stadium Programming	(955,800)	(679,991)	(864,300)	(639,000)		864,300	(100.0)
Z125 Stadium Admin.	(1,047,100)	(1,108,770)	(927,300)	(886,900)		927,300	(100.0)
Z186 Sackville SS Pool	(771,200)	(554,480)	(671,200)	(620,900)		671,200	(100.0)
*** Sackville Sports Stadium	(2,774,100)	(2,343,241)	(2,462,800)	(2,146,800)	(2,242,500)	220,300	(8.9)
**** Recreation Programming	(7,054,100)	(6,703,791)	(6,648,000)	(6,599,719)	(6,026,300)	621,700	(9.4)
** Aquatics							
** Fitness & Leisure							
*** Arena							
* Initiatives							
** Youth Live							
*** Recreation Programming							
**** Locked							
***** Total	(14,221,300)	(14,536,044)	(13,164,200)	(15,015,065)	(14,650,700)	(1,486,500)	11.3

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	14,661,000	14,312,411	15,145,700	14,769,568	14,955,400	(190,300)	(1.3)
6002 Salaries - Overtime	131,000	609,368	131,000	103,750	116,000	(15,000)	(11.5)
6003 Wages - Regular		5,426,878			40,000	40,000	
6004 Wages - Overtime		3,424					
6005 PDP & Union Con Incr		(631,861)		(95,364)			
6051 Shift Agreements		2,044					
6054 Vacation payout		20,264		3,112			
6099 Other Allowances		82					
6100 Benefits - Salaries	2,999,200	2,909,582	3,050,000	2,973,400	3,142,600	92,600	3.0
6101 Benefits - Wages		347,549					
6110 Vacancy Management	(840,100)		(698,000)		(648,000)	50,000	(7.2)
6150 Honorariums	10,600	5,783	10,600	10,950	10,300	(300)	(2.8)
6152 Retirement Incentives	91,000	95,634	100,000	99,500	106,000	6,000	6.0
6154 Workers' Compensation	230,100	351,834	265,000	265,400	270,900	5,900	2.2
6155 Overtime Meals	500	21,633	500	500	500		
6156 Clothing Allowance		150					
6157 stipends	326,500	270,452	326,500	271,750	326,500		
6158 WCB Recov Earnings		(1,421)		(4,390)			
6199 Comp & Ben InterDept	(465,600)	66,248	(465,600)	(588,800)	(500,200)	(34,600)	7.4
9200 HR CATS Wage/Ben	5,701,700	(715,995)	5,752,000	6,161,945	5,774,700	22,700	0.4
9210 HR CATS OT Wage/Ben		(653,390)		33,491			
* Compensation and Benefits	22,845,900	22,440,668	23,617,700	24,004,812	23,594,700	(23,000)	(0.1)
6201 Telephone	53,100	62,384	54,500	81,534	54,200	(300)	(0.6)
6202 Courier/Postage	68,800	55,436	65,900	57,640	64,400	(1,500)	(2.3)
6203 Office Furn/Equip	41,300	25,065	31,300	23,731	35,600	4,300	13.7
6204 Computer S/W & Lic	11,400	13,359	11,400	15,000	7,900	(3,500)	(30.7)
6205 Printing & Reprod	39,700	27,411	34,700	31,900	9,600	(25,100)	(72.3)
6207 Office Supplies	95,900	82,973	97,800	119,175	98,200	400	0.4
6299 Other Office Expenses	197,000	61,767	115,300	90,111	115,300		
* Office	507,200	328,396	410,900	419,091	385,200	(25,700)	(6.3)
6301 Professional Fees	5,100	18,997	5,100	32,200	17,500	12,400	243.1
6303 Consulting Fees	21,500	6,496	21,500	7,500	6,500	(15,000)	(69.8)
6304 Janitorial Services	198,100	265,821	245,100	253,101	210,800	(34,300)	(14.0)
6305 Property Appraisal	5,100	2,661			5,100	5,100	
6306 Property Survey		569					
6308 Snow Removal	29,000	41,975	22,900	36,900	22,900		
6309 Litigation Disburse		591		13,283			
6310 Outside Personnel	120,800	194,736	161,800	244,700	241,200	79,400	49.1
6311 Security	64,500	85,981	83,000	187,493	150,300	67,300	81.1
6312 Refuse Collection	28,400	56,818	34,400	66,701	52,700	18,300	53.2
6316 Real Property Disb		38					
6399 Contract Services	4,051,800	3,918,114	4,546,250	4,803,894	4,850,950	304,700	6.7
* External Services	4,524,300	4,592,797	5,120,050	5,645,772	5,557,950	437,900	8.6
6401 Uniforms & Clothing	101,900	83,992	101,800	128,271	104,900	3,100	3.0
6402 Med & First Aid Supp	10,100	6,042	10,400	12,563	9,600	(800)	(7.7)
6403 Patrol Equip Supplies		1,500					
6404 Rec Prog Supplies	337,300	296,078	329,350	326,550	319,550	(9,800)	(3.0)
6405 Photo Supp & Equip		170		20			
6406 Bridge Tolls	4,500	6,129	4,000	4,737	3,400	(600)	(15.0)
6407 Clean/Sani Supplies	51,100	56,141	64,600	73,511	65,200	600	0.9
6409 Personal Protect Equ	8,700	19,822	8,200	23,129	15,800	7,600	92.7
6499 Other Supplies	25,300	41,492	31,800	48,932	25,800	(6,000)	(18.9)
* Supplies	538,900	511,364	550,150	617,713	544,250	(5,900)	(1.1)
6501 Asphalt		394		22,900	103,250	103,250	
6502 Chemicals	500	647	500	600	700	200	40.0

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6503 Fertilizer	22,200	15,645	30,700	22,560	28,500	(2,200)	(7.2)
6504 Hardware	38,800	51,124	63,600	59,370	72,000	8,400	13.2
6505 Lubricants	3,400	1,802	3,400	4,340	23,400	20,000	588.2
6506 Lumber	38,300	78,045	51,300	53,050	47,900	(3,400)	(6.6)
6507 Propane		98		303			
6508 Ready Mix Concrete	1,800	120	1,800	1,800	2,900	1,100	61.1
6510 Road Oils		83	1,000			(1,000)	(100.0)
6511 Salt	500	67	500	500	5,500	5,000	1,000.0
6512 Sand	19,200	21,786	23,200	11,658	15,000	(8,200)	(35.3)
6513 Seeds & Plants	80,800	63,268	88,300	51,700	57,600	(30,700)	(34.8)
6514 Sodas	10,400	3,016	10,000	6,725	9,600	(400)	(4.0)
6515 Stone and Gravel	48,900	61,672	70,400	72,206	87,450	17,050	24.2
6516 Topsoil	69,900	57,266	79,100	115,020	110,400	31,300	39.6
6517 Paint	72,100	84,499	73,100	78,310	76,700	3,600	4.9
6518 Metal	1,500		1,500	500	1,000	(500)	(33.3)
6519 Welding Supplies	500	2,652	500	1,800		(500)	(100.0)
6520 Salt-Sand Mix					500	500	
6522 Greenhouse Materials					15,000	15,000	
6599 Other Materials	19,600	18,435	19,600	11,150	7,000	(12,600)	(64.3)
* Materials	428,400	460,618	518,500	514,492	664,400	145,900	28.1
6602 Electrical	66,400	83,805	79,400	76,970	92,800	13,400	16.9
6603 Grnds & Landscaping	161,400	6,900	153,400	93,794	174,100	20,700	13.5
6604 Bus Gates/Shltr-R&M		827					
6605 Municipal Taxes	43,400	43,728	46,500	40,900	37,800	(8,700)	(18.7)
6606 Heating Fuel	79,600	58,596	70,400	58,900	70,400		
6607 Electricity	744,500	802,914	805,000	1,163,747	1,437,600	632,600	78.6
6608 Water	97,900	139,662	106,600	129,312	141,400	34,800	32.6
6610 Building - Exterior	200	6,566	200	19,950	100	(100)	(50.0)
6611 Building - Interior	2,500	7,115	2,000	4,350	37,000	35,000	1,750.0
6612 Safety Systems	800	3,122	800	4,100	800		
6614 Envir Assess/Cleanup	1,100		1,100			(1,100)	(100.0)
6617 Pest Management	4,500	2,819	4,000	4,800	4,200	200	5.0
6699 Other Building Cost	223,200	365,312	322,300	529,200	519,100	196,800	61.1
* Building Costs	1,425,500	1,521,366	1,591,700	2,126,023	2,515,300	923,600	58.0
6701 Equipment Purchase	377,600	365,975	402,100	365,310	437,600	35,500	8.8
6702 Small Tools	26,400	38,097	27,300	35,130	30,900	3,600	13.2
6703 Computer Equip/Rent	2,200	446	2,200	2,800	5,700	3,500	159.1
6704 Equipment Rental	61,200	48,994	62,200	50,150	61,900	(300)	(0.5)
6705 Equip - R&M	20,800	14,481	23,100	16,950	23,000	(100)	(0.4)
6706 Computer R&M	600	1,741	600	400	600		
6707 Plumbing & Heating	14,100	43,670	14,100	8,387	12,100	(2,000)	(14.2)
6708 Mechanical Equipment	4,600		4,600	3,000	1,000	(3,600)	(78.3)
6711 Communication System	27,000	120,494	70,000	97,148	93,500	23,500	33.6
* Equipment & Communications	534,500	633,898	606,200	579,275	666,300	60,100	9.9
6802 Vehicle R&M	1,200	1,533	1,200	1,100	1,000	(200)	(16.7)
6803 Vehicle Fuel - Diesel	3,100	476	3,100	1,900	600	(2,500)	(80.6)
6804 Vehicle Fuel - Gas	6,400	6,168	6,400	7,250	6,700	300	4.7
6806 Vehicle Rentals	5,000	6,777	5,000	17,870	5,800	800	16.0
6811 Shop Supplies		29		200			
* Vehicle Expense	15,700	14,984	15,700	28,320	14,100	(1,600)	(10.2)
6901 Membership Dues	18,200	13,608	17,700	15,620	19,150	1,450	8.2
6902 Conferences/Workshop	17,900	4,797	21,900	59,720	19,500	(2,400)	(11.0)
6903 Travel - Local	200,400	188,033	197,100	201,685	191,500	(5,600)	(2.8)
6904 Travel - Out of Town	18,000	33,739	20,200	24,838	17,700	(2,500)	(12.4)
6905 Training & Education	61,300	48,308	78,400	61,327	61,700	(16,700)	(21.3)
6906 Licenses & Agreements	20,800	5,596	6,400	4,602	5,800	(600)	(9.4)
6908 Medical Examinations	2,900	4,011	2,900	5,050	2,950	50	1.7
6909 Cost of Sales	252,800	368,121	327,800	301,285	243,800	(84,000)	(25.6)
6910 Signage	21,000	4,424	23,700	22,380	40,800	17,100	72.2

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
6911 Facilities Rental	350,700	297,351	375,000	393,255	382,900	7,900	2.1
6912 Advertising/Promotio	72,600	29,907	82,000	50,680	92,100	10,100	12.3
6913 Awards	47,100	56,252	52,600	73,974	60,500	7,900	15.0
6914 Recruiting			1,000	1,100	1,000		
6916 Public Education	26,000	57,514	26,000	25,500	46,000	20,000	76.9
6917 Books and Periodicals	1,900	374	1,600	200	1,600		
6918 Meals	4,300	5,321	4,800	4,820	4,500	(300)	(6.3)
6919 Special Projects	221,700	273,364	410,200	1,172,684	571,200	161,000	39.2
6928 Committee Expenses	300		300		300		
6929 Procurement Card Clg		19					
6932 Youth Pr Services			3,000	1,200	3,000		
6933 Community Events	837,400	1,036,523	832,400	1,296,515	833,000	600	0.1
6936 Staff Relations		125					
6938 Rewarding Excellence	15,500	5,732	14,500	18,900	13,900	(600)	(4.1)
6940 Fencing	60,400	134,728	109,100	155,460	173,700	64,600	59.2
6941 Playground Equipment	38,400	25,512	31,900	41,200	47,300	15,400	48.3
6942 Management Fees	359,300	372,986	359,300	480,834	568,200	208,900	58.1
6943 Health and Wellness		468	2,000	2,000	2,000		
6999 Other Goods/Services		40,783	2,500	25,345	1,000	(1,500)	(60.0)
<b>* Other Goods &amp; Services</b>	<b>2,648,900</b>	<b>3,007,597</b>	<b>3,004,300</b>	<b>4,440,174</b>	<b>3,405,100</b>	<b>400,800</b>	<b>13.3</b>
7001 Interdept Equip Chg				736			
7005 Interdept EXP				(53)			
7009 Internal Trfr Other	(20,000)	(87,180)	(20,000)	(109,283)	(20,000)		
7010 IntTrfr Insur Funds		(8,621)					
7011 Int Trf Record Check		14,660		11,300			
7013 Int Trf Extra Duty	212,400	33,357	212,400	32,514	212,400		
7015 Int Trf FacilityRent		61,722		348			
9900 Rev/Exp.Vehicle Rent	0		0	0	0		
9911 PM Labour-Reg		3,159		400			
<b>* Interdepartmental</b>	<b>192,400</b>	<b>17,097</b>	<b>192,400</b>	<b>(64,038)</b>	<b>192,400</b>		
8011 Interest on Debentur	348,100	367,259	332,300	332,300	294,300	(38,000)	(11.4)
8012 Principal on Debentu	995,800	1,316,283	1,313,600	1,313,600	1,313,600		
<b>* Debt Service</b>	<b>1,343,900</b>	<b>1,683,542</b>	<b>1,645,900</b>	<b>1,645,900</b>	<b>1,607,900</b>	<b>(38,000)</b>	<b>(2.3)</b>
8001 Transf Outside Agenc	3,086,900	3,650,326	3,032,300	3,157,383	3,032,300		
8003 Insurance Pol/Prem	9,000	7,683	9,000	9,200	9,000		
8004 Grants	1,998,800	1,319,721	2,005,200	1,986,900	2,405,200	400,000	19.9
8008 Transf to/fr Reserve	(1,486,800)	(1,029,791)	(1,366,800)	(2,298,717)	(1,621,800)	(255,000)	18.7
8022 Transf to/fr Trust		(51,743)		(48,935)			
<b>* Other Fiscal</b>	<b>3,607,900</b>	<b>3,896,196</b>	<b>3,679,700</b>	<b>2,805,831</b>	<b>3,824,700</b>	<b>145,000</b>	<b>3.9</b>
<b>** Total</b>	<b>38,613,500</b>	<b>39,108,523</b>	<b>40,953,200</b>	<b>42,763,365</b>	<b>42,972,300</b>	<b>2,019,100</b>	<b>4.9</b>

						<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		
5101 Parking Rentals	(150,000)	(145,162)	(150,000)	(150,000)	(150,000)		
5102 Facilities Rentals	(1,545,900)	(1,476,369)	(1,505,500)	(1,519,947)	(1,573,800)	(68,300)	4.5
5150 Other Rental Revenue	(38,600)	(135,156)	(50,000)	(53,964)	(43,600)	6,400	(12.8)
5151 Lease Revenue	(508,200)	(518,921)	(442,200)	(446,491)	(423,900)	18,300	(4.1)
5204 Administration Fees	(17,500)	(22,729)	(25,000)	(23,000)	(25,000)		
5207 Arts & Crafts Revenue	(123,700)	(127,756)	(134,000)	(159,700)		134,000	(100.0)
5208 Dance & Drama Revenue	(93,900)	(74,038)	(88,200)	(86,428)		88,200	(100.0)
5209 Comm. Events Rev.	(567,200)	(488,332)	(547,200)	(654,116)	(549,200)	(2,000)	0.4
5210 Sport & Fitness Rev.	(634,800)	(696,782)	(631,400)	(717,855)	(660,800)	(29,400)	4.7
5211 Program Facil. Rev.	(77,000)	(60,343)	(78,000)	(33,685)		78,000	(100.0)
5212 Leisure Skills Rev.	(237,700)	(227,141)	(240,600)	(261,838)	(274,600)	(34,000)	14.1
5213 Play. & Camp Rev.	(719,400)	(756,384)	(768,500)	(832,637)	(731,900)	36,600	(4.8)
5214 Wellness Revenue	(28,200)	(39,701)	(21,400)	(50,795)		21,400	(100.0)
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
5215 Aquat.Rev.-Instuct.	(957,000)	(762,893)	(879,000)	(869,870)	(869,000)	10,000	(1.1)
5216 Aquat.Rev.-Recreat.	(181,500)	(157,416)	(182,500)	(161,733)	(170,800)	11,700	(6.4)
5218 Hockey Revenue	(11,400)	(9,130)	(11,000)	(5,000)	(30,000)	(19,000)	172.7
5219 Ice Rentals	(3,663,400)	(3,714,392)	(2,742,400)	(4,280,702)	(4,734,900)	(1,992,500)	72.7
5220 Public Skates	(18,000)	(17,490)	(18,000)	(18,000)	(18,000)		
5225 Tipping Fees-Waste R				100			
5228 Membership Revenue	(979,300)	(761,996)	(887,300)	(692,500)	(785,300)	102,000	(11.5)
5239 Cultural Programs					(192,400)	(192,400)	
5250 Sales of Svcs-Other	(421,300)	(302,327)	(315,300)	(314,800)	(325,300)	(10,000)	3.2
5402 Sale of Bottles	(85,000)	(49,169)	(60,000)	(40,000)	(60,000)		
5403 Sale-Other Recycle	(435,000)	(333,423)	(350,000)	(336,000)	(350,000)		
5404 Canteen Revenue	(5,100)	(143,124)	(175,100)	(139,874)	(13,000)	162,100	(92.6)
5450 Other Sales Revenue	(14,600)	(8,178)	(14,600)	(7,000)	(9,600)	5,000	(34.2)
* Fee Revenues	(11,513,700)	(11,028,352)	(10,317,200)	(11,855,835)	(11,991,100)	(1,673,900)	16.2
5501 Fundraising	(5,400)		(5,400)	(5,400)	(5,400)		
5503 Advertising Revenue	(150,700)	(149,438)	(147,400)	(213,998)	(284,100)	(136,700)	92.7
5508 Recov External Parti	(2,267,500)	(3,082,044)	(2,493,500)	(2,737,135)	(2,175,800)	317,700	(12.7)
5509 NSF Chq Fee	(8,400)	(4,065)	(6,500)	(2,500)	(6,500)		
5600 Miscellaneous Revenue	(275,600)	(272,145)	(194,200)	(200,197)	(187,800)	6,400	(3.3)
* Other Revenue	(2,707,600)	(3,507,693)	(2,847,000)	(3,159,230)	(2,659,600)	187,400	(6.6)
** Total	(14,221,300)	(14,536,044)	(13,164,200)	(15,015,065)	(14,650,700)	(1,486,500)	11.3
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Bud Var.</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>24,392,200</b>	<b>24,572,478</b>	<b>27,789,000</b>	<b>27,748,300</b>	<b>28,321,600</b>	<b>532,600</b>	<b>1.9</b>



# Planning & Development

## 2018/19 Multi-Year Budget & Business Plan

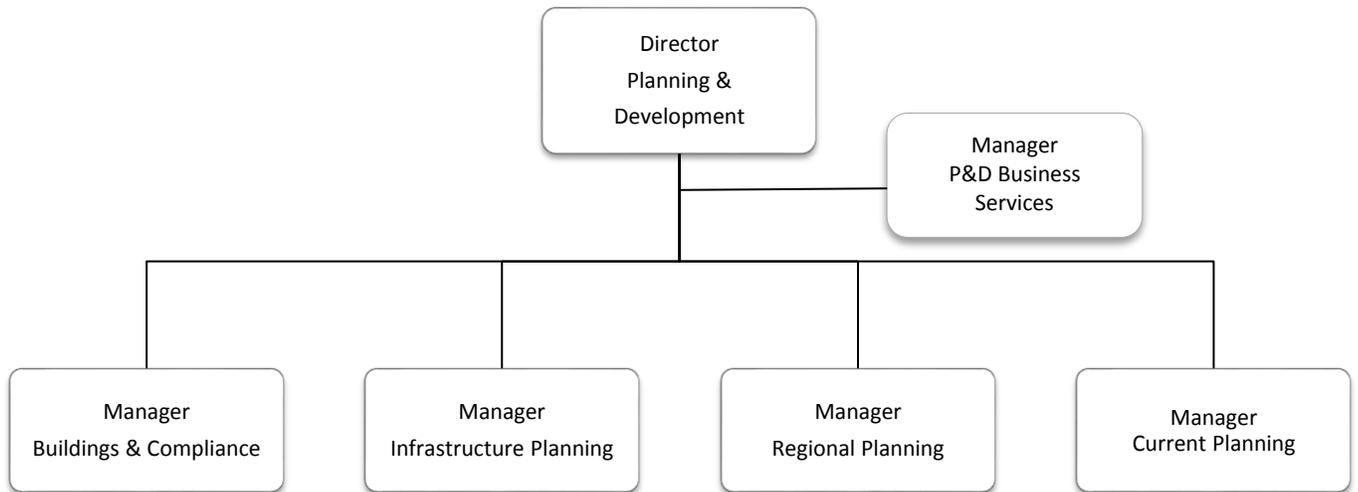
**Mission:** Planning & Development is leading Halifax's transformation, ensuring our city is resilient and a preferred destination for people, investment and new ideas. We are taking action aligned with these priorities and are committed to delivering results that are valued by Regional Council and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

## PLANNING & DEVELOPMENT OVERVIEW

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

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

This is achieved through delivery of services designed to build a municipality with a healthy, vibrant and sustainable future. Planning & Development is responsible for regional and community planning, urban design and heritage planning, land development and regulation, infrastructure planning and growth analysis, transportation planning, energy and environmental management, licencing, compliance and building standards. The team delivers services in an efficient, accurate, professional and coordinated manner and fosters and maintains productive relationships with citizens, the development industry, other internal and external departments, and Regional Council.



## Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	202.0	+8	210
Seasonal/Term	7.8	-0.3	7.5
Total	209.8	7.7	217.5

## Planning & Development Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Planned	Planned	Planned
Percent of the average tax bill spent on Planning & Development	1.1%	1.2%	1.5%
Average tax bill amount spent on Planning & Development	\$20.50	\$21.80	\$28.80

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19).

## 18/19 Planning & Development Initiatives

### Service Delivery - Service to our Business

#### P&D Renewal

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

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

### Service Delivery - Service to our People

#### P&D Service Delivery Excellence

As part of organizational performance excellence, Planning and Development is committed to implementing a continuous improvement model of service delivery associated with the processing of P&D applications, issuing of permits and licenses and ensuring compliance to By-law and Building Standards.

## Transportation - Interconnected and Strategic Growth

### Transportation Planning

To meet regional mobility needs, Strategic Transportation Planning will plan, program and measure the projects and programs that will meet those demands in a sustainable manner. The unanimous approval of the Integrated Mobility Plan (IMP) in December 2017 provides an overarching strategic document that will support growth, development and the transportation of goods and people of all ages and abilities, using all transportation modes including walking, bicycling, transit, and motor vehicles, consistent with the Regional Plan. Strategic Transportation Planning will use the evaluation scorecard outlined in the IMP and monitor key performance metrics and costs to provide evidence-based plans that support future transportation networks.

## Economic Development – Promote and Maximize Growth

### Regional Plan

In 2018/19, Planning & Development will create a scoping document for the 10-year Regional Plan Review by analyzing recommendations from key studies to inform the next iteration of the Regional Plan. The work program will be informed by high-level best practice and regional plan indicators as well as the recommendations from the Integrated Mobility Plan, Green Network Plan, Centre Plan, Plan & By-law Simplification Project and the Culture & Heritage Priorities Plan.

### Centre Plan

The Centre Plan represents a strong blueprint for smart growth in the Regional Centre: directing high-quality development to areas where it can best be accommodated, and providing enhanced protections for heritage properties and neighbourhoods that are well established. The Centre Plan forms part of a vision for a dense, livable and prosperous Regional Centre (Dartmouth and Halifax urban core) that will create sustained economic, environmental and social benefits across the entire municipality. In 18/19 Planning & Development plans to finalize consultations, obtain adoption of the plan by Regional Council, and begin monitoring compliance with the plan.

## Healthy, Liveable Communities – Energy and Environment

### Environmental Planning & Growth Management

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

## Planning & Development Budget

### Planning & Development Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
<b>Transportation</b>			
Interconnected and Strategic Growth	Road Corridor Land Acquisition	\$100,000	\$0
Interconnected and Strategic Growth	Shearwater Connector	\$100,000	\$0

## Planning & Development Operating Budget

### Planning & Development Budget by Service Area

Service Area Budget Overview								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Planning & Development Admin. Summary of Expense & Revenue Types	2,155,500	1,719,602	2,199,800	2,034,599	2,226,100	1,957,900	(241,900)	(11.0)
Municipal Compliance Summary of Expense & Revenue Types	(4,598,000)	(4,368,121)	(5,978,100)	(3,962,016)	(6,840,200)	(3,101,600)	2,876,500	(48.1)
Infrastructure Growth Summary of Expense & Revenue Types	1,905,100	1,551,254	2,090,900	2,044,064	2,096,400	1,442,300	(648,600)	(31.0)
Planning Summary of Expense & Revenue Types	3,645,200	3,540,054	4,736,900	4,192,758	4,776,400	4,888,600	151,700	3.2
Development Summary of Expense & Revenue Types	2,136,100	2,155,258	2,597,700	2,545,685	2,289,100	2,565,300	(32,400)	(1.2)
	<b>5,243,900</b>	<b>4,598,047</b>	<b>5,647,200</b>	<b>6,855,090</b>	<b>4,547,800</b>	<b>7,752,500</b>	<b>2,105,300</b>	<b>37.3</b>

### Summary of Changes Included in Proposed Planning & Development Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$5,647,200</b>
Compensation	Reclassifications and salary adjustments	No impact on service delivery	\$152,300	\$202,300
	New System Administrator, PLC Solution (OCC)	Improved Service Delivery	\$50,000	
Interdepartmental Transfers	Parking Revenue Transfer (to TPW)	No impact on service delivery	\$39,000	\$42,000

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
	Winter Parking Ban Enforcement (from TPW)	Improved Service Delivery	\$15,000	
	Vehicle Maintenance (to CCS)	Improved Service Delivery	-\$12,000	
Budget Adjustments (Revenues)	Parking Fine Revenue (Not Realized)	No impact on service delivery	\$2,000,000	\$1,771,000
	Planned Increases in Major Planning and Subdivision Fees	Improved Service Delivery	-\$119,000	
	Increased Encroachment Revenues	No impact on service delivery	-\$110,000	
Budget Adjustments (Expenditures)	Compensation for 9 New Parking Compliance Officers	Improved Service Delivery	\$615,500	\$90,000
	Net Parking Compliance Contract Reduction	Improved Service Delivery	-\$665,000	
	Staffing of P&D Renewal Positions (vacancy reductions)	Improved Service Delivery	\$247,500	
	Lake Banook Pollution Control Study (one-time funding)	Improved Service Delivery	\$150,000	
	Transfer of one- time funding from Reserve	No impact on service delivery	-\$150,000	
	Decreased Hardware and Licensing Costs	No impact on service delivery	-\$175,000	
	Research and Advertising Reductions	No impact on service delivery	-\$23,000	
	Rural Transit Grant Increase	Improved Service Delivery	\$90,000	
<b>Total Impact of Changes</b>				<b>\$2,105,300</b>
<b>2018/2019 Proposed Budget</b>				<b>\$7,752,500</b>

### Planning & Development Summary of Expense & Revenue Types

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	14,799,900	13,859,362	15,949,100	15,636,786	17,014,100	1,065,000	6.7
* Office	226,400	205,890	348,300	297,095	223,000	(125,300)	(36.0)
* External Services	2,859,900	3,337,367	2,311,800	2,960,536	1,798,500	(513,300)	(22.2)
* Supplies	31,300	22,875	30,300	34,155	31,500	1,200	4.0
* Materials	100	1,336	100	100	100		
* Building Costs	47,000	14,778	35,000	3,240	30,000	(5,000)	(14.3)
* Equipment & Communications	115,900	23,670	156,600	156,313	98,000	(58,600)	(37.4)
* Vehicle Expense	8,700	29,151	32,200	134,793	32,700	500	1.6
* Other Goods & Services	976,500	513,959	974,400	638,738	951,300	(23,100)	(2.4)
* Interdepartmental	400	(2,003)	400	15,344	400		
* Other Fiscal	(836,200)	(999,863)	290,000	(388,710)	230,000	(60,000)	(20.7)
** Total	<b>18,229,900</b>	<b>17,006,521</b>	<b>20,128,200</b>	<b>19,488,390</b>	<b>20,409,600</b>	<b>281,400</b>	<b>1.4</b>
<b>Revenues</b>							
* Fee Revenues	(12,791,000)	(12,040,263)	(14,296,000)	(12,250,000)	(12,472,100)	1,823,900	(12.8)
* Other Revenue	(195,000)	(368,211)	(185,000)	(383,300)	(185,000)		
** Total	<b>(12,986,000)</b>	<b>(12,408,474)</b>	<b>(14,481,000)</b>	<b>(12,633,300)</b>	<b>(12,657,100)</b>	<b>1,823,900</b>	<b>(12.6)</b>
<b>Net Surplus/Deficit</b>							
<b>Net Surplus/Deficit</b>	<b>5,243,900</b>	<b>4,598,047</b>	<b>5,647,200</b>	<b>6,855,090</b>	<b>7,752,500</b>	<b>2,105,300</b>	<b>37.3</b>

## 18/19 PLANNING & DEVELOPMENT SERVICE AREA PLANS

### Buildings & Compliance

Buildings & Compliance is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to building construction, licensing and by-law enforcement. This division is responsible for the Animal Control, Parking Enforcement, Building Inspection and Minimum Standards, and By-law Enforcement program areas.

#### Services Delivered:

##### Healthy, Liveable Communities - Public Safety

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

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

Licensing - Responsible for the administration and issuance of various licences.

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

##### Social Development - Housing and Neighborhoods

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

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

##### Service Delivery - Service to our People

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

### Service Delivery Measures

Buildings & Compliance Performance Measures	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Planned	MBNC Median <sup>1</sup> 2016
<b>Building Standards</b>						
Number of Building Permits Issued in the reporting year	3,472	4,139	4,167	4,603	4500	-
Total Construction Value (CV) of Building Permits Issued per Capita <sup>2</sup>			1,606	2,334	1,850	\$2,245

<b>Buildings &amp; Compliance Performance Measures</b>	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Planned</b>	<b>MBNC Median<sup>1</sup> 2016</b>
Building Inspections & Reviews	19,416	18,586	18,590	20,828	20,000	N/A
<b>By-law Standards</b>						
Number of By-law - Service Requests <sup>3</sup>	15,537	17,516	24,445	27,104	25,000	
Number of By-law Services Inspections	14,833	15,620	13,140	13,498	14,000	N/A
Number of Minimum Standards Service Request (M100)	577	734	687	330	300	N/A
<b>License Standards</b>						
Number of Tickets Issued (Parking Enforcement)	186,473	178,620	170,759	144,757	175,000	N/A
Number of Licenses Issued <sup>4</sup>	22,807	22,807	24,450	23,750	24,000	N/A
Number of Animals Handled (Animal Control)	686	704	555	448	500	N/A

(1) Municipal Benchmarking Network Canada

(2) 17/18 Population: 431,701

(3) Service requests include requests from Animal Services, License Standards and By-law Standards

(4) Types of licenses include dog, taxi and limousine, sign, vending, sidewalk café and marriage

## Performance Analysis

Planning and Development has been issuing, on average, approximately 4,095 permits each year over the past four years. This includes blasting, demolition, development, streets and services, permanent signs, and standard construction permits. In 2017, the number of permits remained virtually the same as 2016 – based on permits issued as of Dec 19, 2017. Of the permits issued, urban communities account for 40% of all permits and both the Regional Centre and rural represented 30% each.

In 2017, the declared construction value of all permits was just over \$1.0 billion. This is up \$213 million from 2016. The main increase came from commercial and multi-unit development (new, additions, and renovations). The Regional Centre accounted for 42% of the total declared construction value, while the urban communities represented 40%, and 18% in the rural areas.

## 18/19 Buildings & Compliance Key Deliverables

<b>18/19 Deliverables with Estimated Completion</b>
<b>Healthy, Liveable Communities - Public Safety</b>
<b>Parking Enforcement – Establish SLA</b> (Est. Compl: 18/19) Undertake Service Level Agreement (SLA) with Province regarding parking tickets, dockets, transferring of information.
<b>Parking Enforcement – Implement SLA</b> (Est. Compl: 18/19) Implement SLA with Province regarding parking tickets, dockets, transferring of information using new parking technology management and payment solution.
<b>Licensing Review</b> (Est. Compl: 18/19) Review licensing programs to increase service efficiencies and lessen red tape. Licensing revisions include: Repeal A200, Automatic Machines; Amend to simplify By-law S-801, Temp Signs.; Taxi Industry review via consultant and simplification of By-law T-1000 & A.O.39, Respecting Taxi regulation.

<b>18/19 Deliverables with Estimated Completion</b>
<b>Licensing Technology (Est. Compl: 18/19)</b> Enable encroachment licenses for E200 - Encroachment By-law via Permits & Licensing Technology.
<b>By-law Standards Review and Implementation (Est. Compl: 18/19)</b> Operationalize new by-laws including Land Use By-law simplifications, S-300 - Streets By-law, E-200 - Encroachment By-law and other projects with the by-law review team (Legal Services). Develop capacity to support these new by-laws.
<b>Social Development - Housing and Neighborhoods</b>
<b>By-law M-200, Standards for Residential Occupancies, Recommendations (Est. Compl: 18/19)</b> Working with the P&D Business Services team and in collaboration with Halifax Fire & Emergency, implement phase one and two recommendations of the consultant's report regarding a new program for minimum standards for residential occupancies under By-law M-200.
<b>Building Standards Operation Review - Phase 1 (Est. Compl: 18/19)</b> Reproduce new multi-unit, industrial, commercial, institutional (MICI) literature and comply with Auditor General Office recommendations to create an Operations Manual and provide regular reporting to Regional Council on service delivery.
<b>Building Standards Operation Review - Phase 2 (Est. Compl: 18/19)</b> Develop program and by-law to license building and plumbing contractors. Revise by-law B-201 - Building By-law.

### Buildings & Compliance Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	5,524,600	5,317,242	5,703,300	5,838,300	6,607,200	903,900	15.8
* Office	129,000	116,939	116,700	138,200	116,600	(100)	(0.1)
* External Services	1,520,500	1,487,344	1,496,500	1,112,234	656,000	(840,500)	(56.2)
* Supplies	26,900	20,175	25,200	31,200	26,500	1,300	5.2
* Building Costs	12,000	16					
* Equipment & Communications	15,800	20,135	41,500	140,000	47,900	6,400	15.4
* Vehicle Expense	6,500	28,731	30,000	132,900	30,500	500	1.7
* Other Goods & Services	255,300	117,656	140,300	99,600	155,300	15,000	10.7
* Interdepartmental	400	(13,272)	400	2,550	400		
* Other Fiscal	60,000	128,849	110,000	110,000	110,000		
<b>** Total</b>	<b>7,551,000</b>	<b>7,223,814</b>	<b>7,663,900</b>	<b>7,604,984</b>	<b>7,750,400</b>	<b>86,500</b>	<b>1.1</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(12,089,000)	(11,366,085)	(13,592,000)	(11,547,000)	(10,802,000)	2,790,000	(20.5)
* Other Revenue	(60,000)	(225,850)	(50,000)	(20,000)	(50,000)		
<b>** Total</b>	<b>(12,149,000)</b>	<b>(11,591,935)</b>	<b>(13,642,000)</b>	<b>(11,567,000)</b>	<b>(10,852,000)</b>	<b>2,790,000</b>	<b>(20.5)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>(4,598,000)</b>	<b>(4,368,121)</b>	<b>(5,978,100)</b>	<b>(3,962,016)</b>	<b>(3,101,600)</b>	<b>2,876,500</b>	<b>(48.1)</b>

## Infrastructure Planning

Infrastructure Planning is committed to supporting Regional Council priorities through the formulation and implementation of policies, standards, by-laws and programs related to the ongoing management of infrastructure, growth and development including the Integrated Mobility Plan. This division is responsible for the strategic transportation, infrastructure policy and standards and development engineering program areas.

### Services Delivered:

#### Healthy, Liveable Communities - Public Safety

Infrastructure Policy & Standards – Leads the assessment of infrastructure policy standards and plans to assist and manage growth and development issues, taking direction from the Regional Plan; responsible for developing infrastructure standards to be employed in the assessment of municipally-approved infrastructure, research of appropriate and relevant development standards and engineering standards, including those pertaining to stormwater management

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

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

#### Transportation – Interconnected and Strategic Growth

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

## 18/19 Infrastructure Planning Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Transportation - Interconnected and Strategic Growth</b>
<p><b>Integrated Mobility Plan – Implementation</b> (Est. Compl: 18/19) Begin to program and implement early deliverables of the Mobility Plan, develop performance monitoring and reporting framework, develop approach for integrating the Mobility Plan with the next Regional Plan update.</p>
<b>Healthy, Liveable Communities – Energy and Environment</b>
<p><b>Flood Risk Assessments – Conduct Study</b> (Est. Compl: 18/19) National Disaster Mitigation Program (NDMP) study and risk assessments on flood prone areas according to federal guidelines completed. The risk assessment will be used to develop a draft joint funding policy and framework for major storm sewers with Halifax Water.</p>

<b>18/19 Deliverables with Estimated Completion</b>
<b>Flood Risk Assessments – Plan for Implementation</b> (Est. Compl: 18/19). Plan for implementation of the NDMP study, where appropriate, and formally adapt joint funding and program capital work.
<b>Flooding By-law Development</b> (Est. Compl: 18/19) Develop joint standards with Halifax Water, including best management practices and low impact development and design criteria. Adopt stormwater policy framework and draft by-law. Consider adoption of interim by-law for grade alteration, sedimentation and erosion control.
<b>Flooding By-law Development – Adopt By-law</b> (Est. Compl: 18/19) Adopt joint standards and final by-law to reflect NSUARB direction
<b>Economic Development - Focus on the Regional Centre</b>
<b>Infrastructure Standards Regional Centre – Approach and Guideline</b> (Est. Compl: 18/19) Agree on legislative approach and formally adopt infrastructure guidelines for Regional Centre.
<b>Governance and Engagement - Fiscal Responsibility</b>
<b>Infrastructure Charges Implementation Plan</b> (Est. Compl: 18/19) Develop methodology and implementation strategy for infrastructure charges to pay growth related capital costs of facilities needed to support growth. Complete study and implementation schedule to be presented to Regional Council, to inform 2018/19 budget. Begin drafting appropriate by-laws.

### Infrastructure Planning Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	1,728,700	1,350,796	1,721,300	1,542,095	1,755,600	34,300	2.0
* Office	19,700	8,665	18,500	34,415	18,500		
* External Services	568,100	560,720	320,000	923,128	320,000		
* Supplies	3,200	843	3,500	1,000	3,500		
* Equipment & Communications	100,100	891	100,100	213	50,100	(50,000)	(50.0)
* Vehicle Expense	700	167	700	700	700		
* Other Goods & Services	89,700	84,751	85,800	104,646	83,900	(1,900)	(2.2)
* Interdepartmental		45		2,867			
* Other Fiscal	(468,100)	(303,195)	(20,000)	(275,100)	10,000	30,000	(150.0)
<b>** Total</b>	<b>2,042,100</b>	<b>1,703,684</b>	<b>2,229,900</b>	<b>2,333,964</b>	<b>2,242,300</b>	<b>12,400</b>	<b>0.6</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(137,000)	(152,123)	(139,000)	(153,000)	(800,000)	(661,000)	475.5
* Other Revenue		(307)		(136,900)			
<b>** Total</b>	<b>(137,000)</b>	<b>(152,430)</b>	<b>(139,000)</b>	<b>(289,900)</b>	<b>(800,000)</b>	<b>(661,000)</b>	<b>475.5</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>1,905,100</b>	<b>1,551,254</b>	<b>2,090,900</b>	<b>2,044,064</b>	<b>1,442,300</b>	<b>(648,600)</b>	<b>(31.0)</b>

## Regional Planning

Regional Planning is committed to supporting Regional Council priorities through the formulation of long-range objectives and policies related to future land use and the growth and development of the municipality. This work has far reaching implications for the organization as it proactively defines the regional settlement pattern and influences the long-term environmental, social and economic resiliency of the community. This division is responsible for the planning and strategic initiatives, urban design and heritage, environment and energy and social and economic research program areas.

### Services Delivered:

#### Economic Development - Focus on the Regional Centre

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

#### Economic Development - Arts, Culture and Heritage

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

#### Social Development - Housing and Neighborhoods

Affordable Housing – Support for the objectives of the Housing and Homelessness Partnership by exploring ways to positively impact affordable housing via programs, policies and regulations that the Municipality controls in keeping with the Regional Municipal Planning Strategy.

#### Healthy, Liveable Communities - Energy and Environment

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

#### Governance and Engagement - Municipal Governance

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

Priority Plans - On-going work to develop and implement priorities plans including Culture and Heritage and the Green Network Plan.

**Social & Economic Research** – Prepares projections related to population and employment, including statistics related to regional land supply for housing and employment, and such other research or forecasting issues assigned. Collects and assesses socio-economic data to be used departmentally and corporately and ensures the delivery of annual reporting on Regional Plan indicators and development trend statistics. Complete research on a municipal-wide basis on a wide selection of demographic, socio-economic, land use and economic subjects.

## Service Delivery Measures

Regional Planning Performance Measures	2015 Actual	2016 Actual	2017 Actual	2018 Planned	MBNC Median* 2016
Housing Starts	2,599	2,305	2,752	2,600	N/A

## Performance Analysis

Since 2014, the number of new residential units within the Regional Centre has steadily increased and now represents, on average, 38%, of all permits issued for residential developments. This is up 11% since 2014. The majority of the new units issued are for new or renovated multi-unit buildings.

The number of new units within the urban communities<sup>1</sup> has fluctuated over the past four years with an average of over 1,500 units being issued each year. The type of housing being constructed in these areas are a mix of low (single and two units), mid (townhouses and multi-units up to 4 units), and high-density dwelling developments (more than 4 units).

The number of new units in rural areas have shown a small increase in each year since 2014 with nearly 400 units being issued in 2017 compared to 275 units in 2014. Single unit dwellings are the main housing type in these areas. Despite the percent of units issued, the rural areas continue to represent only 11% of HRM's total number of permits issued for new units.

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<sup>1</sup> Urban communities are those communities outside the Regional Centre where municipal water and sewer services are provided and generally covers the communities surrounding the harbour such as Eastern Passage, Cole Harbour, Dartmouth outside the Circumferential, Sackville, Bedford, Mainland Halifax, Timberlea, to Herring Cove.

## 18/19 Regional Planning Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Governance and Engagement - Municipal Governance</b>
<p><b>Indicators, Trends &amp; Data Management – Expand Database</b> (Est. Compl: 18/19) To continue to monitor and report on the effectiveness of HRM Policy including the Regional Plan to support evidence-based decision-making. There is a need to report on development trends and statistics on a variety of socio-economic and demographic topics relevant to the Regional Plan. To support both initiatives, staff will continue to expand and maintain a comprehensive database.</p>
<b>Service Delivery - Service to our Business</b>
<p><b>Plan and By-law Simplification</b> (Est. Compl: 18/19) To more effectively support the Regional Plan, Planning and Development is creating a refined secondary planning and land use by-law simplification work program, focused on resolving targeted regional and community planning policy issues, including red tape reduction and improved administration. 2018/19 will focus on reporting back to Regional Council on Phase I of the work program (Centre Plan) and initiating the Phase II work program for the Urban Communities.</p>
<b>Economic Development - Focus on the Regional Centre</b>
<p><b>Centre Plan</b> (Est. Compl: 18/19) The Centre Plan will enable better built communities and will foster complete and livable neighborhoods. In 2018, Planning and Development will complete the development of the draft Centre Plan for Council's consideration via 2 packages as follows: 1) Package A for areas of greatest anticipated change (Centres, Corridors, Higher Order Residential and Future Growth Nodes); and 2) Package B, for all other areas (Parks and Open Space, Established Residential, Intensive Employment, Intensive Institutional, and Small-Scale Institutional). Once public consultation on the Draft Package A Regional Centre Planning Documents is complete in early 2018, revisions to the draft documents will occur in spring 2018 in addition to the preparation of the documents.</p>
<p><b>Centre Plan – Implementation</b> (Est. Compl: 18/19) Provided the Centre Plan is adopted in 18/19, the project team will transition their work to monitoring and review of the Plan under the Regional Planning team.</p>
<p><b>Argyle &amp; Grafton Streetscape – Monitor Project</b> (Est. Compl: 18/19) Monitor the project, and work with operations to ensure a maintenance plan is being followed, and adjusted as needed to ensure proper maintenance of the project. Assist, as needed, to resolve any issues with ongoing maintenance.</p>
<b>Social Development - Housing and neighborhoods</b>
<p><b>Affordable Housing Program – Year Two</b> (Est. Compl: 18/19) In support of the Housing and Homelessness Partnerships 5-year affordable housing targets, Planning and Development will complete work on removing regulatory barriers to seniors/supportive housing, secondary suites, and advise on new funding tools.</p>
<b>Healthy, Liveable Communities - Recreation and Leisure</b>
<p><b>Green Network Plan – Year One</b> (Est. Compl: 18/19) Green Network Plan implementation will primarily occur through Secondary Planning and Regional Planning Frameworks.</p>
<b>Economic Development - Arts, Culture and Heritage</b>
<p><b>Culture &amp; Heritage Priorities Plan – Phase II</b> (Est. Compl: 18/19) Complete Phase II, Analyze and Prioritize issues and findings. Begin Phase III, Final Plan, including Regional Council endorsement and develop a work plan for implementation of findings.</p>

<b>18/19 Deliverables with Estimated Completion</b>
<b>Healthy, Liveable Communities - Energy and Environment</b>
<p><b>LiDAR Data Acquisition and Processing (Est. Compl: 18/19)</b> Complete LiDAR data collection and processing including a completion of coastal flood and land-use vulnerability mapping, develop a work scope for future LiDAR applications.</p>
<p><b>LiDAR Data Acquisition and Processing – Develop Applications (Est. Compl: 18/19)</b> Develop LiDAR mapping and modelling applications. Acquire LiDAR for HRM’s coastline and watersheds, process LiDAR into digital elevation models. These models will be used for many purposes, including land use vulnerability mapping to reduce risk to people and infrastructure.</p>
<p><b>Watershed Management &amp; Water Quality Monitoring – Program Review (Est. Compl: 18/19)</b> Conduct and complete a review of water quality monitoring program to inform future Regional Plan Review. Complete coastal flood mapping.</p>
<p><b>Watershed Management &amp; Water Quality Monitoring – Watershed Mapping (Est. Compl: 18/19)</b> Complete inland watershed mapping and develop watershed management program directions.</p>
<p><b>Environmental Policy &amp; Planning – Year Two (Est. Compl: 18/19)</b> Begin the process for a new combined Community Energy and Climate Action Plan for HRM. Conduct greenhouse gas emissions inventories to track progress to HRM’s target to reduce corporate emissions by 30% below 2008 by 2020. Develop projects in collaboration with other business units to lower corporate GHG emissions. Submit proposed Corporate Operational Policy on the Management of Contaminated Sites for consideration. Should the policy be approved, conduct corporate-wide training and external engagement on the policy. Solar City: Year 3 Implementation - Conduct program assessment to inform recommendations on future solar programming in HRM. Continue to work with internal and external stakeholders to achieve a District Energy System as part of the Cogswell redevelopment. Investigate policy tools for enabling district energy more broadly throughout the municipality.</p>

## Regional Planning Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	2,908,300	2,895,074	3,555,100	3,364,800	3,662,600	107,500	3.0
* Office	21,800	11,611	33,000	29,150	32,000	(1,000)	(3.0)
* External Services	680,000	1,182,910	405,000	817,772	595,000	190,000	46.9
* Supplies		42	400	720	300	(100)	(25.0)
* Building Costs		229		540			
* Equipment & Communications		1,253	15,000	16,000		(15,000)	(100.0)
* Vehicle Expense	1,500	253	1,500	1,180	1,500		
* Other Goods & Services	401,700	194,953	536,900	261,319	497,200	(39,700)	(7.4)
* Interdepartmental		1,660		3,077			
* Other Fiscal	(358,100)	(744,721)	200,000	(200,400)	110,000	(90,000)	(45.0)
<b>** Total</b>	<b>3,655,200</b>	<b>3,543,264</b>	<b>4,746,900</b>	<b>4,294,158</b>	<b>4,898,600</b>	<b>151,700</b>	<b>3.2</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Other Revenue	(10,000)	(3,210)	(10,000)	(101,400)	(10,000)		
<b>** Total</b>	<b>(10,000)</b>	<b>(3,210)</b>	<b>(10,000)</b>	<b>(101,400)</b>	<b>(10,000)</b>		
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>3,645,200</b>	<b>3,540,054</b>	<b>4,736,900</b>	<b>4,192,758</b>	<b>4,888,600</b>	<b>151,700</b>	<b>3.2</b>

## Current Planning

Current Planning is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to land use and property development. This division is responsible for planning applications, rural planning, subdivision approvals, development approvals and the civic addressing program.

### Services Delivered:

#### Governance and Engagement – Municipal Governance

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

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

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

## Healthy, Liveable Communities - Public Safety

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

### Service Delivery Measures

Current Planning Performance Measures	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Planned
# Subdivision Applications Processed	326	298	310	289	280
# Development Permit Applications Processed	3217	3283	4167	4603	4500
# Discretionary Land Development Applications Processed	129	117	113	157	140
# Civic Addressing Transactions	1127	759	1416	1235	1200

### Performance Analysis

#### Planning Applications

At the end of 2017, there were 157 active planning applications in various stages of the process. The applications are distributed throughout the municipality with the most within the Regional Centre (45%), followed by the urban communities (35%), and rural areas (19%).

Most of the active planning cases (61%) are applications enabled under current planning policy while 39% require amendments to planning policy. Of all the active planning applications, approximately 50% require a development agreement, which is a resource intensive process.

#### Subdivisions

In 2017, the municipality processed 289 subdivision applications (concept, final, preliminary, and tentative). Of these applications, 153 are in the rural areas for mainly low density housing, followed by 99 in the urban communities for a mix of housing, and 37 in the Regional Centre for mostly high density housing. Over the last four years, on average, 50% of the subdivision applications are in the rural area, approximately 40% in urban communities, and 10% in Regional Centre.

### 18/19 Current Planning Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Economic Development – Rural Economic Development</b>
<p><b>Rural Planning Program – Year Two</b> (Est. Compl: 18/19)</p> <p>Implement Rural Planning Program year two deliverables as per rural planning work program. This includes the completion of a number of white papers on topics inclusive of tourist accommodation and commercial recreation uses in addition to the continued implementation of the Musquodoboit Harbour Community Development Plan (CDP) subject to Regional Council's direction anticipated early in 2018.</p>

## 18/19 Deliverables with Estimated Completion

## Service Delivery – Service to our Business

**Major/Minor Project Review – Strategy Development** (Est. Compl: 18/19)

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

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

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

## Current Planning Summary of Expenses &amp; Revenues

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	2,678,800	2,710,025	3,137,900	3,068,182	3,396,300	258,400	8.2
* Office	37,900	28,895	34,300	33,430	37,900	3,600	10.5
* External Services	21,300	7,329	20,300	27,302	22,500	2,200	10.8
* Supplies	1,200	1,816	1,200	1,235	1,200		
* Materials	100		100	100	100		
* Building Costs		0					
* Equipment & Communications		117		100			
* Vehicle Expense				13			
* Other Goods & Services	86,800	54,456	93,900	85,773	102,400	8,500	9.1
* Interdepartmental		9,057		4,550			
<b>** Total</b>	<b>2,826,100</b>	<b>2,811,695</b>	<b>3,287,700</b>	<b>3,220,685</b>	<b>3,560,400</b>	<b>272,700</b>	<b>8.3</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Fee Revenues	(565,000)	(522,054)	(565,000)	(550,000)	(870,100)	(305,100)	54.0
* Other Revenue	(125,000)	(134,382)	(125,000)	(125,000)	(125,000)		
<b>** Total</b>	<b>(690,000)</b>	<b>(656,437)</b>	<b>(690,000)</b>	<b>(675,000)</b>	<b>(995,100)</b>	<b>(305,100)</b>	<b>44.2</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>2,136,100</b>	<b>2,155,258</b>	<b>2,597,700</b>	<b>2,545,685</b>	<b>2,565,300</b>	<b>(32,400)</b>	<b>(1.2)</b>

## Business Services

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

**Services Delivered:****Service Delivery - Service to our People**

Apprises of organizational issues, prepares reports, analyses information and other communications, identifying progress, sets forth appropriate recommendations or conclusions as necessary or requested, identifying and recommending new policy, program or service initiatives designed to enhance quality of customer/client service delivery.

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

**18/19 Business Services Key Deliverables**

<b>18/19 Deliverables with Estimated Completion</b>
<b>Service Delivery – Service to our Business</b>
<b>Records Management Work Plan Development – Year Two</b> (Est. Compl: 18/19) Align Records Management practices with the implementation of the Permitting, Licensing and Compliance solution Implement recommendations for the remaining core issues as determined in the Current State Assessment and the Recommendation Report.
<b>Service Delivery - Service to our Business</b>
<b>Front Counter Improvement Plan Development</b> Est. Compl: 18/19 Create plan for reconfiguration of all current front counter service delivery to align with the finalized SLA and expected functionality brought in by the new Permitting, Licensing and Compliance solution.
<b>Permits &amp; Licensing Technology Solution Implementation –</b> (Est. Compl: 18/19) Complete pilot implementation and commence roll-out of new Permitting, Licensing and Compliance solution including staff training, business process implementation, organizational change management and integration to support service delivery.
<b>Governance and Engagement - Public Engagement</b>
<b>Define P&amp;D Public Engagement Reporting Practice</b> (Est. Compl: 18/19) Analyse, refine and consolidate how we collect and create the annual reporting for public engagements. Develop effective tracking mechanisms that will allow us to gauge resource levels in engagement and the effectiveness of engagement programs.
<b>Governance and Engagement - Fiscal Responsibility</b>
<b>Fee Rationalization &amp; Process Improvement – Implementation</b> (Est. Compl: 18/19) Implement and review of fees via a review of key measures and standards for the BU's business processes, including corporate KPIs and service standards.

### Business Services Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	1,959,500	1,586,224	1,831,500	1,823,409	1,592,400	(239,100)	(13.1)
* Office	18,000	39,781	145,800	61,900	18,000	(127,800)	(87.7)
* External Services	70,000	99,065	70,000	80,100	205,000	135,000	192.9
* Materials		1,336					
* Building Costs	35,000	14,532	35,000	2,700	30,000	(5,000)	(14.3)
* Equipment & Communications		1,274					
* Other Goods & Services	143,000	62,143	117,500	87,400	112,500	(5,000)	(4.3)
* Interdepartmental		507		2,300			
* Other Fiscal	(70,000)	(80,797)		(23,210)			
<b>** Total</b>	<b>2,155,500</b>	<b>1,724,065</b>	<b>2,199,800</b>	<b>2,034,599</b>	<b>1,957,900</b>	<b>(241,900)</b>	<b>(11.0)</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Other Revenue		(4,463)					
<b>** Total</b>		<b>(4,463)</b>					
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>2,155,500</b>	<b>1,719,602</b>	<b>2,199,800</b>	<b>2,034,599</b>	<b>1,957,900</b>	<b>(241,900)</b>	<b>(11.0)</b>

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
D001 Director P&D	739,300	719,558	733,900	785,709	624,000	(109,900)	(15.0)
D002 PD Business Services	1,416,200	1,000,044	1,465,900	1,248,890	1,333,900	(132,000)	(9.0)
* P & D - Administration	2,155,500	1,719,602	2,199,800	2,034,599	1,957,900	(241,900)	(11.0)
** Planning & Development Admin	2,155,500	1,719,602	2,199,800	2,034,599	1,957,900	(241,900)	(11.0)
A315 Ticket Office	(5,354,400)	(4,878,926)	(6,945,100)	(4,638,200)	(5,119,000)	1,826,100	(26.3)
S320 Animal control	1,027,900	974,634	1,219,000	1,155,500	1,256,600	37,600	3.1
S330 Taxi & Limousine	(369,000)	(281,686)	(328,500)	(242,466)	(84,700)	243,800	(74.2)
* License	(4,695,500)	(4,185,978)	(6,054,600)	(3,725,166)	(3,947,100)	2,107,500	(34.8)
S310 Contractual Serv Adm	176,000	148,681	(9,400)			9,400	(100.0)
S410 By-Law Services Adm	500,900	535,294	744,200	788,150	699,400	(44,800)	(6.0)
S420 By-Law Standards	942,700	910,826	983,400	1,045,600	1,055,000	71,600	7.3
* Bylaw	1,619,600	1,594,801	1,718,200	1,833,750	1,754,400	36,200	2.1
C430 Building Standards	(1,522,100)	(1,776,944)	(1,641,700)	(2,070,600)	(908,900)	732,800	(44.6)
* Buildings	(1,522,100)	(1,776,944)	(1,641,700)	(2,070,600)	(908,900)	732,800	(44.6)
** Municipal Compliance	(4,598,000)	(4,368,121)	(5,978,100)	(3,962,016)	(3,101,600)	2,876,500	(48.1)
C450 Development Engineering	926,900	814,392	927,100	778,667	322,800	(604,300)	(65.2)
C455 Infrastructure Standards	463,000	370,017	462,400	405,597	420,000	(42,400)	(9.2)
R951 StrategicTrans Plan	389,200	308,687	608,400	727,800	537,500	(70,900)	(11.7)
R953 TDM Programs	126,000	58,158	93,000	132,000	162,000	69,000	74.2
** Infrastructure Growth	1,905,100	1,551,254	2,090,900	2,044,064	1,442,300	(648,600)	(31.0)
C002 Urban Design	1,051,300	968,905	1,201,100	1,170,208	1,228,700	27,600	2.3
C320 Policy & Strtgc Plan	1,333,600	1,329,428	2,005,100	1,668,240	2,095,100	90,000	4.5
C340 Social & Eco. Resrch	420,400	402,330	580,100	436,410	594,700	14,600	2.5
D935 Energy and Environment	839,900	839,391	950,600	917,900	970,100	19,500	2.1
** Planning	3,645,200	3,540,054	4,736,900	4,192,758	4,888,600	151,700	3.2
C310 Urban & Rural Applic	1,150,300	1,080,922	1,329,800	1,289,323	1,422,100	92,300	6.9
C420 Land Dev & Subdv	985,800	1,074,336	1,267,900	1,256,362	1,143,200	(124,700)	(9.8)
** Development	2,136,100	2,155,258	2,597,700	2,545,685	2,565,300	(32,400)	(1.2)
* Development Approvals							
* Energy & Environment							
* Planning Services							
** Not active							
*** Total	5,243,900	4,598,047	5,647,200	6,855,090	7,752,500	2,105,300	37.3

## Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
D001 Director P&D	739,300	719,558	733,900	785,709	624,000	(109,900)	(15.0)
D002 PD Business Services	1,416,200	1,004,507	1,465,900	1,248,890	1,333,900	(132,000)	(9.0)
* P & D - Administration	2,155,500	1,724,065	2,199,800	2,034,599	1,957,900	(241,900)	(11.0)
** Planning & Development Admin	2,155,500	1,724,065	2,199,800	2,034,599	1,957,900	(241,900)	(11.0)
A315 Ticket Office	1,415,600	1,215,587	1,354,900	1,211,800	1,181,000	(173,900)	(12.8)
S320 Animal control	1,227,900	1,291,497	1,319,000	1,355,500	1,356,600	37,600	2.9
S330 Taxi & Limousine	147,000	166,835	152,500	193,534	206,300	53,800	35.3
* License	2,790,500	2,673,919	2,826,400	2,760,834	2,743,900	(82,500)	(2.9)
S310 Contractual Serv Adm	176,000	148,920	(9,400)			9,400	(100.0)
S410 By-Law Services Adm	560,900	561,389	794,200	808,150	749,400	(44,800)	(5.6)
S420 By-Law Standards	942,700	910,826	983,400	1,045,600	1,055,000	71,600	7.3
S421 Contracted Remedies		199,042					
* Bylaw	1,679,600	1,820,177	1,768,200	1,853,750	1,804,400	36,200	2.0
C430 Building Standards	3,080,900	2,729,718	3,069,300	2,990,400	3,202,100	132,800	4.3
* Buildings	3,080,900	2,729,718	3,069,300	2,990,400	3,202,100	132,800	4.3
** Municipal Compliance	7,551,000	7,223,814	7,663,900	7,604,984	7,750,400	86,500	1.1
C450 Development Engineering	1,026,900	916,793	1,027,100	946,667	1,122,800	95,700	9.3
C455 Infrastructure Standards	463,000	370,017	462,400	515,297	420,000	(42,400)	(9.2)
R951 StrategicTrans Plan	389,200	309,516	608,400	740,000	537,500	(70,900)	(11.7)
R953 TDM Programs	163,000	107,358	132,000	132,000	162,000	30,000	22.7
** Infrastructure Growth	2,042,100	1,703,684	2,229,900	2,333,964	2,242,300	12,400	0.6
C002 Urban Design	1,051,300	971,012	1,201,100	1,178,308	1,228,700	27,600	2.3
C320 Policy & Strtgc Plan	1,343,600	1,330,532	2,015,100	1,743,640	2,105,100	90,000	4.5
C340 Social & Eco. Resrch	420,400	402,330	580,100	436,410	594,700	14,600	2.5
D935 Energy and Environment	839,900	839,391	950,600	935,800	970,100	19,500	2.1
** Planning	3,655,200	3,543,264	4,746,900	4,294,158	4,898,600	151,700	3.2
C310 Urban & Rural Applic	1,211,300	1,157,072	1,394,800	1,354,323	1,608,100	213,300	15.3
C420 Land Dev & Subdv	1,614,800	1,654,623	1,892,900	1,866,362	1,952,300	59,400	3.1
** Development	2,826,100	2,811,695	3,287,700	3,220,685	3,560,400	272,700	8.3
* Development Approvals							
* Energy & Environment							
* Planning Services							
** Not active							
*** Total	18,229,900	17,006,521	20,128,200	19,488,390	20,409,600	281,400	1.4

## Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
D002 PD Business Services		(4,463)					
* P & D - Administration		(4,463)					
** Planning & Development Admin		(4,463)					
A315 Ticket Office	(6,770,000)	(6,094,513)	(8,300,000)	(5,850,000)	(6,300,000)	2,000,000	(24.1)
S320 Animal control	(200,000)	(316,863)	(100,000)	(200,000)	(100,000)		
S330 Taxi & Limousine	(516,000)	(448,521)	(481,000)	(436,000)	(291,000)	190,000	(39.5)
* License	(7,486,000)	(6,859,897)	(8,881,000)	(6,486,000)	(6,691,000)	2,190,000	(24.7)
S310 Contractual Serv Adm		(239)					
S410 By-Law Services Adm	(60,000)	(26,095)	(50,000)	(20,000)	(50,000)		
S421 Contracted Remedies		(199,042)					
* Bylaw	(60,000)	(225,376)	(50,000)	(20,000)	(50,000)		
C430 Building Standards	(4,603,000)	(4,506,662)	(4,711,000)	(5,061,000)	(4,111,000)	600,000	(12.7)
* Buildings	(4,603,000)	(4,506,662)	(4,711,000)	(5,061,000)	(4,111,000)	600,000	(12.7)
** Municipal Compliance	(12,149,000)	(11,591,935)	(13,642,000)	(11,567,000)	(10,852,000)	2,790,000	(20.5)
C450 Development Engineering	(100,000)	(102,401)	(100,000)	(168,000)	(800,000)	(700,000)	700.0
C455 Infrastructure Standards				(109,700)			
R951 StrategicTrans Plan		(828)		(12,200)			
R953 TDM Programs	(37,000)	(49,200)	(39,000)			39,000	(100.0)
** Infrastructure Growth	(137,000)	(152,430)	(139,000)	(289,900)	(800,000)	(661,000)	475.5
C002 Urban Design		(2,106)		(8,100)			
C320 Policy & Strtgc Plan	(10,000)	(1,104)	(10,000)	(75,400)	(10,000)		
D935 Energy and Environment				(17,900)			
** Planning	(10,000)	(3,210)	(10,000)	(101,400)	(10,000)		
C310 Urban & Rural Applic	(61,000)	(76,150)	(65,000)	(65,000)	(186,000)	(121,000)	186.2
C420 Land Dev & Subdv	(629,000)	(580,287)	(625,000)	(610,000)	(809,100)	(184,100)	29.5
** Development	(690,000)	(656,437)	(690,000)	(675,000)	(995,100)	(305,100)	44.2
* Development Approvals							
** Not active							
*** Total	(12,986,000)	(12,408,474)	(14,481,000)	(12,633,300)	(12,657,100)	1,823,900	(12.6)

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	13,075,800	11,969,551	13,577,000	12,640,700	14,117,800	540,800	4.0
6002 Salaries - Overtime	79,200	93,919	79,500	97,400	79,500		
6003 Wages - Regular		530					
6005 PDP & Union Con Incr		(766,956)		(63,153)			
6051 Shift Agreements		1,317		2,000			
6054 Vacation payout		9,628		1,100			
6100 Benefits - Salaries	2,768,400	2,550,620	2,825,700	2,652,400	3,045,400	219,700	7.8
6110 Vacancy Management	(1,415,500)		(907,600)		(679,600)	228,000	(25.1)
6120 Comp OCC Budget Yr 1			50,000	50,000	100,000	50,000	100.0
6152 Retirement Incentives	80,200	79,104	90,300	90,300	99,000	8,700	9.6
6153 Severence				113,709			
6154 Workers' Compensation	211,800	204,298	234,200	234,200	252,000	17,800	7.6
6155 Overtime Meals		110		30			
6199 Comp & Ben InterDept		(284,500)		(181,900)			
9200 HR CATS Wage/Ben		1,740					
<b>* Compensation and Benefits</b>	<b>14,799,900</b>	<b>13,859,362</b>	<b>15,949,100</b>	<b>15,636,786</b>	<b>17,014,100</b>	<b>1,065,000</b>	<b>6.7</b>
6201 Telephone	89,400	77,116	86,300	94,223	85,900	(400)	(0.5)
6202 Courier/Postage	17,700	7,858	17,300	16,687	17,300		
6203 Office Furn/Equip	20,100	31,301	22,800	37,432	20,800	(2,000)	(8.8)
6204 Computer S/W & Lic	24,000	301	150,900	66,836	23,000	(127,900)	(84.8)
6205 Printing & Reprod	23,900	14,419	28,000	24,456	28,000		
6207 Office Supplies	51,300	71,361	43,000	54,461	48,000	5,000	11.6
6299 Other Office Expenses		3,534		3,000			
<b>* Office</b>	<b>226,400</b>	<b>205,890</b>	<b>348,300</b>	<b>297,095</b>	<b>223,000</b>	<b>(125,300)</b>	<b>(36.0)</b>
6301 Professional Fees	16,200	900	11,200	17,702	16,200	5,000	44.6
6302 Legal Fees	1,300	4,760	1,300	2,300	1,300		
6303 Consulting Fees	985,600	1,289,986	512,500	1,426,762	833,700	321,200	62.7
6306 Property Survey		(0)					
6311 Security	300		300	300	300		
6316 Real Property Disb		(300)					
6399 Contract Services	1,856,500	2,042,021	1,786,500	1,513,472	947,000	(839,500)	(47.0)
<b>* External Services</b>	<b>2,859,900</b>	<b>3,337,367</b>	<b>2,311,800</b>	<b>2,960,536</b>	<b>1,798,500</b>	<b>(513,300)</b>	<b>(22.2)</b>
6401 Uniforms & Clothing	14,900	11,015	14,900	18,920	14,900		
6402 Med & First Aid Supp	200	74	200	135	200		
6406 Bridge Tolls	6,500	6,058	7,500	7,600	6,800	(700)	(9.3)
6407 Clean/Sani Supplies	1,000	90	1,000	1,000	1,000		
6409 Personal Protect Equ	7,000	5,222	5,400	4,700	7,300	1,900	35.2
6499 Other Supplies	1,700	417	1,300	1,800	1,300		
<b>* Supplies</b>	<b>31,300</b>	<b>22,875</b>	<b>30,300</b>	<b>34,155</b>	<b>31,500</b>	<b>1,200</b>	<b>4.0</b>
6504 Hardware	100		100	100	100		
6517 Paint		1,336					
<b>* Materials</b>	<b>100</b>	<b>1,336</b>	<b>100</b>	<b>100</b>	<b>100</b>		
6602 Electrical		184					
6607 Electricity		0					
6611 Building - Interior	47,000	14,577	35,000	2,700	30,000	(5,000)	(14.3)
6690 Building Exp Transfe		16		540			
<b>* Building Costs</b>	<b>47,000</b>	<b>14,778</b>	<b>35,000</b>	<b>3,240</b>	<b>30,000</b>	<b>(5,000)</b>	<b>(14.3)</b>
6701 Equipment Purchase	102,600	12,056	143,300	142,890	95,800	(47,500)	(33.1)
6702 Small Tools	500	167	500	313	500		
6703 Computer Equip/Rent		1,541		1,410			
6704 Equipment Rental		1,380					
6705 Equip - R&M	1,500		1,500	400	1,500		
6706 Computer R&M	200	63	200	200	200		
6711 Communication System	11,100	8,463	11,100	11,100		(11,100)	(100.0)
<b>* Equipment &amp; Communications</b>	<b>115,900</b>	<b>23,670</b>	<b>156,600</b>	<b>156,313</b>	<b>98,000</b>	<b>(58,600)</b>	<b>(37.4)</b>

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
6801 Vehicle Purchase				100,000			
6802 Vehicle R&M	4,000	28,692	27,500	30,500	27,500		
6803 Vehicle Fuel - Diesel		20					
6804 Vehicle Fuel - Gas		38		13			
6806 Vehicle Rentals	3,700	190	3,700	3,180	4,200	500	13.5
6807 Vehicle Leases		210					
6899 Other Vehicle Expense	1,000		1,000	1,100	1,000		
<b>* Vehicle Expense</b>	<b>8,700</b>	<b>29,151</b>	<b>32,200</b>	<b>134,793</b>	<b>32,700</b>	<b>500</b>	<b>1.6</b>
6901 Membership Dues	45,400	47,442	65,500	53,596	61,200	(4,300)	(6.6)
6902 Conferences/Workshop	25,200	19,015	34,600	37,591	36,200	1,600	4.6
6903 Travel - Local	42,500	31,160	33,000	32,599	38,000	5,000	15.2
6904 Travel - Out of Town	21,900	27,182	25,700	24,199	25,100	(600)	(2.3)
6905 Training & Education	157,300	64,722	110,600	79,712	118,300	7,700	7.0
6906 Licenses & Agreements	32,500	38,936	35,500	32,500	35,500		
6907 Commission Fees		45					
6910 Signage	25,000	20,317	39,000	30,000	39,000		
6911 Facilities Rental	15,200	11,163	20,300	19,843	20,500	200	1.0
6912 Advertising/Promotio	99,300	103,506	112,300	72,800	99,800	(12,500)	(11.1)
6913 Awards	6,000	486		625	300	300	
6915 Research Data Acquis	42,100		132,100	85,521	117,100	(15,000)	(11.4)
6916 Public Education			1,000	30,300	1,000		
6917 Books and Periodicals	6,800	22,835	9,100	9,850	8,600	(500)	(5.5)
6918 Meals	9,800	17,642	9,300	11,113	9,300		
6919 Special Projects	440,600	100,571	339,000	107,014	334,000	(5,000)	(1.5)
6933 Community Events		3,507					
6938 Rewarding Excellence	5,400	1,860	5,900	9,175	5,900		
6999 Other Goods/Services	1,500	3,571	1,500	2,300	1,500		
<b>* Other Goods &amp; Services</b>	<b>976,500</b>	<b>513,959</b>	<b>974,400</b>	<b>638,738</b>	<b>951,300</b>	<b>(23,100)</b>	<b>(2.4)</b>
7009 Internal Trfr Other	400	(3,000)	400	15,308	400		
9911 PM Labour-Reg		997		36			
<b>* Interdepartmental</b>	<b>400</b>	<b>(2,003)</b>	<b>400</b>	<b>15,344</b>	<b>400</b>		
8001 Transf Outside Agenc	(150,000)		(150,000)		(150,000)		
8004 Grants	300,000	405,973	380,000	380,000	470,000	90,000	23.7
8008 Transf to/fr Reserve	(986,200)	(1,405,837)	60,000	(768,710)	(90,000)	(150,000)	(250.0)
<b>* Other Fiscal</b>	<b>(836,200)</b>	<b>(999,863)</b>	<b>290,000</b>	<b>(388,710)</b>	<b>230,000</b>	<b>(60,000)</b>	<b>(20.7)</b>
<b>** Total</b>	<b>18,229,900</b>	<b>17,006,521</b>	<b>20,128,200</b>	<b>19,488,390</b>	<b>20,409,600</b>	<b>281,400</b>	<b>1.4</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4902 Fines Fees	(4,470,000)	(3,885,494)	(6,000,000)	(3,550,000)	(4,000,000)	2,000,000	(33.3)
4903 Building Permits	(3,900,000)	(3,734,284)	(4,000,000)	(3,950,000)	(4,000,000)		
4904 Plumbing Permits	(125,000)	(102,058)	(120,000)	(110,000)	(110,000)	10,000	(8.3)
4905 St. Opening Permits	(40,000)	(21,990)	(40,000)	(40,000)	(40,000)		
4906 Subdivision Applic.	(83,000)	(83,951)	(75,000)	(60,000)	(263,100)	(188,100)	250.8
4907 Taxi Licenses	(158,000)	(126,533)	(158,000)	(158,000)	(158,000)		
4908 Animal Licenses	(200,000)	(316,863)	(100,000)	(200,000)	(100,000)		
4911 Zoning Fees	(88,000)	(78,900)	(88,000)	(88,000)	(88,000)		
4912 Signs & Encroachments	(602,000)	(679,487)	(617,000)	(1,027,000)	(727,000)	(110,000)	17.8
4913 Occupancy Permits	(2,000)						
4914 Grade Alterations	(20,000)	(22,258)	(20,000)	(48,000)	(20,000)		
4915 Minor Variance	(26,000)	(35,090)	(30,000)	(30,000)	(26,000)	4,000	(13.3)
4916 Vending Licenses	(40,000)	(23,507)	(40,000)	(25,000)	(40,000)		
4920 Development Permits	(280,000)	(239,253)	(280,000)	(280,000)	(280,000)		
4950 Other Lic. & Permits	(86,000)	(123,867)	(86,000)	(111,000)	(86,000)		
5101 Parking Rentals	(72,000)	(82,792)	(39,000)			39,000	(100.0)
5204 Administration Fees	(190,000)	(154,190)	(190,000)	(160,000)		190,000	(100.0)
5250 Sales of Svcs-Other	(99,000)	(116,145)	(103,000)	(103,000)	(224,000)	(121,000)	117.5
5253 Subdiv Insp Fees	(10,000)	(5,259)	(10,000)	(10,000)	(10,000)		

<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
5256 SOT Revenue	(2,300,000)	(2,208,342)	(2,300,000)	(2,300,000)	(2,300,000)		
* Fee Revenues	(12,791,000)	(12,040,263)	(14,296,000)	(12,250,000)	(12,472,100)	1,823,900	(12.8)
5508 Recov External Parti	(195,000)	(367,448)	(185,000)	(383,100)	(185,000)		
5600 Miscellaneous Revenue		(763)		(200)			
* Other Revenue	(195,000)	(368,211)	(185,000)	(383,300)	(185,000)		
** Total	<b>(12,986,000)</b>	<b>(12,408,474)</b>	<b>(14,481,000)</b>	<b>(12,633,300)</b>	<b>(12,657,100)</b>	<b>1,823,900</b>	<b>(12.6)</b>
						<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		
<b>Net Surplus/Deficit</b>	<b>5,243,900</b>	<b>4,598,047</b>	<b>5,647,200</b>	<b>6,855,090</b>	<b>7,752,500</b>	<b>2,105,300</b>	<b>37.3</b>

# Transportation and Public Works

## 2018/19 Multi-Year Budget and Business Plan

**Mission:** To plan, build and maintain a complete and sustainable community through the delivery of policies, programs and services.

## TRANSPORTATION AND PUBLIC WORKS OVERVIEW

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

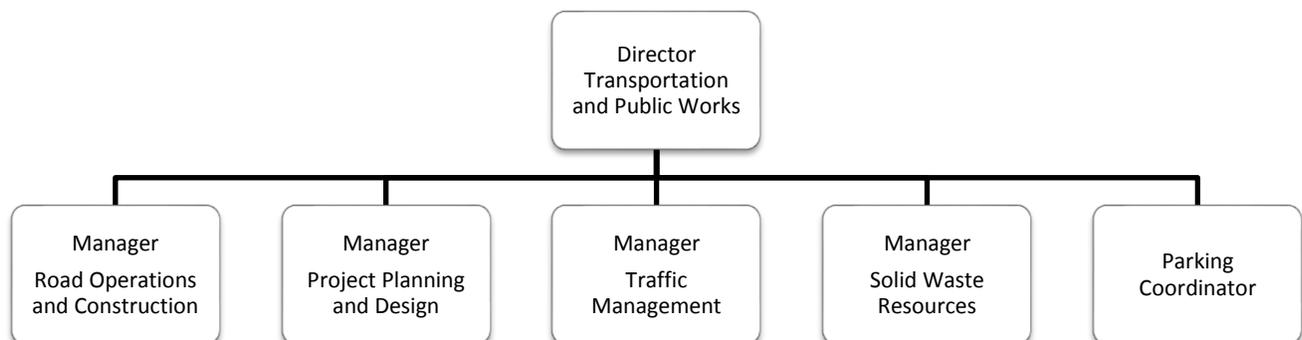
- Transportation – Interconnected and Strategic Growth;
- Transportation – A Well Maintained Transportation Network;
- Transportation – A Safe and Accessible Transportation Network;
- Economic Development – Promote and Maximize Growth;
- Healthy, Liveable Communities – Energy and Environment

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

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

### **Asset Responsibility:**

- 944 kms of sidewalks
- 2,480 crosswalks
- 268 signalized intersections
- 110 km of bike lanes
- 160 km of multi-use paths
- 3,873 lane kms of roadway and 105 bridges (HRM owned and cost shared structures)
- 43,789 street lights
- 180,000 street trees
- 9,000,000 trees on HRM properties
- Average annual solid waste tonnage collected and processed: 28,000 tonnes recyclables, 52,000 tonnes organics and 47,000 tonnes refuse
- Licensing of sites that divert 99,000 tonnes of construction and demolition material from municipal solid waste landfills
- 4,761 public parking spaces in Downtown Halifax and Dartmouth



## Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2017/18 Planned Change (+/-)	18/19 Planned Total FTE's
Full Time	280	1.0	281
Seasonal and Term	21.2	4.5	25.7
Total	302.2	5.5	306.7

## Transportation and Public Works Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Planned	Planned	Planned
Percent of the average tax bill spent on Transportation and Public Works	19.0%	18.8%	18.1%
Average tax bill amount spent on Transportation and Public Works	\$349.60	\$354.50	\$347.30

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19).

## 18/19 Transportation and Public Works Multi-Year Initiatives

### Healthy, Liveable Communities – Energy and Environment

#### Solid Waste Program Improvements

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

### Transportation – Interconnected and Strategic Growth

#### Active Transportation

Per the Integrated Mobility Plan, Transportation and Public Works will implement the active transportation action plan, including the implementation of pedestrian infrastructure that is accessible to all ages and abilities, enable a year-round bicycling network, expedite the planning and construction of the regional network of multi-use pathways, expand active transportation connections in rural communities, and connect communities by facilitating improved links for active transportation.

#### Transportation Capital Works

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

Parking Policy

Transportation and Public Works will lead the alignment of parking management with the goal of shifting more trips to active transportation, transit, and car-sharing while supporting growth in the Regional Centre. In 18/19 TPW will select a vendor for the Parking Technology Implementation and finalize the parking governance model that aligns with the IMP.

**Transportation – A Safe and Accessible Transportation Network**Road Safety

To ensure the overall safety of travellers using the HRM streets and roads network and related services, Transportation and Public Works will develop a Road Safety Strategy, leading and supporting its implementation throughout the organization, in partnership with other business units. Pending Council approval of the Road Safety Strategy (Q1), staff will implement the identified initial actions.

**Transportation and Public Works Budget****Transportation and Public Works Key Capital Investments**

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
<b>Transportation</b>			
A Well-maintained Transportation Network	Traffic Projects State of Good Repair	\$3,050,000	\$205,600
	Road and Bridge Projects State of Good Repair	\$40,810,000	\$289,400
	New Paving – HRM and Provincially Owned Roads	\$1,031,000	\$10,900
	Sidewalk Renewals	\$4,500,000	\$65,100
<b>Healthy, Liveable Communities</b>			
Energy and Environment	Solid Waste Facilities	\$3,950,000	\$0
	Solid Waste Environmental Projects	\$1,135,000	\$0
<b>Service Delivery</b>			
Service to our People	Mackintosh Depot Recapitalization	\$1,150,000	\$0

**Integrated Mobility Plan TPW Capital Investment**

Capital Project Name	Project Highlights	Business Unit 18/19 Capital Cost
Traffic Calming Projects	Various locations	\$200,000
Railway Crossing Improvements	Implement safety audit recommendations	\$170,000
Crosswalk Lights	Upgrades and Rectangular rapid flashing beacons	\$520,000
Traffic Signal Rehabilitation	Robie/South Prince Albert and Hawthorne	\$822,000
Street Recapitalization	Bulb-outs Tactile walking surface indicators Transit pad / sidewalk connections etc.	\$1,500,000

Capital Project Name	Project Highlights	Business Unit 18/19 Capital Cost
Parking Technology	Business and Technology Solution architecture RFP and Contract negotiation	\$1,560,000
Active Transportation	Macdonald Bridge Bikeway Connector Local Street Bikeways: Vernon and Seymour, Alan and Oak South Park and Almon Street bike lanes	\$10,450,000
Intersection Improvements	Accessible pedestrian signals and ramps Chebucto/Windsor/Cunard Sackville/Beaver Bank	\$850,000
Total		<b>\$16,072,000</b>

### Transportation & Public Works Budget by Service Area

Service Area Budget Overview								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Director/Administration Summary of Expenses & Revenue Types	749,400	640,813	796,300	766,300	807,100	885,400	89,100	11.2
Traffic Management Summary of Expense & Revenue Types	12,192,600	12,286,181	12,811,000	12,753,600	13,057,100	13,232,700	421,700	3.3
Road Operations & Construction Summary of Expense & Revenue Types	38,548,300	41,816,270	39,974,000	40,180,600	40,837,700	41,574,400	1,600,400	4.0
Project planning & Design Summary of Expense & Revenue Types	2,939,100	2,852,896	3,101,600	3,046,800	3,098,600	3,099,200	(2,400)	(0.1)
Solid Waste Resources Summary of Expense & Revenue Types	34,866,800	32,787,877	35,096,300	31,415,900	34,700,400	34,541,800	(554,500)	(1.6)
Parking Strategy Summary of Expense & Revenue Types			73,600	53,300	60,900	52,500	(21,100)	(28.7)
	<b>89,296,200</b>	<b>90,384,036</b>	<b>91,852,800</b>	<b>88,216,500</b>	<b>92,561,800</b>	<b>93,386,000</b>	<b>1,533,200</b>	<b>1.7</b>

## Summary of Changes Included in Proposed Transportation & Public Works Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$91,852,800</b>
Compensation	Net Compensation Increase	No impact	\$865,300	\$865,300
Interdepartmental Transfers	Winter overnight parking enforcement transferred to P&D	No impact	(\$15,000)	(\$55,000)
	Parking revenue transferred from P&D	No impact	(\$40,000)	
Budget Adjustments	Increase to Road Operations Contracts	No impact	\$198,100	\$722,900
	Solid Waste Delivery	No impact	(\$543,000)	
	Traffic Management Contracting Costs	No impact	\$107,000	
	Materials/Supplies/Services	No impact	\$156,200	
	Urban Forest Master Plan	Increase	\$200,000	
	Service Delivery Assessment	No impact	\$51,900	
	Decrease in Revenue	No impact	\$80,000	
	OCC Adjustments	No impact	\$571,000	
	Debt Service Decrease	No impact	(\$98,300)	
<b>Total Impact of Changes</b>				<b>\$1,533,200</b>
<b>2018/2019 Proposed Budget</b>				<b>\$93,386,000</b>

\*Restated for April 2017 reorganization.

## TRANSPORTATION AND PUBLIC WORKS OPERATING BUDGET

### Transportation and Public Works Summary of Expense & Revenue Types

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	20,476,100	21,518,180	21,515,300	21,859,700	22,380,600	865,300	4.0
* Office	212,700	190,409	293,800	217,400	308,600	14,800	5.0
* External Services	61,264,200	60,996,934	60,952,600	59,931,800	60,815,500	(137,100)	(0.2)
* Supplies	257,300	356,227	321,400	359,400	328,500	7,100	2.2
* Materials	1,597,700	2,552,909	1,781,000	1,902,800	1,773,000	(8,000)	(0.4)
* Building Costs	3,189,400	3,894,758	3,054,200	3,472,700	3,528,300	474,100	15.5
* Equipment & Communications	464,900	473,053	440,000	509,800	459,500	19,500	4.4
* Vehicle Expense	9,500	34,830	30,600	33,400	34,400	3,800	12.4
* Other Goods & Services	2,591,200	2,446,344	2,980,400	2,801,300	3,702,900	722,500	24.2
* Interdepartmental	38,200	64,201	59,100	169,300	308,900	249,800	422.7
* Debt Service	2,518,400	2,503,803	2,365,600	2,350,600	2,267,300	(98,300)	(4.2)
* Other Fiscal	3,935,000	3,161,657	5,035,200	3,703,000	4,414,900	(620,300)	(12.3)
** Total	96,554,600	98,193,304	98,829,200	97,311,200	100,322,400	1,493,200	1.5
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Area Rate Revenue	(40,900)	(40,836)	(41,200)	(41,200)	(41,200)		
* Transfers from other Gov'ts	(2,623,100)	(2,535,989)	(2,154,100)	(4,154,100)	(2,954,100)	(800,000)	37.1
* Fee Revenues	(3,109,500)	(3,637,758)	(3,440,000)	(3,394,000)	(2,733,300)	706,700	(20.5)
* Other Revenue	(1,484,900)	(1,594,685)	(1,341,100)	(1,505,400)	(1,207,800)	133,300	(9.9)
** Total	(7,258,400)	(7,809,267)	(6,976,400)	(9,094,700)	(6,936,400)	40,000	(0.6)
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	89,296,200	90,384,036	91,852,800	88,216,500	93,386,000	1,533,200	1.7

## 18/19 Transportation and Public Works Service Area Plans

### Director's Office

### 18/19 Director's Office Key Deliverables

#### 18/19 Deliverables with Estimated Completion

#### Transportation – A Safe and Accessible Transportation Network

##### HRM Municipal Design Guidelines (RedBook) (Est. Compl: Q2 18/19)

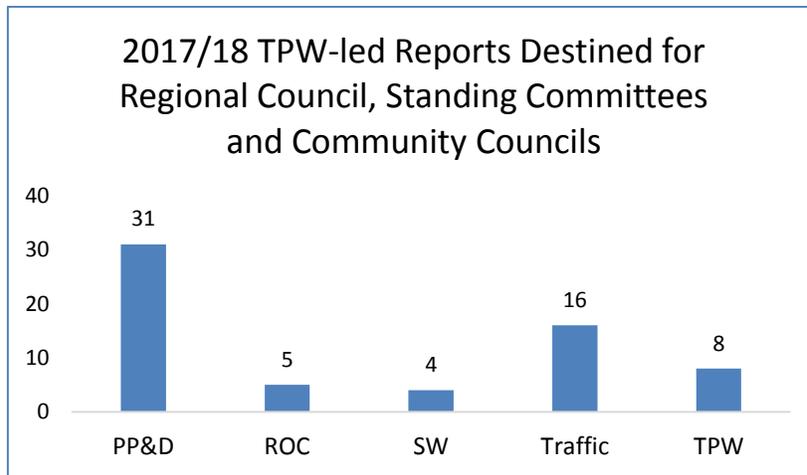
Building on the guidance from the IMP, TPW will lead phase 1 of the Redbook review and update. A consultant will be hired by Q1 to support the business in reviewing and prioritizing updates. Initiatives will include: Development of a workplan; review and consideration of how new guidelines (NACTO, TAC etc.) should be incorporated and adopting the complete street approach.

#### Transportation – A Well Maintained Transportation Network

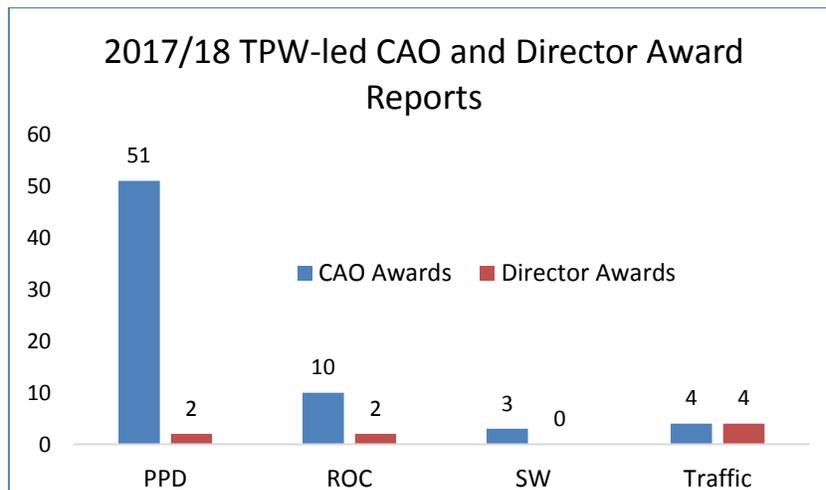
18/19 Deliverables with Estimated Completion
<p><b>Mackintosh Depot Renewal</b> (Est. Compl: Q4 18/19)                      Year 1 of a multi-year project, TPW will work with Facilities to finalize the detailed design of the new proposed facility, considering Performance Excellence principles and future use of facility.</p>
Transportation- Safe and Accessible Transportation Network
<p><b>Socio-Economic evidence based decision making</b> (Est. Compl: Q4 18/19)                      The Director's office will oversee a review of the current traffic calming program and consider including important socio-economic factors such as percentages of households with school-age children, proximity to public assets, frequency of collisions, and proximity to bus routes and transit stops.</p>

## Service Delivery Measures

### 2017/2018 TPW-led reports destined for Regional Council, Standing Committees and Community Councils



### 017/18 TPW-led CAO and Director Award Reports



## Director's Office Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	354,800	362,572	351,700	342,800	352,700	1,000	0.3
* Office	8,000	9,835	7,500	8,200	8,000	500	6.7
* External Services		63,888	6,000	25,600		(6,000)	(100.0)
* Supplies	1,000	156	1,000	500	1,000		
* Building Costs	25,000	13,762	20,000	10,000	20,000		
* Equipment & Communications	3,000	3,942	4,000	5,000	3,000	(1,000)	(25.0)
* Vehicle Expense		59					
* Other Goods & Services	357,600	184,898	406,100	354,100	500,700	94,600	23.3
* Interdepartmental		1,699		22,700			
** Total	749,400	640,813	796,300	768,900	885,400	89,100	11.2
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Other Revenue				(2,600)			
** Total				(2,600)			
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	749,400	640,813	796,300	766,300	885,400	89,100	11.2

## Project Planning and Design

Delivers road asset-related professional and technical services including surveying, engineering design, infrastructure management and records management. Plans and delivers the Active Transportation priorities.

### Services Delivered

#### Transportation - A Well Maintained Transportation Network

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

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

#### Transportation – Interconnected and Strategic Growth

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

## Service Delivery Measures

Project Planning and Design Performance Measures	2015/16 Actual	2016/17 Estimated	2017/18 Projected	2018/19 Planned
Average SDI (Surface Distress Index)	7.48	7.45	no SDI transition period from manual data collection to high Speed	SDI to be replaced with Pavement Condition Index (PCI)

## Performance Analysis

Project Planning and Design Services engaged the services of a consultant in 2016/17 to collect the asphalt condition rating for each street through a new methodology (high speed data collection), and have since proceeded to input the data into the new Pavement Management software that was secured in 2017/18. Additional analysis will be conducted in 18/19 along with the collection of new data to support the full implementation of the new pavement system.

## 18/19 Project Planning and Design Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Transportation – Interconnected and Strategic Growth</b>
<p><b>Active Transportation (AT) Capital Plan</b> (Est. Compl: Q4 18/19) In support of AT Priorities Plan and Integrated Mobility Plan targets, plan/integrate/implement the 2018/19 Active Transportation capital plan (which includes Strategic AT projects, multi-use pathways, support for Halifax Regional Transportation Authority (HRTA) AT projects, new sidewalks, accessibility, functional studies and bike lane facilities) with an emphasis on leveraging "complete streets" opportunities.</p>
<b>Transportation – A Well Maintained Transportation Network</b>
<p><b>Complete tenders</b> (Est. Compl: Q3 18/19) Tender a minimum of 90% of Project Planning and Design Services 2018/19 capital program by the fall of 2018.</p>
<p><b>Pavement Management System - Implement</b> (Est. Compl: Q4 18/19) Complete initial refinement of the various rehabilitation strategy deterioration models for the new pavement management system</p>
<p><b>Bridge Inspection Program</b> (Est Compl: Q4 18/19) Implement/Plan Year 1 of the capital bridge projects identified in the 2017 Level II Bridge Inspection report.</p>
<p><b>Pavement Management Processes</b> (Est. Compl: Q4 18/19) Implement Year 2 recommendations from the Pavement and Materials Technology Review that was initiated in fiscal 2016.</p>
<p><b>Development of the 2018/19 Streets and Roads Capital Program</b> (Est. Compl: Q3 18/19) Develop the 2019/20 Streets and Roads Capital Program in a manner that supports proper planning, coordination and integration with relevant stakeholders and the objectives of the Integrated Mobility Plan, and meets the capital budget submission timelines.</p>

## Project Planning and Design Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	2,809,800	2,776,610	2,964,300	2,950,500	2,977,100	12,800	0.4
* Office	49,600	32,109	52,000	40,400	43,600	(8,400)	(16.2)
* External Services	14,700	274	14,700		14,700		
* Supplies	3,200	1,965	3,300	2,900	3,300		
* Materials				300			
* Equipment & Communications	22,000	11,362	22,600	15,100	22,600		
* Other Goods & Services	39,800	41,393	44,700	48,700	37,900	(6,800)	(15.2)
* Interdepartmental		(2,293)		200			
<b>** Total</b>	<b>2,939,100</b>	<b>2,861,420</b>	<b>3,101,600</b>	<b>3,058,100</b>	<b>3,099,200</b>	<b>(2,400)</b>	<b>(0.1)</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues		(1,176)					
* Other Revenue		(7,348)		(11,300)			
<b>** Total</b>		<b>(8,524)</b>		<b>(11,300)</b>			
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>2,939,100</b>	<b>2,852,896</b>	<b>3,101,600</b>	<b>3,046,800</b>	<b>3,099,200</b>	<b>(2,400)</b>	<b>(0.1)</b>

## Road Operations and Construction

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

## Services Delivered

### Transportation – A Well Maintained Transportation Network

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

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

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

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

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

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

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

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

## Service Delivery Measures

Road Operations and Construction Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
Cost for snow removal operations for 1 Lane km of street	\$5,058	\$6,088	\$4,719	\$5,147
Customer Service (requests addressed within standard)	87.4%	90.2 %	90%	90%
Potholes Completed	15,889	8,704	12,000	12,000
Trees Planted	2,000	2,000	2,000	2,000

## Performance Analysis

### Service Delivery

Road Operations and Construction continue to work with staff in 311 to improve processes within our internal call center management system (Hansen / CityWorks) to ensure customer service requests are addressed and closed properly in the systems. Further communication improvements with internal staff will ensure effective communication and increased effectiveness.

### Healthy, Liveable Communities

Road Operations and Construction is dedicated in creating and maintaining environments where people can be healthy and feel connected. This is achieved through high-quality policy relevant research intended to inform healthy urban design, planning and maintenance. With the implementation of Halifax's new Integrated Mobility Plan, Road Operations and Construction will play a key role in supporting its rollout while adhering to new standards when effecting asset repair.

## 18/19 Road Operations and Construction Key Deliverables

18/19 Deliverables with Estimated Completion	
<b>Healthy, Liveable Communities – Public Safety</b>	
<b>Urban Forest Master Plan</b> (Est. Compl: Q3 18/19) Complete sixth year of Urban Forest Master Plan including scheduled cyclical pruning and tree planting.	
<b>Transportation – A Well Maintained Transportation Network</b>	
<b>Service Optimization</b> (Est. Compl: Q2 18/19) Road Operations and Construction has implemented changes to sidewalk contracts tendered in spring of 2017 including: Improving accessibility, maintaining service standards, and implementing a pilot of provision of streets and sidewalk services in one district to generate efficiencies. After this winter season, ROC will review the effectiveness of the pilot. If it is determined to be a success, ROC will seek Regional Council approval to roll this project out to other districts as contracts are renewed.	

## Road Operations and Construction Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	12,482,800	13,505,848	13,014,400	13,306,200	13,712,200	697,800	5.4
* Office	43,600	72,276	58,900	66,600	94,400	35,500	60.3
* External Services	22,187,500	23,495,916	22,570,900	22,342,900	22,796,300	225,400	1.0
* Supplies	141,500	223,689	194,000	220,500	189,000	(5,000)	(2.6)
* Materials	1,373,300	2,350,659	1,550,600	1,692,000	1,540,900	(9,700)	(0.6)
* Building Costs	229,200	213,595	234,500	238,600	229,000	(5,500)	(2.3)
* Equipment & Communications	405,400	415,358	378,900	457,200	399,400	20,500	5.4
* Vehicle Expense	5,900	21,236	12,500	13,300	11,300	(1,200)	(9.6)
* Other Goods & Services	1,687,100	1,616,292	1,956,000	2,158,300	2,597,900	641,900	32.8
* Interdepartmental		35,040	14,900	(5,800)	16,900	2,000	13.4
* Debt Service	17,100	13,665	13,300	13,300	12,900	(400)	(3.0)
* Other Fiscal	23,800	(50,231)	24,300	(166,600)	23,400	(900)	(3.7)
<b>** Total</b>	<b>38,597,200</b>	<b>41,913,343</b>	<b>40,023,200</b>	<b>40,336,500</b>	<b>41,623,600</b>	<b>1,600,400</b>	<b>4.0</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Area Rate Revenue	(40,900)	(40,836)	(41,200)	(41,200)	(41,200)		
* Other Revenue	(8,000)	(56,237)	(8,000)	(114,700)	(8,000)		
<b>** Total</b>	<b>(48,900)</b>	<b>(97,073)</b>	<b>(49,200)</b>	<b>(155,900)</b>	<b>(49,200)</b>		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>38,548,300</b>	<b>41,816,270</b>	<b>39,974,000</b>	<b>40,180,600</b>	<b>41,574,400</b>	<b>1,600,400</b>	<b>4.0</b>

## Solid Waste Resources

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

## Services Delivered

### Healthy, Liveable Communities – Energy and Environment

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

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

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

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

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

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

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

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

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

## Service Delivery Measures

Solid Waste Resources Performance Measures	2016/17 Actual	2017/18 Projected	2018/19 Planned	MBNC Median* 2016
% of Residential Solid Waste Diverted through curbside collection	58.5%	58%	60%	45.4%
Annual Collection Cost/Service Unit (1)	\$109	\$111	\$113	N/A
Cost of Waste Processing & Disposal Per Tonne – Residential (2)	\$156	\$152	\$131	N/A
Cost of Composting Per Tonne – Residential & Commercial (3)	Subject to contract renegotiation/reconciliation	Subject to contract renegotiation / reconciliation	\$155	N/A
Cost of Recycling Per Tonne – Residential & Commercial (4)	\$123	\$140	\$142	N/A

\* *Municipal Benchmarking Network Canada*

- 1) Includes curb side and condominium collection, weekly summer organics and peak collections.
- 2) Tip fee for residential material at the Otter Lake Landfill operated under contract.
- 3) Operating cost of composting facilities including peak organics haulage and processing, leaf and yard waste and Christmas trees processing, bio-water costs and recapitalization.
- 4) Operating cost of the recycling facility program including recapitalization, but excluding revenues from the sale of recyclable materials. Expansion capital/operating costs have been negotiated and are included for 2017/18 and future years.

## Performance Analysis

When renegotiating contracts, the driving factors are efficiencies, service improvements, value for money and risk mitigation. For the most part, Solid Waste has been able to align its main service contracts (collection / processing) adjustments to predetermined fixed amounts or inflation. This provides a relatively stable and consistent growth in known contract costs which provides for budget predictability. With the MRF expansion and the development of the organics management RFQ/RFP, the above driving factors are key to the department's fiscal and service delivery success. Solid Waste will also continue to educate residents, promote programs, and develop new initiatives to increase diversion from landfill. In 2018/19 staff will work with not-for-profit organizations, charities, and social enterprises to divert textiles to their operations to increase the residential diversion rate and potentially reduce waste disposal costs.

## 18/19 Solid Waste Resources Key Deliverables

18/19 Deliverables with Estimated Completion	
Healthy, Liveable Communities – Energy and Environment	
<b>Education and Promotion</b> (Est. Compl: 18/19)	
Solid Waste will:	
<ul style="list-style-type: none"> <li>continue to review and shape education programs to ensure they are effective and responsive to residents,</li> <li>launch a litter awareness campaign,</li> <li>create partnerships with multi-residential tenants / building managers, charities, schools and other organizations to advance education and diversion programs,</li> <li>advance condo clear bag pilot programs,</li> <li>initiate master composter program/community and school garden partnerships,</li> <li>complete annual curbside monitoring in 8 districts to review set out rates and program participation.</li> </ul>	
<b>Organics Management RFP</b> (Est. Compl: Q4 18/19)	
Solid Waste will draft, issue and award the RFP for the delivery of the organics management program.	
<b>Otter Lake Leachate Force main</b> (Est. Compl: Q4 18/19)	
Solid Waste will work with Halifax Water to advance the detailed design of a leachate force main project based on the successful outcome of the feasibility study.	
<b>MRF Contract RFP</b> (Est. Compl: Q4 18/19)	
Solid Waste will draft, issue and award the RFP for the operations of the Material Recovery Facility (MRF).	
<b>Solid Waste Curbside Collection RFP</b> (Est. Compl: Q3 18/19)	
Solid Waste will draft, issue and award the RFP for the curbside collection of the recycling, organics and refuse.	

## Solid Waste Resources Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	1,299,800	1,305,078	1,365,400	1,365,400	1,445,700	80,300	5.9
* Office	85,100	52,217	133,900	77,900	133,400	(500)	(0.4)
* External Services	37,229,100	35,273,190	36,918,000	35,650,000	36,385,000	(533,000)	(1.4)
* Supplies	4,100	5,788	4,100	4,100	6,200	2,100	51.2
* Materials		26					
* Building Costs	21,300	6,608	21,300	11,300	21,300		
* Vehicle Expense		13,065	12,500	16,500	17,500	5,000	40.0
* Other Goods & Services	340,000	502,826	451,900	101,500	445,100	(6,800)	(1.5)
* Interdepartmental	133,200	146,284	139,200	169,200	139,200		
* Debt Service	2,501,300	2,490,137	2,352,300	2,337,300	2,254,400	(97,900)	(4.2)
* Other Fiscal	(205,600)	274,256	76,600	61,600	72,900	(3,700)	(4.8)
** Total	41,408,300	40,069,476	41,475,200	39,794,800	40,920,700	(554,500)	(1.3)
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Transfers from other Gov'ts	(2,623,100)	(2,535,989)	(2,154,100)	(4,154,100)	(2,954,100)	(800,000)	37.1
* Fee Revenues	(2,789,500)	(3,382,351)	(3,080,000)	(3,080,000)	(2,280,000)	800,000	(26.0)
* Other Revenue	(1,128,900)	(1,363,258)	(1,144,800)	(1,144,800)	(1,144,800)		
** Total	(6,541,500)	(7,281,599)	(6,378,900)	(8,378,900)	(6,378,900)		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	34,866,800	32,787,877	35,096,300	31,415,900	34,541,800	(554,500)	(1.6)

## Traffic Management

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

### Services Delivered

**Transportation – A Safe and Accessible Transportation Network**

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

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

### Service Delivery Measures

Traffic Management Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
Number of Traffic Regulations Issued and Completed	774	788	660	750
Number of Streets and Services Permits Issued	1097	1206	1050	1100

### Performance Analysis

Cityworks is a computerized maintenance management information system (CMMS) that was implemented in August 2017. Traffic Management has utilized this tool to track the completion of traffic regulations. In the long term, data collected by the CMMS will facilitate better and more timely decisions around work planning and asset lifecycle management.

With a focus on red tape reduction, Traffic Management has been reviewing current legislation to streamline processes and improve processing times for the issuance of street and services permits.

## 18/19 Traffic Management Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Transportation – A Safe and Accessible Transportation Network</b>
<b>Traffic Signal Control Solution - Phase 2</b> (Est. Compl: Q4 18/19) Complete the installation of equipment at 90 signalized intersections to integrate into the iNet traffic signal control system.
<b>Strategic Road Safety Plan</b> (Est. Compl: Q2 18/19) Develop a broader Strategic Road Safety Plan.

<b>18/19 Deliverables with Estimated Completion</b>	
<b>Economic Development – Promote and Maximize Growth</b>	
<b>Oversize Loads</b> (Est. Compl: Q4 18/19)	Review and revise the policy for the movement of oversized loads within our roadway network and create a standardized process for on-line application and payments for oversized loads.
<b>Streets and Encroachment By-Law Review</b> (Est. Compl: Q4 18/19)	To ensure consistency among bylaws, streamline processes and reduce red tape, Transportation and Public Works will lead the comprehensive review of the Streets By-Law (S-300) and the Encroachments By-Law (E-200) and provide recommended amendments.

### Traffic Management Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	3,528,900	3,568,073	3,722,200	3,761,900	3,764,000	41,800	1.1
* Office	26,400	23,972	26,400	23,500	26,400		
* External Services	1,832,900	2,163,666	1,443,000	1,913,300	1,619,500	176,500	12.2
* Supplies	107,500	124,628	119,000	131,400	129,000	10,000	8.4
* Materials	224,400	202,223	230,400	210,500	232,100	1,700	0.7
* Building Costs	2,913,900	3,660,793	2,778,400	3,212,800	3,258,000	479,600	17.3
* Equipment & Communications	34,500	42,391	34,500	32,500	34,500		
* Vehicle Expense	3,600	469	5,600	3,600	5,600		
* Other Goods & Services	166,700	100,936	120,500	135,100	120,500		
* Interdepartmental	(95,000)	(116,529)	(95,000)	(17,000)	152,800	247,800	(260.8)
* Other Fiscal	4,116,800	2,937,631	4,934,300	3,808,000	4,318,600	(615,700)	(12.5)
<b>** Total</b>	<b>12,860,600</b>	<b>12,708,252</b>	<b>13,319,300</b>	<b>13,215,600</b>	<b>13,661,000</b>	<b>341,700</b>	<b>2.6</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(320,000)	(254,230)	(320,000)	(230,000)	(373,300)	(53,300)	16.7
* Other Revenue	(348,000)	(167,842)	(188,300)	(232,000)	(55,000)	133,300	(70.8)
<b>** Total</b>	<b>(668,000)</b>	<b>(422,072)</b>	<b>(508,300)</b>	<b>(462,000)</b>	<b>(428,300)</b>	<b>80,000</b>	<b>(15.7)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>12,192,600</b>	<b>12,286,181</b>	<b>12,811,000</b>	<b>12,753,600</b>	<b>13,232,700</b>	<b>421,700</b>	<b>3.3</b>

### Parking

Parking is committed to managing the supply of public parking to meet the needs of residents and businesses while supporting the priorities established in the Integrated Mobility Plan. Activities include working with residential neighbourhoods on parking demand management, administering the system of payment for on-street parking, working with internal stakeholders to integrate parking needs into roadway projects, and working with business districts and other parking providers to ensure the service of parking is efficient and effective for those using it.

## Services Delivered

### Transportation – Interconnected and Strategic Growth

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

### Service Delivery Measures

Parking Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
Regional Centre Business District Public Parking Spaces	7,656	8,005	7,800	7,800
Regional Centre Business District On-Street Parking Occupancy	N/A	N/A	76%	75%

### Performance Analysis

The measurement of the number and occupancy of public parking spaces in the Regional Centre Business Districts helps to recognize how changes to land uses are impacting the supply and demand for parking. While it is desirable to maintain an adequate level of parking service for these business districts, maximizing parking supply and minimizing occupancy is not the intent, as that leads to increase attraction to vehicle trips over other more sustainable modes, which is contrary to the principles of the Integrated Mobility Plan.

### 18/19 Parking Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Transportation – Interconnected and Strategic Growth</b>
<b>Parking Supply inventory and demand projection</b> (Est. Compl: 18/19) Complete the supply inventory and demand projection and establish a coordinated approach to wayfinding, communication, promotion and payment options for on-street, off-street, public/private/institutional parking.
<b>Parking Governance Model</b> (Est. Compl: 18/19) Develop a parking governance model for regional parking, integrate parking principles and optimize into land use by-laws and a curbside management policy.
<b>Parking Technology - Procurement</b> (Est. Compl: Q 1 18/19) Complete a parking needs assessment for a parking technology solution.
<b>Parking Technology – Implementation</b> (Est. Compl: 18/19) Issue a solution RFP and implement a parking technology solution.

### Parking Summary of Expenses & Revenues Budget

						<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		
* Compensation and Benefits			97,300	132,900	128,900	31,600	32.5
* Office			15,100	800	2,800	(12,300)	(81.5)
* Other Goods & Services			1,200	3,600	800	(400)	(33.3)
<b>** Total</b>			<b>113,600</b>	<b>137,300</b>	<b>132,500</b>	<b>18,900</b>	<b>16.6</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues			(40,000)	(84,000)	(80,000)	(40,000)	100.0
<b>** Total</b>			<b>(40,000)</b>	<b>(84,000)</b>	<b>(80,000)</b>	<b>(40,000)</b>	<b>100.0</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>			<b>73,600</b>	<b>53,300</b>	<b>52,500</b>	<b>(21,100)</b>	<b>(28.7)</b>

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
R100 Directors Admin.	749,400	640,813	796,300	766,300	885,400	89,100	11.2
**** TPW Administration	749,400	640,813	796,300	766,300	885,400	89,100	11.2
***** Director/Administration	749,400	640,813	796,300	766,300	885,400	89,100	11.2
R170 Transportation Serv.	1,184,300	1,029,296	1,202,700	1,111,100	1,173,300	(29,400)	(2.4)
**** Transportation Services	1,184,300	1,029,296	1,202,700	1,111,100	1,173,300	(29,400)	(2.4)
R112 Rights of Way Approval	252,700	332,286	294,100	387,400	350,600	56,500	19.2
**** Right of Way Services	252,700	332,286	294,100	387,400	350,600	56,500	19.2
R747 Traffic Signs	1,599,100	1,708,255	1,723,700	1,770,600	1,806,800	83,100	4.8
**** Sign Shop	1,599,100	1,708,255	1,723,700	1,770,600	1,806,800	83,100	4.8
R825 Streetlighting	7,115,400	7,403,313	7,499,800	7,450,700	7,732,800	233,000	3.1
R827 Traffic Lights	2,041,100	1,813,029	2,090,700	2,033,800	2,169,200	78,500	3.8
**** Traffic Signals & Streetligh	9,156,500	9,216,343	9,590,500	9,484,500	9,902,000	311,500	3.2
***** Traffic Management	12,192,600	12,286,181	12,811,000	12,753,600	13,232,700	421,700	3.3
W120 Operations Admin	(406,700)	400,426	(110,600)	412,300	(223,600)	(113,000)	102.2
W199 Fleet Maintenance		29,039		35,000	40,000	40,000	
W944 SH Streetscape Prog			1,300	1,300		(1,300)	(100.0)
**** Municipal Operations Admin	(406,700)	429,464	(109,300)	448,600	(183,600)	(74,300)	68.0
R710 Ser Del & Asset Mgmt	1,981,500	1,799,961	2,008,000	1,874,800	1,975,400	(32,600)	(1.6)
**** Servive Delivery & Asset Man	1,981,500	1,799,961	2,008,000	1,874,800	1,975,400	(32,600)	(1.6)
R845 Parks Urban Forestry	2,565,100	2,388,288	2,783,100	2,681,200	2,942,900	159,800	5.7
*** Urban Forestry	2,565,100	2,388,288	2,783,100	2,681,200	2,942,900	159,800	5.7
R120 Construction Ser	1,113,500	1,040,267	1,145,000	1,077,300	1,179,500	34,500	3.0
*** Construction Services	1,113,500	1,040,267	1,145,000	1,077,300	1,179,500	34,500	3.0
R723 Enhanced Maint Area	2,099,800	1,730,779	2,126,800	2,001,900	2,358,300	231,500	10.9
*** Enhanced Maintenance Area	2,099,800	1,730,779	2,126,800	2,001,900	2,358,300	231,500	10.9
* Plowing ( East, West and Cen							
* Snow Removal ( East, West an							
* Sidewalk Plowing/Ice Control							
* Related Program Costs(East,							
* Snow & Ice Control Priority							
** Prior Hierarchy, Locked							
R880 PB Contr. Streets	14,258,500	14,207,441	14,787,000	11,742,500	11,484,600	(3,302,400)	(22.3)
R881 PB Contr. Sidewalks	4,268,900	4,298,662	4,422,800	4,111,200	4,485,400	62,600	1.4
R882 Winter Program Costs	312,900	305,088	330,800	887,600	975,800	645,000	195.0
R883 In-House Streets	1,024,000	1,690,012	1,077,600	2,902,200	2,834,200	1,756,600	163.0
R884 In-Houses Sidewalk	127,500	231,248	131,700	463,400	487,400	355,700	270.1
R885 PB Contr. ST & SW	2,064,900	4,752,010	2,108,900	3,173,400	4,001,700	1,892,800	89.8
*** Operation Coordinator/Snow &	22,056,700	25,484,462	22,858,800	23,280,300	24,269,100	1,410,300	6.2
R715 Administration - St.	1,531,700	1,676,054	1,745,500	1,682,300	1,632,000	(113,500)	(6.5)
R716 Streets & Roads East					108,100	108,100	
R718 Contracts-Asphalt E	507,700	506,647	176,800	132,800		(176,800)	(100.0)
R719 Contracts-Asphalt W	507,700	503,911	176,800	176,800		(176,800)	(100.0)
R720 Street Clean/Graffit	1,290,200	1,126,452	1,227,500	1,213,100	1,249,100	21,600	1.8
R735 Street Mtce-East Rgn	1,310,700	1,217,024	1,505,900	1,504,900	1,700,100	194,200	12.9
R740 Concrete SW-Wst/Bedf	1,408,600	1,455,816	1,423,100	1,202,800	1,391,700	(31,400)	(2.2)
R741 Asph-Crb/Wlkwy-East	773,300	694,633	828,200	752,600	835,900	7,700	0.9
R742 Concrete Sdewlk East	750,200	590,869	763,000	792,500	773,100	10,100	1.3
R743 Asphlt Patching West	1,058,300	1,171,643	1,314,800	1,358,700	1,342,800	28,000	2.1
*** Streets & Roads	9,138,400	8,943,048	9,161,600	8,816,500	9,032,800	(128,800)	(1.4)
**** Public Works Operations	36,973,500	39,586,845	38,075,300	37,857,200	39,782,600	1,707,300	4.5
***** Road Operations & Constructi	38,548,300	41,816,270	39,974,000	40,180,600	41,574,400	1,600,400	4.0
R110 Design Admin.	264,800	336,861	299,400	329,700	325,200	25,800	8.6
R111 Design	1,190,900	1,229,239	1,307,900	1,300,500	1,257,600	(50,300)	(3.8)
R130 Infrastr MgmtServ.	170,900	142,444	217,100	184,000	178,400	(38,700)	(17.8)
R140 Surveying	749,300	778,745	792,900	786,000	782,600	(10,300)	(1.3)
R150 Record Management	136,100	89,987	132,700	145,000	137,200	4,500	3.4
R180 Active Transportation	421,700	275,620	343,700	301,600	418,200	74,500	21.7
W943 Reg Trails/Streetasca	5,400		7,900			(7,900)	(100.0)

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
***** Project Planning & Design	2,939,100	2,852,896	3,101,600	3,046,800	3,099,200	(2,400)	(0.1)
R314 Sckv. Landfill Site			15,300	5,300	15,300		
R315 Leach. Trt./FlareStc		361,127	325,000	325,000	350,000	25,000	7.7
**** Former Solid Waste System		361,127	340,300	330,300	365,300	25,000	7.3
R319 Community Monitoring	90,000	71,762	90,000	90,000	90,000		
R321 Administration - WR	1,007,500	967,980	984,700	1,000,300	1,068,500	83,800	8.5
*** Admin WR	1,097,500	1,039,741	1,074,700	1,090,300	1,158,500	83,800	7.8
R320 Otter Lake Operations	8,000,000	7,087,183	7,500,000	7,306,000	6,500,000	(1,000,000)	(13.3)
R326 Otter Lake WSF	543,300	541,064	522,000	522,000	499,700	(22,300)	(4.3)
R327 Otter Lake RDF	1,482,800	1,446,147	1,403,200	1,373,200	1,346,200	(57,000)	(4.1)
R329 Otter Lake FEP	467,300	449,233	449,500	443,500	430,800	(18,700)	(4.2)
*** Otter Lake	10,493,400	9,523,628	9,874,700	9,644,700	8,776,700	(1,098,000)	(11.1)
R322 Collection & RRFB	13,590,200	13,435,499	14,468,200	12,498,200	14,068,200	(400,000)	(2.8)
R323 Waste Res Sy Debt Ch	141,900	141,924	82,200	82,200	78,600	(3,600)	(4.4)
R324 Compost Fac. Burnside	4,293,500	4,255,283	3,870,000	2,870,000	3,740,000	(130,000)	(3.4)
R325 Compost Fac. RaggedLk	2,732,000	2,785,272	2,850,000	2,900,000	3,000,000	150,000	5.3
R328 Rural Depots	210,400	233,408	213,400	230,400	230,400	17,000	8.0
R330 Material Recov. Fac.	1,640,000	712,403	1,607,000	1,187,000	2,367,000	760,000	47.3
R331 RRFB Contract	(510,000)	(621,107)	(525,600)	(541,200)	(523,000)	2,600	(0.5)
R333 C & E Progrms HRM	429,900	272,406	542,400	410,000	546,100	3,700	0.7
R334 Household Haz. Waste	748,000	648,294	699,000	714,000	734,000	35,000	5.0
*** SW Other	23,275,900	21,863,382	23,806,600	20,350,600	24,241,300	434,700	1.8
**** Waste Resources	34,866,800	32,426,750	34,756,000	31,085,600	34,176,500	(579,500)	(1.7)
***** Solid Waste Services	34,866,800	32,787,877	35,096,300	31,415,900	34,541,800	(554,500)	(1.6)
R954 Parking Management			73,600	53,300	52,500	(21,100)	(28.7)
***** Parking Strategy			73,600	53,300	52,500	(21,100)	(28.7)
**** RPAM Locked							
***** Locked Cost Centres							
***** Total	89,296,200	90,384,036	91,852,800	88,216,500	93,386,000	1,533,200	1.7

Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
R100 Directors Admin.	749,400	640,813	796,300	768,900	885,400	89,100	11.2
**** TPW Administration	749,400	640,813	796,300	768,900	885,400	89,100	11.2
***** Director/Administration	749,400	640,813	796,300	768,900	885,400	89,100	11.2
R170 Transportation Serv.	1,184,300	1,031,209	1,202,700	1,118,100	1,173,300	(29,400)	(2.4)
**** Transportation Services	1,184,300	1,031,209	1,202,700	1,118,100	1,173,300	(29,400)	(2.4)
R112 Rights of Way Approval	696,000	682,799	737,400	717,400	723,900	(13,500)	(1.8)
**** Right of Way Services	696,000	682,799	737,400	717,400	723,900	(13,500)	(1.8)
R747 Traffic Signs	1,619,100	1,725,151	1,743,700	1,790,600	1,826,800	83,100	4.8
**** Sign Shop	1,619,100	1,725,151	1,743,700	1,790,600	1,826,800	83,100	4.8
R825 Streetlighting	7,305,100	7,441,881	7,529,800	7,545,700	7,752,800	223,000	3.0
R827 Traffic Lights	2,056,100	1,827,212	2,105,700	2,043,800	2,184,200	78,500	3.7
**** Traffic Signals & Streetligh	9,361,200	9,269,093	9,635,500	9,589,500	9,937,000	301,500	3.1
***** Traffic Management	12,860,600	12,708,252	13,319,300	13,215,600	13,661,000	341,700	2.6
W120 Operations Admin	(406,700)	400,426	(110,600)	412,300	(223,600)	(113,000)	102.2
W199 Fleet Maintenance		29,039		35,000	40,000	40,000	
W944 SH Streetscape Prog	40,900	40,836	42,500	42,500	41,200	(1,300)	(3.1)
**** Municipal Operations Admin	(365,800)	470,300	(68,100)	489,800	(142,400)	(74,300)	109.1
R710 Ser Del & Asset Mgmt	1,981,500	1,801,826	2,008,000	1,899,300	1,975,400	(32,600)	(1.6)
**** Servive Delivery & Asset Man	1,981,500	1,801,826	2,008,000	1,899,300	1,975,400	(32,600)	(1.6)
R845 Parks Urban Forestry	2,565,100	2,426,105	2,783,100	2,756,000	2,942,900	159,800	5.7
** Urban Forestry	2,565,100	2,426,105	2,783,100	2,756,000	2,942,900	159,800	5.7
R120 Construction Ser	1,113,500	1,040,267	1,145,000	1,077,300	1,179,500	34,500	3.0
*** Construction Services	1,113,500	1,040,267	1,145,000	1,077,300	1,179,500	34,500	3.0
R723 Enhanced Maint Area	2,107,800	1,735,627	2,134,800	2,017,300	2,366,300	231,500	10.8
*** Enhanced Maintenance Area	2,107,800	1,735,627	2,134,800	2,017,300	2,366,300	231,500	10.8
* Ice Control ( East, West and							
* Plowing ( East, West and Cen							
* Snow Removal ( East, West an							
* Sidewalk Plowing/Ice Control							
* Related Program Costs(East,							
* Snow & Ice Control Priority							
** Prior Hierarchy, Locked							
R880 PB Contr. Streets	14,258,500	14,207,441	14,787,000	11,742,500	11,484,600	(3,302,400)	(22.3)
R881 PB Contr. Sidewalks	4,268,900	4,298,662	4,422,800	4,111,200	4,485,400	62,600	1.4
R882 Winter Program Costs	312,900	305,088	330,800	887,600	975,800	645,000	195.0
R883 In-House Streets	1,024,000	1,690,012	1,077,600	2,902,200	2,834,200	1,756,600	163.0
R884 In-Houses Sidewalk	127,500	231,248	131,700	463,400	487,400	355,700	270.1
R885 PB Contr. ST & SW	2,064,900	4,752,010	2,108,900	3,173,400	4,001,700	1,892,800	89.8
*** Operation Coordinator/Snow &	22,056,700	25,484,462	22,858,800	23,280,300	24,269,100	1,410,300	6.2
R715 Administration - St.	1,531,700	1,677,054	1,745,500	1,682,300	1,632,000	(113,500)	(6.5)
R716 Streets & Roads East					108,100	108,100	
R718 Contracts-Asphalt E	507,700	506,647	176,800	132,800		(176,800)	(100.0)
R719 Contracts-Asphalt W	507,700	507,408	176,800	176,800		(176,800)	(100.0)
R720 Street Clean/Graffiti	1,290,200	1,127,005	1,227,500	1,213,100	1,249,100	21,600	1.8
R735 Street Mtce-East Rgn	1,310,700	1,219,084	1,505,900	1,504,900	1,700,100	194,200	12.9
R740 Concrete SW-Wst/Bedf	1,408,600	1,458,538	1,423,100	1,202,800	1,391,700	(31,400)	(2.2)
R741 Asph-Crb/Wlkwy-East	773,300	694,633	828,200	752,600	835,900	7,700	0.9
R742 Concrete Sdewlk East	750,200	590,869	763,000	792,500	773,100	10,100	1.3
R743 Asphlt Patching West	1,058,300	1,173,518	1,314,800	1,358,700	1,342,800	28,000	2.1
*** Streets & Roads	9,138,400	8,954,756	9,161,600	8,816,500	9,032,800	(128,800)	(1.4)
**** Public Works Operations	36,981,500	39,641,217	38,083,300	37,947,400	39,790,600	1,707,300	4.5
***** Road Operations & Constructi	38,597,200	41,913,343	40,023,200	40,336,500	41,623,600	1,600,400	4.0
R110 Design Admin.	264,800	338,037	299,400	329,700	325,200	25,800	8.6
R111 Design	1,190,900	1,229,239	1,307,900	1,300,500	1,257,600	(50,300)	(3.8)
R130 Infrastr MgmtServ.	170,900	142,444	217,100	184,000	178,400	(38,700)	(17.8)
R140 Surveying	749,300	778,745	792,900	786,000	782,600	(10,300)	(1.3)
R150 Record Management	136,100	90,178	132,700	145,000	137,200	4,500	3.4
R180 Active Transportation	421,700	282,777	343,700	312,900	418,200	74,500	21.7
W943 Reg Trails/Streetasca	5,400		7,900			(7,900)	(100.0)

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
***** Project Planning & Design	2,939,100	2,861,420	3,101,600	3,058,100	3,099,200	(2,400)	(0.1)
R314 Sckv. Landfill Site			15,300	5,300	15,300		
R315 Leach. Trt./FlareStc		361,127	325,000	325,000	350,000	25,000	7.7
**** Former Solid Waste System		361,127	340,300	330,300	365,300	25,000	7.3
R319 Community Monitoring	90,000	71,762	90,000	90,000	90,000		
R321 Administration - WR	1,110,300	1,217,529	1,065,500	1,081,100	1,149,300	83,800	7.9
R601 See Cost Centre R321							
*** Admin WR	1,200,300	1,289,291	1,155,500	1,171,100	1,239,300	83,800	7.3
R320 Otter Lake Operations	8,000,000	7,087,183	7,500,000	7,306,000	6,500,000	(1,000,000)	(13.3)
R326 Otter Lake WSF	543,300	541,064	522,000	522,000	499,700	(22,300)	(4.3)
R327 Otter Lake RDF	1,482,800	1,446,147	1,403,200	1,373,200	1,346,200	(57,000)	(4.1)
R329 Otter Lake FEP	467,300	449,316	449,500	443,500	430,800	(18,700)	(4.2)
*** Otter Lake	10,493,400	9,523,710	9,874,700	9,644,700	8,776,700	(1,098,000)	(11.1)
R322 Collection & RRFB	15,841,200	15,631,809	16,219,200	16,249,200	16,619,200	400,000	2.5
R323 Waste Res Sy Debt Ch	141,900	141,924	82,200	82,200	78,600	(3,600)	(4.4)
R324 Compost Fac. Burnside	4,900,000	4,866,247	4,500,000	3,500,000	4,370,000	(130,000)	(2.9)
R325 Compost Fac. RaggedLk	3,440,000	3,391,271	3,500,000	3,550,000	3,650,000	150,000	4.3
R328 Rural Depots	210,400	233,408	213,400	230,400	230,400	17,000	8.0
R330 Material Recov. Fac.	3,547,000	3,349,800	3,920,000	3,500,000	3,880,000	(40,000)	(1.0)
R331 RRFB Contract	397,100	345,232	412,500	396,900	415,100	2,600	0.6
R333 C & E Progrms HRM	473,000	273,076	542,400	410,000	546,100	3,700	0.7
R334 Household Haz. Waste	764,000	662,580	715,000	730,000	750,000	35,000	4.9
*** SW Other	29,714,600	28,895,348	30,104,700	28,648,700	30,539,400	434,700	1.4
**** Waste Resources	41,408,300	39,708,349	41,134,900	39,464,500	40,555,400	(579,500)	(1.4)
***** Solid Waste Services	41,408,300	40,069,476	41,475,200	39,794,800	40,920,700	(554,500)	(1.3)
R954 Parking Management			113,600	137,300	132,500	18,900	16.6
***** Parking Strategy			113,600	137,300	132,500	18,900	16.6
**** RPAM Locked							
***** Locked Cost Centres							
***** Total	96,554,600	98,193,304	98,829,200	97,311,200	100,322,400	1,493,200	1.5

Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
R100 Directors Admin.				(2,600)			
*** TPW Administration				(2,600)			
**** Director/Administration				(2,600)			
R170 Transportation Serv.		(1,913)		(7,000)			
*** Transportation Services		(1,913)		(7,000)			
R112 Rights of Way Approval	(443,300)	(350,513)	(443,300)	(330,000)	(373,300)	70,000	(15.8)
*** Right of Way Services	(443,300)	(350,513)	(443,300)	(330,000)	(373,300)	70,000	(15.8)
R747 Traffic Signs	(20,000)	(16,896)	(20,000)	(20,000)	(20,000)		
*** Sign Shop	(20,000)	(16,896)	(20,000)	(20,000)	(20,000)		
R825 Streetlighting	(189,700)	(38,567)	(30,000)	(95,000)	(20,000)	10,000	(33.3)
R827 Traffic Lights	(15,000)	(14,183)	(15,000)	(10,000)	(15,000)		
*** Traffic Signals & Streetlight	(204,700)	(52,750)	(45,000)	(105,000)	(35,000)	10,000	(22.2)
**** Traffic Management	(668,000)	(422,072)	(508,300)	(462,000)	(428,300)	80,000	(15.7)
W944 SH Streetscape Prog	(40,900)	(40,836)	(41,200)	(41,200)	(41,200)		
*** Municipal Operations Admin	(40,900)	(40,836)	(41,200)	(41,200)	(41,200)		
R710 Ser Del & Asset Mgmt		(1,865)		(24,500)			
*** Servive Delivery & Asset Mana		(1,865)		(24,500)			
R845 Parks Urban Forestry		(37,816)		(74,800)			
** Urban Forestry		(37,816)		(74,800)			
R723 Enhanced Maint Area	(8,000)	(4,848)	(8,000)	(15,400)	(8,000)		
** Enhanced Maintenance Area	(8,000)	(4,848)	(8,000)	(15,400)	(8,000)		
** Operation Coordinator/Snow &							
R715 Administration - St.		(1,000)					
R719 Contracts-Asphalt W		(3,497)					
R720 Street Clean/Graffit		(553)					
R735 Street Mtce-East Rgn		(2,060)					
R740 Concrete SW-Wst/Bedf		(2,723)					
R743 Asphlt Patching West		(1,875)					
** Streets & Roads		(11,707)					
*** Public Works Operations	(8,000)	(54,372)	(8,000)	(90,200)	(8,000)		
**** Road Operations & Constructio	(48,900)	(97,073)	(49,200)	(155,900)	(49,200)		
R110 Design Admin.		(1,176)					
R150 Record Management		(190)					
R180 Active Transportation		(7,158)		(11,300)			
**** Project Planning & Design		(8,524)		(11,300)			
*** Former Solid Waste System							
R321 Administration - WR	(102,800)	(249,549)	(80,800)	(80,800)	(80,800)		
** Admin WR	(102,800)	(249,549)	(80,800)	(80,800)	(80,800)		
R329 Otter Lake FEP		(83)					
** Otter Lake		(83)					
R322 Collection & RRFB	(2,251,000)	(2,196,311)	(1,751,000)	(3,751,000)	(2,551,000)	(800,000)	45.7
R324 Compost Fac.Burnside	(606,500)	(610,964)	(630,000)	(630,000)	(630,000)		
R325 Compost Fac.Ragged Lake	(708,000)	(605,999)	(650,000)	(650,000)	(650,000)		
R330 Material Recov. Fac.	(1,907,000)	(2,637,397)	(2,313,000)	(2,313,000)	(1,513,000)	800,000	(34.6)
R331 RRFB Contract	(907,100)	(966,339)	(938,100)	(938,100)	(938,100)		
R333 C & E Progrms HRM	(43,100)	(670)					
R334 Household Haz. Waste	(16,000)	(14,286)	(16,000)	(16,000)	(16,000)		
** SW Other	(6,438,700)	(7,031,966)	(6,298,100)	(8,298,100)	(6,298,100)		
*** Waste Resources	(6,541,500)	(7,281,599)	(6,378,900)	(8,378,900)	(6,378,900)		
**** Solid Waste Services	(6,541,500)	(7,281,599)	(6,378,900)	(8,378,900)	(6,378,900)		
R954 Parking Management			(40,000)	(84,000)	(80,000)	(40,000)	100.0
**** Parking Strategy			(40,000)	(84,000)	(80,000)	(40,000)	100.0
**** Locked Cost Centres							
**** Total	(7,258,400)	(7,809,267)	(6,976,400)	(9,094,700)	(6,936,400)	40,000	(0.6)

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	16,575,700	16,096,955	16,998,400	16,754,100	17,158,000	159,600	0.9
6002 Salaries - Overtime	1,260,200	1,491,798	1,282,600	1,907,000	1,804,700	522,100	40.7
6005 PDP & Union Con Incr		(720,558)		(101,700)			
6051 Shift Agreements	12,500	30,037	12,500	12,500	185,000	172,500	1,380.0
6054 Vacation payout		19,212					
6099 Other Allowances		10,500					
6100 Benefits - Salaries	3,592,900	3,613,330	3,658,400	3,688,100	3,800,800	142,400	3.9
6110 Vacancy Management	(1,330,600)		(875,000)		(1,018,400)	(143,400)	16.4
6150 Honorariums		1,000					
6152 Retirement Incentives	110,500	116,648	121,700	121,800	129,200	7,500	6.2
6154 Workers' Compensation	254,900	307,985	316,700	316,400	321,300	4,600	1.5
6155 Overtime Meals		36,482					
6156 Clothing Allowance		526					
6158 WCB Recov Earnings		(4,019)					
6199 Comp & Ben InterDept		(742,075)		(310,400)			
9200 HR CATS Wage/Ben		731,767					
9210 HR CATS OT Wage/Ben		528,592		(528,100)			
* Compensation and Benefits	20,476,100	21,518,180	21,515,300	21,859,700	22,380,600	865,300	4.0
6201 Telephone	27,200	47,133	44,800	38,600	37,600	(7,200)	(16.1)
6202 Courier/Postage	43,100	21,674	66,400	35,400	67,600	1,200	1.8
6203 Office Furn/Equip	25,700	17,063	21,700	39,300	23,900	2,200	10.1
6204 Computer S/W & Lic	13,500	16,605	29,800	13,500	12,000	(17,800)	(59.7)
6205 Printing & Reprod	46,200	32,319	71,200	43,700	72,000	800	1.1
6206 Microfilms	4,800		4,800		4,800		
6207 Office Supplies	52,200	51,327	55,100	44,100	90,700	35,600	64.6
6299 Other Office Expenses		4,287		2,800			
* Office	212,700	190,409	293,800	217,400	308,600	14,800	5.0
6301 Professional Fees	83,800	86,075	67,000	63,000	49,000	(18,000)	(26.9)
6302 Legal Fees	20,000	31,872	20,000	32,500	9,000	(11,000)	(55.0)
6303 Consulting Fees	179,700	6,855	29,700	27,800	61,700	32,000	107.7
6305 Property Appraisal		2,122					
6308 Snow Removal	837,600	1,818,779	921,700	921,000	921,000	(700)	(0.1)
6310 Outside Personnel	468,100	551,381	509,600	520,000	460,000	(49,600)	(9.7)
6311 Security	49,500	149,693	131,000	83,000	70,000	(61,000)	(46.6)
6312 Refuse Collection	46,500	113,679	71,500	117,100	111,500	40,000	55.9
6399 Contract Services	59,579,000	58,236,479	59,202,100	58,167,400	59,133,300	(68,800)	(0.1)
* External Services	61,264,200	60,996,934	60,952,600	59,931,800	60,815,500	(137,100)	(0.2)
6401 Uniforms & Clothing	54,800	63,185	33,800	45,000	28,000	(5,800)	(17.2)
6402 Med & First Aid Supp	2,000	1,041	1,400	2,400	1,400		
6403 Patrol Equip Supplies		50					
6404 Rec Prog Supplies		21					
6405 Photo Supp & Equip	300	750	300	300	300		
6406 Bridge Tolls	10,400	37,125	48,400	44,300	49,000	600	1.2
6407 Clean/Sani Supplies	22,500	24,068	18,900	23,100	18,900		
6409 Personal Protect Equ	70,400	127,754	120,900	134,300	123,200	2,300	1.9
6499 Other Supplies	96,900	102,233	97,700	110,000	107,700	10,000	10.2
* Supplies	257,300	356,227	321,400	359,400	328,500	7,100	2.2
6501 Asphalt	225,600	200,232	327,600	299,200	324,200	(3,400)	(1.0)
6502 Chemicals	35,600	67,057	79,300	89,800	79,300		
6503 Fertilizer	300		300		300		
6504 Hardware	167,500	76,781	162,500	154,200	109,500	(53,000)	(32.6)
6505 Lubricants	4,400	10,415	8,900	9,400	8,900		
6506 Lumber	16,800	12,407	16,800	17,200	16,800		
6507 Propane	2,200	1,764	2,200	2,200	2,200		
6508 Ready Mix Concrete	121,500	116,286	136,500	146,400	146,200	9,700	7.1
6510 Road Oils	6,700	2,313	6,700	6,700	6,700		
6511 Salt	725,200	1,831,107	750,000	902,000	785,000	35,000	4.7

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6512 Sand	24,800	7,113	10,200	10,200	10,200		
6513 Seeds & Plants	1,200	2,965	2,700	5,800	3,700	1,000	37.0
6514 Sodds	4,900	1,423	4,900	5,100	4,900		
6515 Stone and Gravel	52,700	32,970	52,500	52,500	52,500		
6516 Topsoil	4,900	6,330	10,700	11,200	11,200	500	4.7
6517 Paint	138,600	121,270	144,600	126,800	141,400	(3,200)	(2.2)
6518 Metal	35,600	27,380	35,600	35,600	40,500	4,900	13.8
6519 Welding Supplies	2,500	4,509	2,500	3,000	2,500		
6599 Other Materials	26,700	30,587	26,500	25,500	27,000	500	1.9
<b>* Materials</b>	<b>1,597,700</b>	<b>2,552,909</b>	<b>1,781,000</b>	<b>1,902,800</b>	<b>1,773,000</b>	<b>(8,000)</b>	<b>(0.4)</b>
6602 Electrical	540,000	594,760	544,000	562,800	548,300	4,300	0.8
6603 Grnds & Landscaping	15,300	1,196	15,300	5,300	15,300		
6605 Municipal Taxes	6,000	6,061	6,000	6,000	6,000		
6606 Heating Fuel		16					
6607 Electricity	2,385,800	3,061,381	2,245,600	2,653,300	2,715,400	469,800	20.9
6608 Water	10,100	15,778	16,100	16,900	16,100		
6609 Elevator & Escalator		117		100			
6610 Building - Exterior		27					
6611 Building - Interior	20,300	5,190	15,300	16,300	15,300		
6612 Safety Systems		6,527					
6613 Overhead Doors				1,100			
6614 Envir Assess/Cleanup	5,000	6,055	5,000	5,000	5,000		
6615 Vandalism Clean-up	201,900	193,972	201,900	201,900	201,900		
6699 Other Building Cost	5,000	3,679	5,000	4,000	5,000		
<b>* Building Costs</b>	<b>3,189,400</b>	<b>3,894,758</b>	<b>3,054,200</b>	<b>3,472,700</b>	<b>3,528,300</b>	<b>474,100</b>	<b>15.5</b>
6701 Equipment Purchase	51,300	100,843	52,700	87,300	75,900	23,200	44.0
6702 Small Tools	53,300	71,987	59,000	87,200	57,800	(1,200)	(2.0)
6703 Computer Equip/Rent	17,600	8,765	17,600	15,300	15,600	(2,000)	(11.4)
6704 Equipment Rental	36,100	58,074	66,100	97,100	72,100	6,000	9.1
6705 Equip - R&M	15,400	15,212	4,400	4,300	4,400		
6706 Computer R&M	1,000	279	500	500	500		
6708 Mechanical Equipment		1,443					
6711 Communication System	174,100	216,449	239,700	218,100	233,200	(6,500)	(2.7)
6731 Airtime	116,100						
<b>* Equipment &amp; Communications</b>	<b>464,900</b>	<b>473,053</b>	<b>440,000</b>	<b>509,800</b>	<b>459,500</b>	<b>19,500</b>	<b>4.4</b>
6802 Vehicle R&M	1,400	5,083	7,200	7,200	7,200		
6803 Vehicle Fuel - Diesel	200	874	100	100	100		
6804 Vehicle Fuel - Gas	600	3,655	1,500	300	300	(1,200)	(80.0)
6806 Vehicle Rentals	3,600	381	18,100	6,100	8,100	(10,000)	(55.2)
6807 Vehicle Leases		11,638		14,000	15,000	15,000	
6811 Shop Supplies		222		1,000			
6899 Other Vehicle Expense	3,700	12,976	3,700	4,700	3,700		
<b>* Vehicle Expense</b>	<b>9,500</b>	<b>34,830</b>	<b>30,600</b>	<b>33,400</b>	<b>34,400</b>	<b>3,800</b>	<b>12.4</b>
6901 Membership Dues	34,100	34,383	50,500	45,500	60,000	9,500	18.8
6902 Conferences/Workshop	45,200	25,243	77,000	50,600	57,000	(20,000)	(26.0)
6903 Travel - Local	294,800	314,231	338,600	335,600	339,200	600	0.2
6904 Travel - Out of Town	58,100	34,522	30,000	47,500	55,000	25,000	83.3
6905 Training & Education	87,200	43,436	60,000	44,300	96,700	36,700	61.2
6906 Licenses & Agreements	203,200	155,983	189,400	450,800	189,200	(200)	(0.1)
6908 Medical Examinations	7,000	6,088	4,500	7,700	3,500	(1,000)	(22.2)
6910 Signage	56,500	34,237	55,500	55,000	55,000	(500)	(0.9)
6911 Facilities Rental	8,300	2,495	8,300	7,000	6,300	(2,000)	(24.1)
6912 Advertising/Promotio	290,200	233,341	357,850	281,050	345,500	(12,350)	(3.5)
6913 Awards		440					
6914 Recruiting		1,857		500			
6916 Public Education	91,000	43,556	134,500	98,500	134,500		
6917 Books and Periodicals	3,800	3,522	3,800	6,000	4,300	500	13.2
6918 Meals	19,300	18,021	20,300	20,800	19,300	(1,000)	(4.9)
6919 Special Projects	1,111,000	1,094,519	1,375,400	1,438,100	1,632,300	256,900	18.7
6928 Committee Expenses	2,300	197	1,550	1,550	1,500	(50)	(3.2)

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
6929 Procurement Card Clg	200	12,142	200	200	200		
6933 Community Events	6,000	1,213	6,000	5,000	1,000	(5,000)	(83.3)
6936 Staff Relations	200	665	200	2,000	1,200	1,000	500.0
6937 Corporate Training			4,000			(4,000)	(100.0)
6938 Rewarding Excellence	17,700	2,739	17,700	14,500	11,200	(6,500)	(36.7)
6940 Fencing	12,100	812	3,000	4,900	4,900	1,900	63.3
6943 Health and Wellness	700	9,912	2,700	2,700	2,700		
6999 Other Goods/Services	242,300	372,792	239,400	(118,500)	682,400	443,000	185.0
* Other Goods & Services	2,591,200	2,446,344	2,980,400	2,801,300	3,702,900	722,500	24.2
7009 Internal Trfr Other	78,200	143,309	99,100	271,200	348,900	249,800	252.1
7010 IntTrfr Insur Funds	(40,000)	(79,967)	(40,000)	(106,200)	(40,000)		
7013 Int Trf Extra Duty				4,300			
9911 PM Labour-Reg		858					
* Interdepartmental	38,200	64,201	59,100	169,300	308,900	249,800	422.7
8010 Other Interest	30,000	18,810	30,000	15,000	30,000		
8011 Interest on Debentur	331,400	330,356	236,000	236,000	137,700	(98,300)	(41.7)
8012 Principal on Debentu	2,157,000	2,154,637	2,099,600	2,099,600	2,099,600		
* Debt Service	2,518,400	2,503,803	2,365,600	2,350,600	2,267,300	(98,300)	(4.2)
8001 Transf Outside Agenc	28,900	24,324	24,300	24,300	21,900	(2,400)	(9.9)
8003 Insurance Pol/Prem					1,500	1,500	
8008 Transf to/fr Reserve	3,911,200	3,135,317	5,010,900	3,678,700	4,391,500	(619,400)	(12.4)
8009 Fire Protection		62					
9000 Prior Yr. Sur/Def	(5,100)						
9001 Current Yr. Sur/Def		1,954					
* Other Fiscal	3,935,000	3,161,657	5,035,200	3,703,000	4,414,900	(620,300)	(12.3)
** Total	<b>96,554,600</b>	<b>98,193,304</b>	<b>98,829,200</b>	<b>97,311,200</b>	<b>100,322,400</b>	<b>1,493,200</b>	<b>1.5</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4201 Area Rate Residential	(40,900)	(40,836)	(41,200)	(41,200)	(41,200)		
* Area Rate Revenue	(40,900)	(40,836)	(41,200)	(41,200)	(41,200)		
4750 Other Grants	(2,623,100)	(2,535,989)	(2,154,100)	(4,154,100)	(2,954,100)	(800,000)	37.1
* Transfers from other Gov'ts	(2,623,100)	(2,535,989)	(2,154,100)	(4,154,100)	(2,954,100)	(800,000)	37.1
4905 St. Opening Permits	(130,000)	(152,169)	(130,000)	(130,000)	(268,300)	(138,300)	106.4
4912 Signs & Encroachments	(190,000)	(102,061)	(190,000)	(100,000)	(105,000)	85,000	(44.7)
5101 Parking Rentals			(40,000)	(84,000)	(80,000)	(40,000)	100.0
5225 Tipping Fees-Waste R	(1,314,500)	(1,216,190)	(1,480,000)	(1,480,000)	(1,480,000)		
5255 Engineering Fees		(1,176)					
5403 Sale-Other Recycle	(1,475,000)	(2,166,162)	(1,600,000)	(1,600,000)	(800,000)	800,000	(50.0)
* Fee Revenues	(3,109,500)	(3,637,758)	(3,440,000)	(3,394,000)	(2,733,300)	706,700	(20.5)
5508 Recov External Parti	(1,100,800)	(1,149,406)	(900,100)	(1,064,400)	(766,800)	133,300	(14.8)
5600 Miscellaneous Revenue	(384,100)	(445,279)	(441,000)	(441,000)	(441,000)		
* Other Revenue	(1,484,900)	(1,594,685)	(1,341,100)	(1,505,400)	(1,207,800)	133,300	(9.9)
** Total	<b>(7,258,400)</b>	<b>(7,809,267)</b>	<b>(6,976,400)</b>	<b>(9,094,700)</b>	<b>(6,936,400)</b>	<b>40,000</b>	<b>(0.6)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>89,296,200</b>	<b>90,384,036</b>	<b>91,852,800</b>	<b>88,216,500</b>	<b>93,386,000</b>	<b>1,533,200</b>	<b>1.7</b>

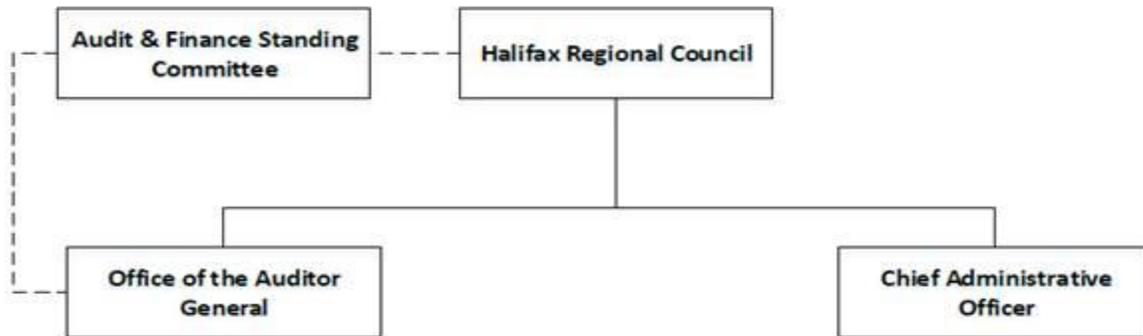
# Office of the Auditor General

## 2018/19 Multi-Year Budget and Business Plan

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

The Office of the Auditor General is responsible for auditing Halifax Regional Municipality’s programs and accounts, including all municipal bodies. The Office assists Halifax Regional Council in holding itself, and administration, accountable for the use of public funds and for achieving value-for-money in the Municipality’s operations.

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



### Funded Full Time Equivalents (FTEs)

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

### Office of the Auditor General Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Approved	Approved	Planned
Percent of the average tax bill spent on the Office of the Auditor General Office	0.2%	0.2%	0.2%
Average tax bill amount spent on the Office of the Auditor General	\$3.70	\$4.00	\$3.80

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19).

### Auditor General Summary of Expense & Revenue Types

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	888,900	647,028	984,800	880,390	950,900	(33,900)	(3.4)
* Office	13,500	85,254	13,500	10,600	17,700	4,200	31.1
* External Services	8,600	5,113	6,000	11,000	6,000		
* Equipment & Communications	2,000	1,327	2,000	1,000	2,000		
* Other Goods & Services	33,000	80,118	37,200	34,750	43,000	5,800	15.6
* Interdepartmental		266					
<b>** Total</b>	<b>946,000</b>	<b>819,106</b>	<b>1,043,500</b>	<b>937,740</b>	<b>1,019,600</b>	<b>(23,900)</b>	<b>(2.3)</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Other Revenue		(2,360)					
<b>** Total</b>		<b>(2,360)</b>					
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>946,000</b>	<b>816,746</b>	<b>1,043,500</b>	<b>937,740</b>	<b>1,019,600</b>	<b>(23,900)</b>	<b>(2.3)</b>

### Summary of Changes Included in Proposed Office of the Auditor General Budget

<b>Budget Year</b>	<b>Change Description</b>	<b>Service Impact</b>	<b>Planned Change (\$)</b>	<b>Amounts</b>
<b>2017/2018 Approved Budget</b>				<b>\$1,043,500</b>
Compensation	Compensation Decreases	No impact	-\$33,900	-\$33,900
Budget Adjustments	Net Cost Increases	Maintain Service	\$10,000	\$10,000
<b>Total Impact of Changes</b>				<b>-\$23,900</b>
<b>2018/2019 Proposed Budget</b>				<b>\$1,019,600</b>

### Summary of Net Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
A317 Bus Process & QA G100 Off of the Aud Gen	946,000	816,746	1,043,500	937,740	1,019,600	(23,900)	(2.3)
<b>* Total</b>	<b>946,000</b>	<b>816,746</b>	<b>1,043,500</b>	<b>937,740</b>	<b>1,019,600</b>	<b>(23,900)</b>	<b>(2.3)</b>

### Summary of Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
A317 Bus Process & QA G100 Off of the Aud Gen	946,000	819,106	1,043,500	937,740	1,019,600	(23,900)	(2.3)
<b>* Total</b>	<b>946,000</b>	<b>819,106</b>	<b>1,043,500</b>	<b>937,740</b>	<b>1,019,600</b>	<b>(23,900)</b>	<b>(2.3)</b>

### Summary of Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
G100 Off of the Aud Gen		(2,360)					
<b>* Total</b>		<b>(2,360)</b>					

## Summary of Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	738,500	525,833	815,700	728,500	785,200	(30,500)	(3.7)
6002 Salaries - Overtime		107		(110)			
6005 PDP & Union Con Incr		(9,219)		(5,300)			
6054 Vacation payout		11,690		2,500			
6100 Benefits - Salaries	138,500	107,474	151,700	140,800	148,800	(2,900)	(1.9)
6152 Retirement Incentives	3,500	3,078	5,500	5,000	5,300	(200)	(3.6)
6154 Workers' Compensation	8,400	8,065	11,900	9,000	11,600	(300)	(2.5)
* Compensation and Benefits	888,900	647,028	984,800	880,390	950,900	(33,900)	(3.4)
6201 Telephone		1,576					
6202 Courier/Postage	500	1,171	500	100	200	(300)	(60.0)
6203 Office Furn/Equip	2,000	6,519	2,000	3,300	2,000		
6204 Computer S/W & Lic	4,000	73,794	4,000	6,000	12,000	8,000	200.0
6207 Office Supplies	7,000	2,194	7,000	1,200	3,500	(3,500)	(50.0)
* Office	13,500	85,254	13,500	10,600	17,700	4,200	31.1
6311 Security		331					
6399 Contract Services	1,100	999	1,000	10,000	3,500	2,500	250.0
* External Services	8,600	5,113	6,000	11,000	6,000		
6703 Computer Equip/Rent	2,000	1,327	2,000	1,000	2,000		
* Equipment & Communications	2,000	1,327	2,000	1,000	2,000		
6901 Membership Dues	10,000	9,288	10,000	12,000	12,000	2,000	20.0
6902 Conferences/Workshop	5,000	5,320	5,700	3,000	5,500	(200)	(3.5)
6903 Travel - Local	1,500	1,303	1,500	1,500	2,000	500	33.3
6904 Travel - Out of Town	1,000	1,893	2,000	3,000	4,000	2,000	100.0
6905 Training & Education	9,000	6,703	12,000	12,000	15,000	3,000	25.0
6912 Advertising/Promotio				500			
6914 Recruiting		51,393					
6915 Research Data Acquis				250			
6917 Books and Periodicals	1,500	1,644	1,500	1,000	1,500		
6919 Special Projects	4,000	2,575	3,500	1,000	2,000	(1,500)	(42.9)
6938 Rewarding Excellence	1,000		1,000	500	1,000		
* Other Goods & Services	33000	80117.89	37200	34750	43000	5800	15.5914
7009 Internal Trfr Other		176					
9911 PM Labour-Reg		90					
* Interdepartmental	0	266	0	0	0	0	0
** Total	946,000	819,106	1,043,500	937,740	1,019,600	(23,900)	(2.3)
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
5508 Recov External Parti		(2,360)					
* Other Revenue		(2,360)					
** Total		(2,360)					
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Net Surplus/Deficit	946,000	816,746	1,043,500	937,740	1,019,600	(23,900)	(2.3)



# CAO Business Unit

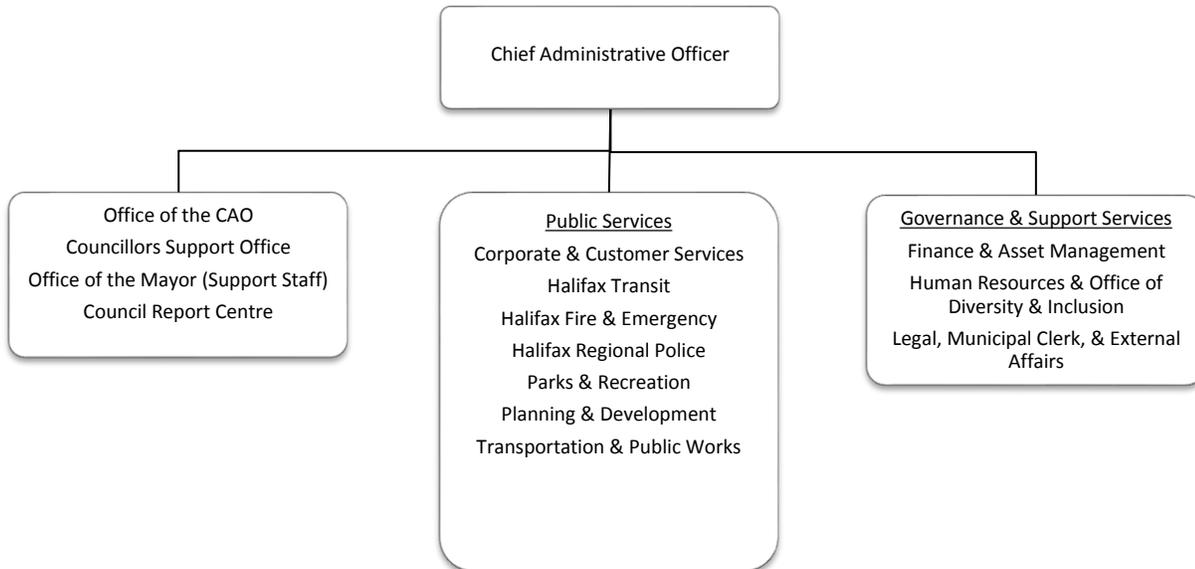
## 2018/19 Multi-Year Budget & Business Plan

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

## CAO BUSINESS UNIT OVERVIEW

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

This is achieved through strategic and operational guidance by the CAO and the team to ensure delivery of highly professional public service in support of Regional Council. The CAO business unit oversees all HRM business units and provides administrative and legislative support to the Mayor and Regional Council.



## Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	25	0	25
Total	25	0	25

\* 2017/18 count reflects reorganization.

## CAO Business Unit Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Planned	Planned	Planned
Percent of the average tax bill spent on CAO Business Unit	1.0%	0.9%	0.9%
Average tax bill amount spent on CAO Business Unit	\$19.30	\$17.60	\$17.40

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19)

## CAO Business Unit Budget

### CAO Business Unit Budget by Service Area

Service Area Budget Overview								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
CAO Office Summary of Expenditures & Revenues	1,488,200	1,478,292	1,083,200	1,083,200	1,083,200	1,099,300	16,100	1.5
Mayors Office Summary of Expenditures & Revenues	812,100	776,239	809,400	779,400	809,900	828,000	18,600	2.3
Councillor Support Summary of Expenditures & Revenues	2,621,500	2,600,826	2,656,700	2,656,700	2,656,700	2,756,400	99,700	3.8
	<b>4,921,800</b>	<b>4,855,358</b>	<b>4,549,300</b>	<b>4,519,300</b>	<b>4,549,800</b>	<b>4,683,700</b>	<b>134,400</b>	<b>3.0</b>

### Summary of Changes Included in Proposed CAO Business Unit Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$4,549,300</b>
Compensation	Compensation - Salary Adjustments	No impact on service delivery	\$133,900	\$133,900
Budget Adjustments	Misc. adjustments	No impact on service delivery	\$500	\$500
	Increase to Out of Town Travel in Councillor Support Office	Increased capacity for Councillors to represent HRM at conferences and events	\$30,000	
	One - time funding transfer from reserve	No impact on service delivery	-\$30,000	
<b>Total Impact of Changes</b>				<b>\$134,400</b>
<b>2018/2019 Proposed Budget</b>				<b>\$4,683,700</b>

## CAO Business Unit Summary of Expense & Revenue Types

						2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		
* Compensation and Benefits	4,287,600	4,235,014	3,946,000	3,916,000	4,079,900	133,900	3.4
* Office	58,500	53,431	53,500	53,500	53,500		
* External Services	169,200	154,837	154,200	154,200	704,200	550,000	356.7
* Supplies	3,500	497	3,500	3,500	3,500		
* Building Costs	13,000	6,850	13,000	13,000	13,000		
* Equipment & Communications	14,000	47	14,000	14,000	14,000		
* Vehicle Expense	41,900	37,497	41,900	41,900	41,900		
* Other Goods & Services	372,600	405,194	361,700	361,700	442,200	80,500	22.3
* Interdepartmental		11,185					
* Other Fiscal					(430,000)	(430,000)	
** Total	4,960,300	4,904,552	4,587,800	4,557,800	4,922,200	334,400	7.3
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Transfers from other Gov'ts					(200,000)	(200,000)	
* Fee Revenues	(38,500)	(41,527)	(38,500)	(38,500)	(38,500)		
* Other Revenue		(7,668)					
** Total	(38,500)	(49,194)	(38,500)	(38,500)	(238,500)	(200,000)	519.5
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Net Surplus/Deficit	4,921,800	4,855,358	4,549,300	4,519,300	4,683,700	134,400	3.0

## 18/19 CAO BUSINESS UNIT SERVICE AREA PLANS

### Office of the Chief Administrative Officer (CAO Administrative Office)

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

#### Services Delivered:

#### Governance and Engagement – Municipal Governance

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

Leadership - Leadership of the administrative branch of municipal government.

Operational Oversight - Direct oversight of all HRM business units.

### Governance and Engagement – Fiscal Responsibility

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

### CAO Business Unit Summary of Expense & Revenue Types

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	1,223,800	1,167,391	826,200	826,200	842,300	16,100	1.9
* Office	19,000	13,221	14,000	14,000	14,000		
* External Services	144,200	154,017	144,200	144,200	694,200	550,000	381.4
* Supplies	3,000	497	3,000	3,000	3,000		
* Building Costs	13,000	6,850	13,000	13,000	13,000		
* Equipment & Communications	13,500	47	13,500	13,500	13,500		
* Vehicle Expense	4,700	642	4,700	4,700	4,700		
* Other Goods & Services	67,000	127,726	64,600	64,600	114,600	50,000	77.4
* Interdepartmental		7,902					
* Other Fiscal					(400,000)	(400,000)	
** Total	1,488,200	1,478,292	1,083,200	1,083,200	1,299,300	216,100	20.0
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Transfers from other Gov'ts					(200,000)	(200,000)	
** Total					(200,000)	(200,000)	
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	1,488,200	1,478,292	1,083,200	1,083,200	1,099,300	16,100	1.5

### Office of the Mayor

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

#### Services Delivered:

#### Governance and Engagement – Municipal Governance

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

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

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

## Office of the Mayor Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	682,900	718,054	703,700	673,700	721,800	18,100	2.6
* Office	13,200	8,970	13,200	13,200	13,200		
* External Services	25,000	820	10,000	10,000	10,000		
* Supplies	500		500	500	500		
* Equipment & Communications	500		500	500	500		
* Other Goods & Services	90,000	56,020	81,500	81,500	82,000	500	0.6
<b>** Total</b>	<b>812,100</b>	<b>783,864</b>	<b>809,400</b>	<b>779,400</b>	<b>828,000</b>	<b>18,600</b>	<b>2.3</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Other Revenue		(7,625)					
<b>** Total</b>		<b>(7,625)</b>					
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>812,100</b>	<b>776,239</b>	<b>809,400</b>	<b>779,400</b>	<b>828,000</b>	<b>18,600</b>	<b>2.3</b>

## Councillors Support Office

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

### Services Delivered:

#### Governance and Engagement – Municipal Governance

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

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

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

## Councillor's Support Office Summary of Expenses &amp; Revenues Budget

						<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		
* Compensation and Benefits	2,380,900	2,349,570	2,416,100	2,416,100	2,515,800	99,700	4.1
* Office	26,300	31,240	26,300	26,300	26,300		
* Vehicle Expense	37,200	36,855	37,200	37,200	37,200		
* Other Goods & Services	215,600	221,448	215,600	215,600	245,600	30,000	13.9
* Interdepartmental		3,283					
* Other Fiscal					(30,000)	(30,000)	
** Total	<b>2,660,000</b>	<b>2,642,395</b>	<b>2,695,200</b>	<b>2,695,200</b>	<b>2,794,900</b>	<b>99,700</b>	<b>3.7</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(38,500)	(41,527)	(38,500)	(38,500)	(38,500)		
* Other Revenue		(43)					
** Total	<b>(38,500)</b>	<b>(41,569)</b>	<b>(38,500)</b>	<b>(38,500)</b>	<b>(38,500)</b>		
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Net Surplus/Deficit	2,621,500	2,600,826	2,656,700	2,656,700	2,756,400	99,700	3.8

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
E200 Councillor's Support	2,621,500	2,600,826	2,656,700	2,656,700	2,756,400	99,700	3.8
*** Councillor Support	2,621,500	2,600,826	2,656,700	2,656,700	2,756,400	99,700	3.8
E300 Mayor's office	812,100	776,239	809,400	779,400	828,000	18,600	2.3
*** Mayors Office	812,100	776,239	809,400	779,400	828,000	18,600	2.3
C051 Lock Yr2000-Y2K Proj C052 Lock Smart Comm Prog C802 Lock Integrated Comm							
** GOVN Blocked							
E110 CAO Office	781,200	756,548	893,300	893,300	909,400	16,100	1.8
E113 City Hall Operations	45,700	20,737	45,700	45,700	45,700		
E124 DCAO-Corp Serv & Str							
E130 FCM Conference		116					
C001 DCAO - Operations	661,300	700,891	144,200	144,200	144,200		
*** CAO Office	1,488,200	1,478,292	1,083,200	1,083,200	1,099,300	16,100	1.5
**** Total	4,921,800	4,855,358	4,549,300	4,519,300	4,683,700	134,400	3.0

### Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
E200 Councillor's Support	2,660,000	2,642,395	2,695,200	2,695,200	2,794,900	99,700	3.7
*** Councillor Support	2,660,000	2,642,395	2,695,200	2,695,200	2,794,900	99,700	3.7
E300 Mayor's office	812,100	783,864	809,400	779,400	828,000	18,600	2.3
*** Mayors Office	812,100	783,864	809,400	779,400	828,000	18,600	2.3
C051 Lock Yr2000-Y2K Proj C052 Lock Smart Comm Prog C802 Lock Integrated Comm							
** GOVN Blocked							
E110 CAO Office	781,200	756,548	893,300	893,300	909,400	16,100	1.8
E113 City Hall Operations	45,700	20,737	45,700	45,700	45,700		
E124 DCAO-Corp Serv & Str							
E130 FCM Conference		116			200,000	200,000	
C001 DCAO - Operations	661,300	700,891	144,200	144,200	144,200		
*** CAO Office	1,488,200	1,478,292	1,083,200	1,083,200	1,299,300	216,100	20.0
**** Total	4,960,300	4,904,552	4,587,800	4,557,800	4,922,200	334,400	7.3

### Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
E200 Councillor's Support	(38,500)	(41,569)	(38,500)	(38,500)	(38,500)		
** Councillor Support	(38,500)	(41,569)	(38,500)	(38,500)	(38,500)		
E300 Mayor's office		(7,625)					
** Mayors Office		(7,625)					
E130 FCM Conference					(200,000)	(200,000)	
** CAO Office					(200,000)	(200,000)	
*** Total	(38,500)	(49,194)	(38,500)	(38,500)	(238,500)	(200,000)	519.5

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	3,650,800	3,630,860	3,334,300	3,309,900	3,442,900	108,600	3.3
6002 Salaries - Overtime	1,000	(96)	1,000	1,000	1,000		
6003 Wages - Regular		208					
6005 PDP & Union Con Incr		(38,950)					
6054 Vacation payout		2,745					
6100 Benefits - Salaries	616,700	636,813	591,500	585,900	615,600	24,100	4.1
6110 Vacancy Management	(33,300)		(33,300)	(33,300)	(33,300)		
6151 Vehicle Allowance	3,000		3,000	3,000	3,000		
6152 Retirement Incentives	20,800	22,189	20,700	20,700	21,300	600	2.9
6154 Workers' Compensation	28,600	30,546	28,800	28,800	29,400	600	2.1
6199 Comp & Ben InterDept		(49,300)					
* Compensation and Benefits	4,287,600	4,235,014	3,946,000	3,916,000	4,079,900	133,900	3.4
6201 Telephone	25,000	18,470	23,700	23,700	23,700		
6202 Courier/Postage	5,500	4,880	5,400	5,400	5,400		
6203 Office Furn/Equip	4,300	3,058	4,300	4,300	4,300		
6205 Printing & Reprod	3,300		2,700	2,700	2,700		
6207 Office Supplies	18,900	21,203	15,900	15,900	15,900		
6299 Other Office Expenses	1,500	5,820	1,500	1,500	1,500		
* Office	58,500	53,431	53,500	53,500	53,500		
6399 Contract Services	169,200	154,837	154,200	154,200	704,200	550,000	356.7
* External Services	169,200	154,837	154,200	154,200	704,200	550,000	356.7
6406 Bridge Tolls	500		500	500	500		
6499 Other Supplies	3,000	497	3,000	3,000	3,000		
* Supplies	3,500	497	3,500	3,500	3,500		
6699 Other Building Cost	13,000	6,850	13,000	13,000	13,000		
* Building Costs	13,000	6,850	13,000	13,000	13,000		
6701 Equipment Purchase	5,000		5,000	5,000	5,000		
6702 Small Tools	2,500	47	2,500	2,500	2,500		
6703 Computer Equip/Rent	3,500		3,500	3,500	3,500		
6704 Equipment Rental	3,000		3,000	3,000	3,000		
* Equipment & Communications	14,000	47	14,000	14,000	14,000		
6804 Vehicle Fuel - Gas	2,400		2,400	2,400	2,400		
6899 Other Vehicle Expense	39,500	37,497	39,500	39,500	39,500		
* Vehicle Expense	41,900	37,497	41,900	41,900	41,900		
6901 Membership Dues	11,200	15,262	10,700	10,700	10,700		
6902 Conferences/Workshop	35,700	7,617	34,700	34,700	43,000	8,300	23.9
6903 Travel - Local	58,900	60,894	58,500	58,500	58,200	(300)	(0.5)
6904 Travel - Out of Town	44,900	45,787	43,400	43,400	75,900	32,500	74.9
6905 Training & Education	4,900	762	3,400	3,400	3,400		
6907 Commission Fees		(51)					
6911 Facilities Rental	6,400	6,000	6,400	6,400	6,400		
6912 Advertising/Promotio	97,300	88,742	97,300	97,300	122,300	25,000	25.7
6913 Awards	4,700	2,548	4,700	4,700	4,700		
6914 Recruiting		75,074					
6916 Public Education	32,000	30,246	32,000	32,000	32,000		
6917 Books and Periodicals	5,500	7,398	5,500	5,500	5,500		
6918 Meals	18,500	18,723	18,500	18,500	18,500		
6919 Special Projects		1,201					
6933 Community Events	45,500	28,032	39,500	39,500	39,500		
6936 Staff Relations	2,000	690	2,000	2,000	2,000		
6999 Other Goods/Services	5,100	16,269	5,100	5,100	20,100	15,000	294.1
* Other Goods & Services	372,600	405,194	361,700	361,700	442,200	80,500	22.3
7009 Internal Trfr Other		11,131					
9911 PM Labour-Reg		54					
* Interdepartmental		11,185					
8008 Transf to/fr Reserve					(430,000)	(430,000)	
* Other Fiscal					(430,000)	(430,000)	
** Total	4,960,300	4,904,552	4,587,800	4,557,800	4,922,200	334,400	7.3

<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4704 Conditnl Grnts Other					(200,000)	(200,000)	
* Transfers from other Gov'ts					(200,000)	(200,000)	
5206 Stipends	(38,500)	(41,527)	(38,500)	(38,500)	(38,500)		
* Fee Revenues	(38,500)	(41,527)	(38,500)	(38,500)	(38,500)		
5508 Recov External Parti		(7,668)					
* Other Revenue		(7,668)					
<b>** Total</b>	<b>(38,500)</b>	<b>(49,194)</b>	<b>(38,500)</b>	<b>(38,500)</b>	<b>(238,500)</b>	<b>(200,000)</b>	<b>519.5</b>
						<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		
<b>Net Surplus/Deficit</b>	<b>4,921,800</b>	<b>4,855,358</b>	<b>4,549,300</b>	<b>4,519,300</b>	<b>4,683,700</b>	<b>134,400</b>	<b>3.0</b>



# Finance & Asset Management

## 2018/19 Multi-Year Budget & Business Plan

**Mission:** Leading Financial Stewardship

We lead financial stewardship through advice, governance, customer-focused services and policy.

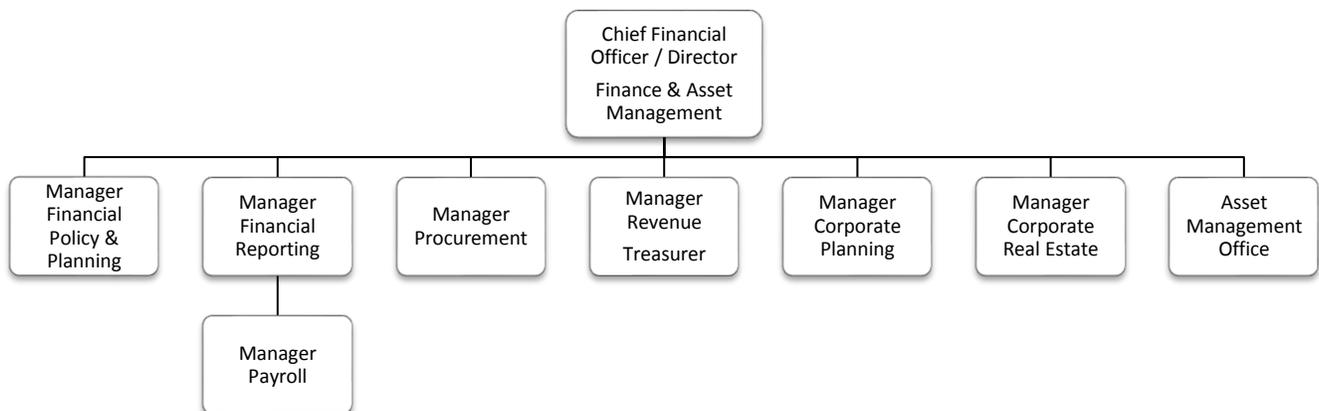
We provide and support timely acquisition and disposal of all municipal assets.

## FINANCE & ASSET MANAGEMENT OVERVIEW

Finance & Asset Management is committed to advancing Regional Council and administrative priority outcomes of:

- Governance and Engagement - Fiscal Responsibility
- Service Excellence - Service Delivery
- Service Excellence - Service Improvements
- Social Development - Social Infrastructure
- Economic Development – Supply of Industrial, Commercial, and Institutional Lands

This is achieved through leadership of financial responsibility activities and providing services and advice to internal clients, Regional Council and residents of Halifax. Corporate Planning provides support to the organization by assisting business units in strategic and operational decision-making; performance management and maximizing collaboration on Regional Council’s priorities. Corporate Real Estate and Asset Management improve the way that our municipal assets are managed within HRM.



### Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	190.6	+4.0	194.6
Seasonal	3.9	-1.2	2.7
<b>Total</b>	<b>194.5</b>	<b>3.2</b>	<b>197.3</b>

\* FTE restated for April 2017 reorganization

## Finance &amp; Asset Management Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Planned	Planned	Planned
Percent of the average tax bill spent on Finance & Asset Management	3.3%	3.2%	3.1%
Average tax bill amount spent on Finance & Asset Management	\$60.30	\$60.90	\$59.90

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19).

## 18/19 Finance & Asset Management Multi-Year Initiatives

### Governance and Engagement - Fiscal Responsibility

#### Expenditure and Performance Management

Inflation and increased demand for service (growth and enhancements) exert constant upward pressure on service costs. A key mechanism to help offset that pressure is understanding and continuously examining service costs and performance. Finance & Asset Management will implement processes and supporting systems to provide service costing and performance analysis throughout the organization.

#### Financial Policy

With the goal of supporting transparency, equity, and the alignment of expenditures with Regional Council's priorities, Finance & Asset Management will undertake studies and reports and provide recommendations that inform public financial policy and related governance.

#### Financial Sustainability

Finance & Asset Management will enable the long-term financial sustainability of the municipality through the development, enhancement, and implementation of best practice tools and methods. Work will progress in the areas of fiscal modeling, strategic planning, and supporting tools and processes.

#### Administrative Policy

To ensure effective internal controls and responsible stewardship of municipal financial resources, Finance & Asset Management will create, revise and implement administrative policy and practices.

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

#### Supply of Industrial Lands

HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land; limiting retail and office development within them.

### Service Excellence – Service Delivery

#### Building and Enhancing Client Relationships

Create respectful and collaborative relationships with business unit clients that ensure role clarity and service predictability.

## Service Excellence – Service Improvements

### Enterprise Asset Management Program

The Asset Management Office will continue to champion the adoption and evolution of asset management best practices within HRM. It will guide, administer, and support corporate asset management capabilities (people, processes, systems) as they mature over time, to achieve service delivery and asset management objectives.

## Finance & Asset Management Budget

### Finance & Asset Management Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	18/19 Capital Cost	OCC in 18/19 (Prorated)
<b>Service Delivery</b>			
Service to our People	Revenue Management Solution	\$1,770,000	\$200,000

### Finance & Asset Management Budget by Service Area

<b>Service Area Budget Overview</b>								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Asset Management Summary of Expense & Revenue Types	284,600	176,887	357,500	414,800	357,500	594,600	237,100	66.3
Corporate Real Estate Summary of Expense & Revenue Types	4,437,300	3,794,647	4,383,800	4,017,200	4,501,000	4,833,700	449,900.0	10.3
Admin-Finance Summary of Expense & Revenue Types	872,600	700,532	821,800	801,094	821,800	906,800	85,000.0	10.3
Corporate Planning of Expense & Revenue Types	584,500	577,565	594,400	474,900	594,400	392,200	(202,200.0)	(34.0)
Procurement Summary of Expense & Revenue Types	4,010,600	4,958,612	4,389,700	4,314,866	4,399,900	4,456,100	66,400.0	1.5
Finance Summary of Expense & Revenue Types	5,206,600	4,871,927	5,238,600	5,125,609	5,180,700	4,914,200	(324,400.0)	(6.2)
	<b>15,396,200</b>	<b>15,080,171</b>	<b>15,785,800</b>	<b>15,148,469</b>	<b>15,855,300</b>	<b>16,097,600</b>	<b>311,800</b>	<b>2.0</b>

## Summary of Changes Included in Proposed Finance & Asset Management Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$15,785,800</b>
Compensation	Compensation Increases	No impact	\$389,900	\$642,300
	Correct miscalculation in vacancy estimates	No impact	\$252,400	
Interdepartmental Transfers	Reallocate False Alarm recoveries from Fire & HRP and Fiscal Services	No impact	(\$375,000)	(\$305,000)
	Transfer membership from Fiscal Services	No impact	\$70,000	
Budget Adjustments	Increases for external services	Maintain Service	\$107,500	(\$25,500)
	Increases for OCC	No impact	\$67,000	
	Annualized increase for False Alarm recoveries	No impact	(\$200,000)	
<b>Total Impact of Changes</b>				<b>\$311,800</b>
<b>2018/2019 Proposed Budget</b>				<b>\$16,097,600</b>

\*Restated for April 2017 reorganization.

## Finance & Asset Management Summary of Expense & Revenue Types

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	14,065,500	13,444,491	14,346,700	14,390,836	14,989,000	642,300	4.5
* Office	137,300	132,487	134,900	125,965	136,900	2,000	1.5
* External Services	1,109,500	730,433	1,183,400	1,097,330	1,209,600	26,200	2.2
* Supplies	17,000	9,308	15,200	15,300	15,200		
* Materials	25,000	27,958	35,000	17,700	35,000		
* Building Costs	817,000	770,351	838,300	667,940	815,900	(22,400)	(2.7)
* Equipment & Communications	91,200	50,726	92,000	113,100	92,000		
* Vehicle Expense		2,082		610			
* Other Goods & Services	3,905,700	4,706,323	3,906,500	3,979,726	4,530,400	623,900	16.0
* Interdepartmental		(58,610)		19,581	4,000	4,000	
* Other Fiscal	(210,000)	(135,329)	(204,000)	(183,887)	(562,900)	(358,900)	175.9
<b>** Total</b>	<b>19,958,200</b>	<b>19,680,220</b>	<b>20,348,000</b>	<b>20,244,201</b>	<b>21,265,100</b>	<b>917,100</b>	<b>4.5</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Fee Revenues	(4,075,000)	(4,057,563)	(4,243,200)	(4,367,800)	(4,699,500)	(456,300)	10.8
* Other Revenue	(487,000)	(542,486)	(319,000)	(727,932)	(468,000)	(149,000)	46.7
<b>** Total</b>	<b>(4,562,000)</b>	<b>(4,600,049)</b>	<b>(4,562,200)</b>	<b>(5,095,732)</b>	<b>(5,167,500)</b>	<b>(605,300)</b>	<b>13.3</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>15,396,200</b>	<b>15,080,171</b>	<b>15,785,800</b>	<b>15,148,469</b>	<b>16,097,600</b>	<b>311,800</b>	<b>2.0</b>

## 18/19 FINANCE & ASSET MANAGEMENT SERVICE AREA PLANS

### Administrative Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	446,000	434,301	395,200	504,294	410,200	15,000	3.8
* Office	17,500	15,869	17,500	18,200	17,500		
* External Services	253,800	31,285	253,800	117,900	141,300	(112,500)	(44.3)
* Supplies	300		300	300	300		
* Building Costs		555					
* Other Goods & Services	155,000	216,770	155,000	281,700	337,500	182,500	117.7
* Interdepartmental		1,753		3,800			
** Total	872,600	700,532	821,800	926,194	906,800	85,000	10.3
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Other Revenue				(125,100)			
** Total				(125,100)			
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	872,600	700,532	821,800	801,094	906,800	85,000	10.3

### Finance Divisions

Finance, which includes the three divisions of Financial Policy and Planning, Financial Reporting and Payroll, and Revenue, is committed to supporting Regional Council and administrative priorities through leadership of financial responsibility activities and providing services and advice to internal clients, Regional Council, and residents of Halifax.

#### Services Delivered:

#### Financial Policy and Planning

##### Governance and Engagement - Fiscal Responsibility

Budget Coordination - Development of the annual Operating, Capital, and Reserve budgets for the Municipality.

Financial Advisory Services - The provision of advisory services and support to HRM Business Units across a wide-spectrum of finance-related issues.

Regional Council Report Review & Support - Provide support and financial review to the Regional Council report process.

Tax and Fiscal Policy Development - The review and development of principles and policies to guide taxation and fiscal policy.

**Social Development - Social Infrastructure**

Grants and Contributions Program Support - Provision of leadership and support in the policy and program delivery regarding grants.

**Financial Reporting****Governance and Engagement - Fiscal Responsibility**

Accounts Payable Payment Processing – This service is responsible for the accurate and timely processing and payment of HRM invoices.

Accounting Controls and Reporting – This service is responsible for preparing consolidated financial statements and accurate and timely management reports.

Revenue and Expenditure Reporting and Analysis – This service provides oversight of accounting functions and maintains effective internal controls.

Service Delivery - Responsible for assisting business units with budget, projections, and revenue and expenditure review and analysis.

Payroll Services - Provide payroll administration services to HRM and Agencies, Boards, and Commissions

Position Management - Maintains Organizational Management structure in SAP. Prepares and reconciles wage model budget.

**Revenue****Governance and Engagement - Fiscal Responsibility**

Cash Management - This service provides receipts processing, coordination of banking services, monitoring of deposits, and administration of internal cash controls and Payment Card Industry (PCI) Compliance.

Transit and Parking Meter Revenue Processing - This service is responsible for processing, depositing, and safeguarding HRM's coin revenue as well as maintenance of parking meter assets.

Collections - This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.

General Revenue - This service is responsible for the billing and administration of all non-property tax revenues.

Taxation Services - This service is responsible for the billing and administration of property tax revenues.

Treasury Services - This service ensures that investments are made in accordance with the HRM Investment Policy and manages changes to the policy through consultation with the HRM Investment Policy Advisory Committee.

## Service Delivery Measures

Finance Divisions Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned	MBNC Median* 2016
<b>Taxation</b>					
Percent of Prior Year's Tax Arrears Not Collected in the Current Year as a Percent of the Current Year Levy	1.2%	1.1 %	1.1%	1.1%	1.3 %
Current Year's Tax Arrears as a Percent of Current Year Levy	3.4%	3.1%	3.0%	2.5%	2.2 %
<b>General Revenue</b>					
Percent of Billings Outstanding Over 90 Days at Year End	8%	12%	10%	10%	13 %
Bad Debt Write Off as a Percent of Billed Revenue	0.02%	0.01%	0.05%	0.02%	0.10%
% of Resident Inquiries Completed Within 2 Business Days	97.8%	98.8%	98%	98%	N/A

\* Municipal Benchmarking Network Canada

## Performance Analysis

Staff will continue to develop strategy and policy to enable continuous improvement in corporate collections with a focus on resolving problem tax accounts. Our goal is to meet or exceed all MBNC benchmarks for collections.

Staff's focus with respect to customer service metrics (completed inquiries) will be to maintain the 98% service level, through daily reporting, analysis and follow-up.

## 18/19 Finance Divisions Key Deliverables

<b>18/19 Deliverables with Estimated Completion</b>
<b>Governance and Engagement - Fiscal Responsibility</b>
<b>Long-term Capital Planning</b> (Est. Completion Q4 18/19) Support long term capital planning through enhanced in-year capital reporting processes and predictive analysis of the multi-year plan.
<b>Reserve Review</b> (Est. Completion: Q1 18/19) Lead the final steps of the Reserve Review Project by seeking Council direction on minimum and maximum thresholds for all reserves.
<b>Long-term Fiscal Model</b> (Est. Completion: Q3 18/19) Improved long-term fiscal modelling that integrates operating, capital, debt and reserves and ties into Regional Council deliverables and plans. Plan is to deliver an initial estimate of demand for longer-term services (4 years+) and its impact on future costs.
<b>Taxation Direction</b> (Est. Completion: Q3 18/19) Complete any work requested by Regional Council on Taxation direction.
<b>PILT Resolution</b> (Est. Completion: Q1 18/19) Complete the work to resolve outstanding Payment In lieu of Taxes (PILT) issues and accounts receivable with the Federal Government and other Crown Corporations.

<b>18/19 Deliverables with Estimated Completion</b>
<p><b>Service Improvements – Financial Reporting</b> (Est. Completion Q4 18/19) Lead service improvement initiatives in the Accounts Payable and Projections areas as identified under the Corporate Performance Excellence Program.</p>
<b>Service Excellence – Service Delivery</b>
<p><b>F&amp;AM Service Delivery Model</b> (Est. Completion: Q3 18/19) Develop a service delivery model that meets business unit customer needs related to services, financial reporting and analysis while ensuring corporate standards and outcomes are achieved.</p>
<p><b>Payment Projects</b> (Est. Completion: Q4 18/19) Revenue will provide support for several projects underway that contain a payment component, including the recreation project, the fare management project, permitting and licensing project and parking project. Revenue will champion PCI Compliance and payment best practices.</p>
<b>Social Development-Social Infrastructure</b>
<p><b>Grants Direction</b> (Est. Completion: Q3 18/19) Follow up on framework for Grants and Non-Profit Taxation with implementation recommendations.</p>

### Finance Summary of Expenses & Revenues Budget

					<b>2018 Budget Var. to 2017 Budget</b>	<b>2018 Bud Var.</b>
<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>		
* Compensation and Benefits	7,237,700	7,021,264	7,387,500	7,297,252	7,658,000	270,500
* Office	64,300	59,916	61,000	53,965	61,500	500
* External Services	364,200	287,203	406,600	448,880	478,800	72,200
* Supplies	3,300	745	2,300	2,300	2,300	
* Materials	25,000	27,327	35,000	16,000	35,000	
* Building Costs		21				
* Equipment & Communications	7,600	10,520	8,600	36,500	8,600	
* Other Goods & Services	226,500	199,633	226,600	248,168	259,000	32,400
* Interdepartmental		3,403		7,931	4,000	4,000
* Other Fiscal				113		
<b>** Total</b>	<b>7,928,600</b>	<b>7,610,030</b>	<b>8,127,600</b>	<b>8,111,109</b>	<b>8,507,200</b>	<b>379,600</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>2018 Bud Var.</b>
* Fee Revenues	(2,495,000)	(2,417,220)	(2,650,000)	(2,599,300)	(3,205,000)	(555,000)
* Other Revenue	(227,000)	(320,883)	(239,000)	(386,200)	(388,000)	(149,000)
<b>** Total</b>	<b>(2,722,000)</b>	<b>(2,738,103)</b>	<b>(2,889,000)</b>	<b>(2,985,500)</b>	<b>(3,593,000)</b>	<b>(704,000)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>2018 Bud Var.</b>
<b>Net Surplus/Deficit</b>	<b>5,206,600</b>	<b>4,871,927</b>	<b>5,238,600</b>	<b>5,125,609</b>	<b>4,914,200</b>	<b>(324,400)</b>

## Corporate Planning

Corporate Planning is committed to supporting Regional Council and administrative priorities by assisting business units in business planning and reporting; performance reporting and benchmarking; outcome and accountability reporting; and risk management - all to enable Regional Council's priorities.

### Services Delivered:

#### Governance and Engagement - Fiscal Responsibility

Strategic and Business Planning - This service provides guidance and support to business units in their strategic and operational planning and decision-making, ensuring that these processes are tightly integrated with HRM's budgeting processes; and maximizing collaboration on HRM's priorities.

Enterprise Risk Management - This service is responsible for the development of Enterprise Risk Management processes ensuring that risks are appropriately identified, evaluated, managed by the responsible business unit, and reported to executive management.

#### Service Excellence - Service Improvements

Performance Measurement - This service provides methods and tools that allow for the coordinated, focussed, and objective reporting on service performance, priority outcomes, and business plan accountability for the organization.

## 18/19 Corporate Planning Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Governance and Engagement - Fiscal Responsibility</b>
<b>MBNCanada Phase 1 Rehearsal Report</b> (Est. Completion: Q3 18/19) In support of expenditure and performance management, the Corporate Planning Office is leading the implementation of HRM's MBNCanada data collection and reporting program. HRM will be fully participating in the 2017 data call for public reporting in November 2018.
<b>Risk Management</b> (Est. Completion: Q4 18/19) Enhance administrative risk governance and implement formal reporting cycle with the Audit and Finance Committee by engaging Outcome Teams and coordinating Inherent (operational) Risk management.
<b>Governance and Engagement – Public Engagement</b>
<b>Citizen Survey</b> (Est. Completion Q3 18/19) In partnership with HRM business units and key stakeholders, undertake a citizen survey focussing on priorities of the public, in time to guide strategic and business planning for the 2018/19 planning cycle.
<b>Service Excellence - Service Improvements</b>
<b>Service Catalogue Update</b> (Est. Completion: Q3 18/19) Complete the update and validation of the corporate service catalogue including alignment of services with community outcomes with the support of the MBNCanada value proposition efforts.

## Corporate Planning Summary of Expenses & Revenue Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	570,800	570,466	580,700	461,200	378,500	(202,200)	(34.8)
* Office	700	1,599	700	2,400	700		
* Other Goods & Services	13,000	5,461	13,000	11,300	13,000		
* Interdepartmental		40					
<b>** Total</b>	<b>584,500</b>	<b>577,565</b>	<b>594,400</b>	<b>474,900</b>	<b>392,200</b>	<b>(202,200)</b>	<b>(34.0)</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	584,500	577,565	594,400	474,900	392,200	(202,200)	(34.0)

## Procurement

Procurement is committed to supporting Regional Council and administrative priorities through coordination of the acquisition of goods, services, construction and facilities; coordination and administration of contracts; surplus storage and disposal; and management and warehousing of inventory.

### Services Delivered:

#### Governance and Engagement - Fiscal Responsibility

Inventory Management - This service is responsible for stocking, storing, and issuing goods from warehouses, salt domes, and fuel depots, and managing and safeguarding these assets.

Purchasing - This service is responsible for the administration of procurement policy, and the purchase of goods (stock and non-stock), services, construction, and facilities.

## Service Delivery Measures

Procurement Planning Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned
Idle stock inventory*		\$731,417	\$235,657	0
% of inventory on contract		36%	50	70

\* Items in inventory that are no longer used by HRM

## Performance Analysis

### Idle stock inventory management

Through the implementation of the Inventory Stocking Policy, business units are informed quarterly of their inventory that has not moved in the past twelve months. \$731,417 was removed in 2016/17; \$235,657 was

removed in 2017/18 for a total of \$967,074 removed. With data being reviewed and addressed quarterly with business units there should not be any obsolete inventory in 2018/19.

#### Inventory on contract

Procurement is actively working towards increasing the percentage of inventory items on contract which should provide a more efficient process. Procurement expects to be at 50% by 31 March 2018.

## 18/19 Procurement Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Governance and Engagement - Fiscal Responsibility</b>
<b>Response to the AG's Audit of Procurement</b> (Est Completion Q1 18/19) The Auditor General's Office is conducting an audit of Procurement that will result in work to respond to the recommendations included in the final report.
<b>Fuel Management Governance</b> (Est Completion Q4 18/19) Participate in the development of Fuel Management Governance as it relates to Procurement's role with fuel as an inventoried resource. (supporting role)
<b>Service Excellence – Service Improvements</b>
<b>SAP Release Strategy</b> (Est. Completion Q4 18/19) Next steps for Release Strategy (electronic procurement approvals) include the development of an Opportunity Assessment and if approved, a commitment to funding and resource to lead.

### Procurement Summary of Expenses & Revenue Budget

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	3,894,200	3,918,919	4,059,100	4,135,590	4,115,300	56,200	1.4
* Office	43,300	43,264	45,300	41,400	45,300		
* External Services	191,500	199,437	229,000	261,300	239,000	10,000	4.4
* Supplies	13,400	8,563	12,600	12,700	12,600		
* Materials		90		300			
* Building Costs		55		200			
* Equipment & Communications	83,600	32,323	80,400	70,600	80,400		
* Vehicle Expense		2,082		610			
* Other Goods & Services	44,600	969,547	43,300	(4,092)	43,500	200	0.5
* Interdepartmental		1,085		4,650			
<b>** Total</b>	<b>4,270,600</b>	<b>5,175,365</b>	<b>4,469,700</b>	<b>4,523,258</b>	<b>4,536,100</b>	<b>66,400</b>	<b>1.5</b>
<b>Revenues</b>							
* Other Revenue	(260,000)	(216,753)	(80,000)	(208,392)	(80,000)		
<b>** Total</b>	<b>(260,000)</b>	<b>(216,753)</b>	<b>(80,000)</b>	<b>(208,392)</b>	<b>(80,000)</b>		
<b>Net Surplus/Deficit</b>							
<b>Net Surplus/Deficit</b>	<b>4,010,600</b>	<b>4,958,612</b>	<b>4,389,700</b>	<b>4,314,866</b>	<b>4,456,100</b>	<b>66,400</b>	<b>1.5</b>

## Corporate Real Estate

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

### Services Delivered:

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

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

#### Financial Responsibility – Responsibility for Resources

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

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

## Service Delivery Measures

Corporate Real Estate Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned
Property Acquisitions	\$3.3m	\$2.1m	\$5.6m	\$6.5m
Property Disposals	\$10.5m	\$1.1m	\$4.8m	\$12.5m
Industrial Park Sales	22.7 acres	52.0 acres	14.5 acres	30.0 acres
Industrial Park Acres (Gross Revenue)	\$5.5m	\$12.8m	\$4.3m	\$7.0m

## Performance Analysis

### Property Acquisitions and Disposals

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

Industrial Park Sales

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

## 18/19 Corporate Real Estate Key Deliverables

18/19 Deliverables with Estimated Completion
<p><b>Economic Development – Supply of Industrial, Commercial, and Institutional Lands</b></p> <p><b>Supply of Industrial Lands</b> HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land; limiting retail and office development within them, HRM will:</p> <ol style="list-style-type: none"> <li>1. Adjust capital plans to finance the acquisition and preparation of land for industrial development; (Est. Completion: Q1 18/19)</li> <li>2. Amend zoning in the Burnside expansion area; (Est. Completion: Q2 18/19)</li> <li>3. Plan for future expansion of the municipally owned lands at Burnside North, Aerotech and Ragged Lake Park; Est. Completion: "multi-year", and</li> <li>4. Update industrial parks policy and Site Development Guidelines and Design Manual. (Est. Completion: Q2 18/19)</li> </ol>
<p><b>Service Excellence – Service Improvements</b></p> <p><b>Real Estate Service Improvement Initiative</b> Implementation of service delivery improvements to align with corporate priorities and to meet growing service demands.</p> <ol style="list-style-type: none"> <li>1. Implementation of AG Report recommendations respecting Surplus Buildings and Lands. (Est. Completion Q4 18/19)</li> <li>2. Update and replace 2002 Transaction Policy with new Admin Order for Real Property delegated authorities. (Est. Completion Q1 18/19)</li> <li>3. Develop updated service menu for Corporate Real Estate for internal clients. (Est. Completion Q2 18/19)</li> <li>4. Improve turnaround of legal agreements through use of standardization of agreements and new service level agreements (Est. Completion Q2 18/19)</li> </ol>
<p><b>Corporate Accommodations Plan Implementation</b> The Corporate Accommodations Plan will reduce the size of the leased portfolio to achieve savings, provide modern healthy work environment, provide consistent standard for both space and work stations, creating efficiencies by reducing and reconfiguring of space. Deliverables include:</p> <ol style="list-style-type: none"> <li>1. RFP for design services for the program (Est. Completion: Q1 18/19)</li> <li>2. RFP to acquire leased space for select business units to initiate approved road map. (Est. Completion: Q1 18/19)</li> <li>3. Initiate first renovation project (Est. Completion: Q1 18/19)</li> </ol>

## Corporate Real Estate Summary of Expenses & Revenue Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	1,632,200	1,324,040	1,566,700	1,592,700	1,899,400	332,700	21.2
* Office	11,500	10,953	10,400	8,400	10,400		
* External Services	300,000	212,508	294,000	269,250	300,500	6,500	2.2
* Materials		542		1,400			
* Building Costs	817,000	769,721	838,300	667,740	815,900	(22,400)	(2.7)
* Equipment & Communications		7,883	3,000	6,000	3,000		
* Other Goods & Services	3,466,600	3,314,564	3,468,600	3,429,250	3,861,900	393,300	11.3
* Interdepartmental		(65,041)		3,200			
* Other Fiscal	(210,000)	(135,329)	(204,000)	(184,000)	(562,900)	(358,900)	175.9
<b>** Total</b>	<b>6,017,300</b>	<b>5,439,840</b>	<b>5,977,000</b>	<b>5,793,940</b>	<b>6,328,200</b>	<b>351,200</b>	<b>5.9</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(1,580,000)	(1,640,343)	(1,593,200)	(1,768,500)	(1,494,500)	98,700	(6.2)
* Other Revenue		(4,850)		(8,240)			
<b>** Total</b>	<b>(1,580,000)</b>	<b>(1,645,193)</b>	<b>(1,593,200)</b>	<b>(1,776,740)</b>	<b>(1,494,500)</b>	<b>98,700</b>	<b>(6.2)</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>4,437,300</b>	<b>3,794,647</b>	<b>4,383,800</b>	<b>4,017,200</b>	<b>4,833,700</b>	<b>449,900</b>	<b>10.3</b>

## Asset Management Office

The Asset Management Office is committed to supporting Regional Council priorities. It ensures that citizen services are enabled by a portfolio of assets that is proactively, effectively, and efficiently managed, while respecting financial and other objectives as directed by Council.

### Services Delivered:

#### Governance and Engagement – Municipal Governance

Asset Management Governance Support - This service creates, updates, and provides ongoing support for the Asset Management Governance Model including framework, policies, and standards. It supports process owners in their roles and facilitates relationships between enabling stakeholders.

#### Service Excellence – Service Improvements

Performance Reporting and Continuous Improvement Support - This service provides leadership in evolving practices, technology, work coordination, and supports movement from reactive to proactive asset management. Effectiveness and outcome reporting are used to guide improvement.

### Financial Responsibility – Financial Impact

HRM Asset Portfolio and Budget Support – This service supports budget submissions and coordinates with external funding programs to support asset management requirements.

### Service Excellence – Service Delivery

Asset Management Process, Tools, and Training - The service provides expertise, technology, and training that enhance business units' ability perform effective asset management.

## 18/19 Asset Management Office Key Deliverables

18/19 Deliverables with Estimated Completion
<p align="center"><b>Service Excellence – Service Improvements</b></p> <p><b>Enterprise Asset Management Program (EAM)</b> is the practice of managing assets to minimize the total cost of owning and operating them while delivering the desired service levels. Following the EAM Program implementation in 2017/18, which established the asset management operating model, a continuous improvement framework, and enabling technology capabilities, the business is better able to assess and improve asset inventory and accountabilities to enable a prioritized asset lifecycle maintenance strategy. Going forward, the Asset Management Office will lead the business in developing operational capacity to leverage information captured through new systems and practices and apply it in consideration for long-term impacts (service delivery &amp; investment) of short-term asset decisions.</p>
<p align="center"><b>Service Delivery – Service Delivery</b></p> <p><b>Enterprise Asset Management</b> (Est. Completion: Q4 18/19) In 2018/19, the Program will focus on adopting a formalized asset management approach, including the implementation of the Cityworks work order management system for fixed assets, and transitioning from the Program to a continuous improvement model with oversight from the Asset Management Office.</p> <p><b>Asset Data Management</b> (Est. Completion: Q4 18/19) In 2018/19, the Asset Management Office will continue to provide subject matter expertise to business stakeholders to refine systems' usability supporting continued process reengineering, clarify asset management accountabilities, facilitate work maintenance efficiencies, reinforce consistent asset management practices, and guide asset data quality standardization and improvements.</p>

### Asset Management Office Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	284,600	175,502	357,500	399,800	527,600	170,100	47.6
* Office		886		1,600	1,500	1,500	
* External Services					50,000	50,000	
* Other Goods & Services		349		13,400	15,500	15,500	
* Interdepartmental		150					
** Total	284,600	176,887	357,500	414,800	594,600	237,100	66.3
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>284,600</b>	<b>176,887</b>	<b>357,500</b>	<b>414,800</b>	<b>594,600</b>	<b>237,100</b>	<b>66.3</b>

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
W701 Asset Management	284,600	176,887	357,500	414,800	594,600	237,100	66.3
*** Asset Management	284,600	176,887	357,500	414,800	594,600	237,100	66.3
W500 Business Parks	84,500	122,119	105,200	19,300	220,900	115,700	110.0
W100 Real Est & Mgt Admin	905,700	733,646	814,900	826,550	1,091,100	276,200	33.9
W400 Acquisitions & Disposals	361,100	65,839	257,000	211,600	308,600	51,600	20.1
W955 Corporate Accommodations	100,000	53,012	100,000	79,900	100,000		
W202 Commercial Leasing	2,986,000	2,820,031	3,106,700	2,879,850	3,113,100	6,400	0.2
*** Corporate Real Estate	4,437,300	3,794,647	4,383,800	4,017,200	4,833,700	449,900	10.3
A301 Administration - Finance	722,600	644,223	671,800	651,094	756,800	85,000	12.7
M351 Managers Contingency	150,000	56,310	150,000	150,000	150,000		
*** Admin - Finance	872,600	700,532	821,800	801,094	906,800	85,000	10.3
A302 Corporate Planning	584,500	577,565	594,400	474,900	392,200	(202,200)	(34.0)
*** Corporate Planning	584,500	577,565	594,400	474,900	392,200	(202,200)	(34.0)
A331 General Purchasing	737,200	871,460	751,100	744,420	763,100	12,000	1.6
A332 Inventory & Asset Mg	161,500	1,088,321	386,200	273,000	397,200	11,000	2.8
A333 Stores-Transit/Fire	532,200	527,821	529,000	548,570	523,800	(5,200)	(1.0)
A334 Stores-East/West	562,000	532,071	583,600	575,908	590,400	6,800	1.2
A335 Procurement PSRs	534,400	530,482	554,800	597,108	585,700	30,900	5.6
A336 Procurement Staff	613,300	583,784	647,900	637,800	653,900	6,000	0.9
A337 Disp.of Surplus Equi		17,231					
A338 Stores- Ragged Lake	372,900	295,849	367,300	356,600	369,500	2,200	0.6
A339 Inventory Administration	497,100	511,593	569,800	581,460	572,500	2,700	0.5
*** Procurement	4,010,600	4,958,612	4,389,700	4,314,866	4,456,100	66,400	1.5
C771 BID's Contributions Fund	107,000	107,000	107,000	107,000	107,000		
* Grants	107,000	107,000	107,000	107,000	107,000		
A810 Fiscal & Tax Policy	1,158,900	1,143,293	1,265,000	1,177,000	1,276,200	11,200	0.9
A811 Community Grants	243,600	251,430	250,700	261,900	251,600	900	0.4
** Fiscal Policy & Financial Plan	1,509,500	1,501,722	1,622,700	1,545,900	1,634,800	12,100	0.7
A311 Revenue - Administration	328,200	265,158	214,900	275,626	371,900	157,000	73.1
A312 Coin Room	227,600	171,108	150,100	199,100	204,700	54,600	36.4
A313 Cash Management	340,000	364,920	400,800	398,264	404,100	3,300	0.8
A314 General Revenue	215,200	223,487	37,400	(28,946)	(555,200)	(592,600)	(1,584.5)
A316 Taxation	(1,678,000)	(1,635,994)	(1,609,800)	(1,601,173)	(1,607,100)	2,700	(0.2)
A325 Collections	147,500	110,775	157,600	153,875	161,200	3,600	2.3
A360 Parking Meters	219,000	207,101	170,700	206,563	226,700	56,000	32.8
** Revenue	(200,500)	(293,446)	(478,300)	(396,691)	(793,700)	(315,400)	65.9
A321 Accounting Admin	502,500	518,412	506,600	459,500	504,700	(1,900)	(0.4)
A322 Payment Processing	588,800	532,097	610,700	643,000	588,900	(21,800)	(3.6)
A323 Accounting Ctrls/Rpt	517,450	508,449	539,900	544,600	536,900	(3,000)	(0.6)
A324 Accounting Svce Del	859,550	806,127	875,900	864,200	876,900	1,000	0.1
* Accounting	2,468,300	2,365,084	2,533,100	2,511,300	2,507,400	(25,700)	(1.0)
A615 Payroll Ctrls & Rptg	472,000	437,006	470,900	440,200	476,400	5,500	1.2
A616 Payroll Service Delivery	635,300	660,056	783,300	792,700	781,100	(2,200)	(0.3)
A617 Payroll Processing	322,000	201,505	306,900	232,200	308,200	1,300	0.4
* Payroll	1,429,300	1,298,567	1,561,100	1,465,100	1,565,700	4,600	0.3
** Financial Reporting	3,897,600	3,663,651	4,094,200	3,976,400	4,073,100	(21,100)	(0.5)
*** Finance	5,206,600	4,871,927	5,238,600	5,125,609	4,914,200	(324,400)	(6.2)
*** Hurricane Juan							
**** Total	15,396,200	15,080,171	15,785,800	15,148,469	16,097,600	311,800	2.0

## Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
W701 Asset Management	284,600	176,887	357,500	414,800	594,600	237,100	66.3
*** Asset Management	284,600	176,887	357,500	414,800	594,600	237,100	66.3
W500 Business Parks	384,500	375,887	389,400	400,740	412,000	22,600	5.8
W100 Real Est & Mgt Admin	905,700	733,646	814,900	826,550	1,091,100	276,200	33.9
W400 Acquisitions & Disposals	411,100	287,803	415,900	426,800	449,900	34,000	8.2
W955 Corporate Accommodations	100,000	53,012	100,000	79,900	100,000		
W202 Commercial Leasing	4,216,000	3,989,492	4,256,800	4,059,950	4,275,200	18,400	0.4
*** Corporate Real Estate	6,017,300	5,439,840	5,977,000	5,793,940	6,328,200	351,200	5.9
A301 Administration - Finance	722,600	644,223	671,800	776,194	756,800	85,000	12.7
M351 Managers Contingency	150,000	56,310	150,000	150,000	150,000		
*** Admin - Finance	872,600	700,532	821,800	926,194	906,800	85,000	10.3
A302 Corporate Planning	584,500	577,565	594,400	474,900	392,200	(202,200)	(34.0)
*** Corporate Planning	584,500	577,565	594,400	474,900	392,200	(202,200)	(34.0)
A331 General Purchasing	777,200	893,325	791,100	854,420	803,100	12,000	1.5
A332 Inventory & Asset Mg	371,500	1,273,122	416,200	338,000	427,200	11,000	2.6
A333 Stores-Transit/Fire	532,200	527,971	529,000	548,570	523,800	(5,200)	(1.0)
A334 Stores-East/West	562,000	532,280	583,600	578,900	590,400	6,800	1.2
A335 Procurement PSRs	534,400	530,482	554,800	597,108	585,700	30,900	5.6
A336 Procurement Staff	613,300	583,784	647,900	637,800	653,900	6,000	0.9
A337 Disp.of Surplus Equi	10,000	26,959	10,000	30,400	10,000		
A338 Stores- Ragged Lake	372,900	295,849	367,300	356,600	369,500	2,200	0.6
A339 Inventory Administration	497,100	511,593	569,800	581,460	572,500	2,700	0.5
*** Procurement	4,270,600	5,175,365	4,469,700	4,523,258	4,536,100	66,400	1.5
C771 BID's Contributions Fund	107,000	107,000	107,000	107,000	107,000		
* Grants	107,000	107,000	107,000	107,000	107,000		
A810 Fiscal & Tax Policy	1,158,900	1,143,293	1,265,000	1,177,000	1,276,200	11,200	0.9
A811 Community Grants	243,600	251,430	250,700	261,900	251,600	900	0.4
** Fiscal Policy & Financial Plan	1,509,500	1,501,722	1,622,700	1,545,900	1,634,800	12,100	0.7
A311 Revenue - Administration	328,200	265,158	214,900	275,626	371,900	157,000	73.1
A312 Coin Room	262,600	231,631	195,100	244,100	249,700	54,600	28.0
A313 Cash Management	340,000	364,920	400,800	398,264	404,100	3,300	0.8
A314 General Revenue	365,200	357,417	379,400	323,054	382,800	3,400	0.9
A316 Taxation	552,000	553,450	585,200	578,827	587,900	2,700	0.5
A325 Collections	362,500	363,416	372,600	478,675	484,200	111,600	30.0
A360 Parking Meters	219,000	207,101	170,700	206,563	226,700	56,000	32.8
** Revenue	2,429,500	2,343,093	2,318,700	2,505,109	2,707,300	388,600	16.8
A321 Accounting Admin	502,500	517,480	506,600	461,200	504,700	(1,900)	(0.4)
A322 Payment Processing	638,800	578,885	660,700	678,000	638,900	(21,800)	(3.3)
A323 Accounting Ctrl's/Rpt	517,450	508,724	539,900	544,600	536,900	(3,000)	(0.6)
A324 Accounting Svce Del	859,550	806,127	875,900	864,200	876,900	1,000	0.1
* Accounting	2,518,300	2,411,215	2,583,100	2,548,000	2,557,400	(25,700)	(1.0)
A615 Payroll Ctrl's & Rptg	472,000	451,964	470,900	487,200	476,400	5,500	1.2
A616 Payroll Service Delivery	677,300	700,531	825,300	792,700	823,100	(2,200)	(0.3)
A617 Payroll Processing	322,000	201,505	306,900	232,200	308,200	1,300	0.4
* Payroll	1,471,300	1,354,000	1,603,100	1,512,100	1,607,700	4,600	0.3
** Financial Reporting	3,989,600	3,765,215	4,186,200	4,060,100	4,165,100	(21,100)	(0.5)
*** Finance	7,928,600	7,610,030	8,127,600	8,111,109	8,507,200	379,600	4.7
*** Hurricane Juan							
**** Total	19,958,200	19,680,220	20,348,000	20,244,201	21,265,100	917,100	4.5

## Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
W500 Business Parks	(300,000)	(253,768)	(284,200)	(381,440)	(191,100)	93,100	(32.8)
W400 Acquisitions & Disposals	(50,000)	(221,964)	(158,900)	(215,200)	(141,300)	17,600	(11.1)
W202 Commercial Leasing	(1,230,000)	(1,169,461)	(1,150,100)	(1,180,100)	(1,162,100)	(12,000)	1.0
*** Corporate Real Estate	(1,580,000)	(1,645,193)	(1,593,200)	(1,776,740)	(1,494,500)	98,700	(6.2)
A301 Administration - Finance				(125,100)			
*** Admin - Finance				(125,100)			
A331 General Purchasing	(40,000)	(21,865)	(40,000)	(110,000)	(40,000)		
A332 Inventory & Asset Mg	(210,000)	(184,801)	(30,000)	(65,000)	(30,000)		
A333 Stores-Transit/Fire		(150)					
A334 Stores-East/West		(208)		(2,992)			
A337 Disp.of Surplus Equi	(10,000)	(9,728)	(10,000)	(30,400)	(10,000)		
*** Procurement	(260,000)	(216,753)	(80,000)	(208,392)	(80,000)		
* Grants							
** Fiscal Policy & Financial Plan							
A312 Coin Room	(35,000)	(60,523)	(45,000)	(45,000)	(45,000)		
A314 General Revenue	(150,000)	(133,931)	(342,000)	(352,000)	(938,000)	(596,000)	174.3
A316 Taxation	(2,230,000)	(2,189,444)	(2,195,000)	(2,180,000)	(2,195,000)		
A325 Collections	(215,000)	(252,641)	(215,000)	(324,800)	(323,000)	(108,000)	50.2
** Revenue	(2,630,000)	(2,636,539)	(2,797,000)	(2,901,800)	(3,501,000)	(704,000)	25.2
A321 Accounting Admin		932		(1,700)			
A322 Payment Processing	(50,000)	(46,788)	(50,000)	(35,000)	(50,000)		
A323 Accounting Ctrls/Rpt		(275)					
* Accounting	(50,000)	(46,132)	(50,000)	(36,700)	(50,000)		
A615 Payroll Ctrls & Rptg		(14,958)		(47,000)			
A616 Payroll Service Delivery	(42,000)	(40,475)	(42,000)		(42,000)		
* Payroll	(42,000)	(55,432)	(42,000)	(47,000)	(42,000)		
** Financial Reporting	(92,000)	(101,564)	(92,000)	(83,700)	(92,000)		
*** Finance	(2,722,000)	(2,738,103)	(2,889,000)	(2,985,500)	(3,593,000)	(704,000)	24.4
**** Total	(4,562,000)	(4,600,049)	(4,562,200)	(5,095,732)	(5,167,500)	(605,300)	13.3

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	11,704,000	11,421,425	11,607,700	11,653,244	12,074,400	466,700	4.0
6002 Salaries - Overtime	181,100	176,637	181,100	205,600	181,100		
6005 PDP & Union Con Incr		(560,010)		(97,193)			
6051 Shift Agreements	2,200	2,645	2,200	2,200	2,200		
6054 Vacation payout		15,086		17,760			
6099 Other Allowances		280					
6100 Benefits - Salaries	2,493,900	2,388,316	2,442,700	2,412,225	2,524,200	81,500	3.3
6110 Vacancy Management	(345,300)		(386,800)	(3,000)	(134,400)	252,400	(65.3)
6120 Comp OCC Budget Yr 1			173,500			(173,500)	(100.0)
6150 Honorariums	1,000	1,750	1,000	1,500	1,000		
6152 Retirement Incentives	74,400	75,483	79,800	78,800	83,400	3,600	4.5
6154 Workers' Compensation	209,000	224,004	239,400	238,500	251,000	11,600	4.8
6155 Overtime Meals	2,000	499	2,000	1,800	2,000		
6156 Clothing Allowance	4,100	1,800	4,100	4,100	4,100		
6158 WCB Recov Earnings		(282)					
6199 Comp & Ben InterDept	(260,900)	(307,962)		(124,700)			
9200 HR CATS Wage/Ben		4,821					
* Compensation and Benefits	14,065,500	13,444,491	14,346,700	14,390,836	14,989,000	642,300	4.5
6201 Telephone	5,000	14,531	4,800	7,215	5,800	1,000	20.8
6202 Courier/Postage	30,100	34,130	34,900	31,500	34,900		
6203 Office Furn/Equip	21,100	11,040	21,900	17,400	21,900		
6204 Computer S/W & Lic	4,700	5,666	2,800	3,500	2,800		
6205 Printing & Reprod	6,900	3,311	6,900	3,100	6,900		
6207 Office Supplies	64,500	61,454	58,500	58,500	59,000	500	0.9
6299 Other Office Expenses	5,000	2,355	5,100	4,750	5,600	500	9.8
* Office	137,300	132,487	134,900	125,965	136,900	2,000	1.5
6301 Professional Fees	161,800	109,217	211,800	229,500	261,800	50,000	23.6
6302 Legal Fees		31					
6303 Consulting Fees	310,000	21,582	300,000	154,900	237,500	(62,500)	(20.8)
6304 Janitorial Services	8,000	4,629	7,000	9,500	7,000		
6305 Property Appraisal	90,000	102,390	90,000	75,000	93,000	3,000	3.3
6306 Property Survey	40,000	32,654	44,000	64,000	47,500	3,500	8.0
6308 Snow Removal		7					
6310 Outside Personnel				96,000			
6311 Security	42,000	47,096	43,000	33,000	43,000		
6312 Refuse Collection	1,000	563	500	1,500	500		
6316 Real Property Disb				6,000	6,000	6,000	
6399 Contract Services	456,700	412,265	487,100	427,930	513,300	26,200	5.4
* External Services	1,109,500	730,433	1,183,400	1,097,330	1,209,600	26,200	2.2
6401 Uniforms & Clothing	13,000	6,902	12,000	11,900	12,000		
6402 Med & First Aid Supp	300		300	300	300		
6406 Bridge Tolls	300	323	300	300	300		
6407 Clean/Sani Supplies	1,700	689	1,000	1,000	1,000		
6409 Personal Protect Equ	1,700	1,379	1,600	1,600	1,600		
6499 Other Supplies		14		200			
* Supplies	17,000	9,308	15,200	15,300	15,200		
6504 Hardware	25,000	27,954	35,000	16,300	35,000		
6505 Lubricants		5					
6519 Welding Supplies				1,400			
* Materials	25,000	27,958	35,000	17,700	35,000		

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6602 Electrical		6,245	2,000	2,000	2,000		
6605 Municipal Taxes	647,000	619,913	666,400	508,240	640,000	(26,400)	(4.0)
6606 Heating Fuel		4,035	3,000	3,000	3,000		
6607 Electricity	125,000	118,482	129,400	129,400	133,400	4,000	3.1
6608 Water	4,000	29	2,500	500	2,500		
6609 Elevator & Escalator		198					
6610 Building - Exterior				100			
6611 Building - Interior	20,000	4,399	12,000	8,400	12,000		
6612 Safety Systems	1,000	5,331	1,000	3,700	1,000		
6613 Overhead Doors			1,000	1,000	1,000		
6616 Natural Gas-Buildings	20,000	9,605	20,000	10,000	20,000		
6617 Pest Management		1,559	1,000	1,500	1,000		
6699 Other Building Cost		555		100			
* Building Costs	817,000	770,351	838,300	667,940	815,900	(22,400)	(2.7)
6701 Equipment Purchase	7,100	1,794	6,100	32,000	6,100		
6702 Small Tools	1,500	1,875	1,300	1,300	1,300		
6703 Computer Equip/Rent		2,032		700			
6704 Equipment Rental		3					
6705 Equip - R&M	82,500	37,142	81,500	73,000	81,500		
6706 Computer R&M	100		100	100	100		
6707 Plumbing & Heating		7,582	2,000	3,000	2,000		
6708 Mechanical Equipment		299	1,000	3,000	1,000		
* Equipment & Communications	91,200	50,726	92,000	113,100	92,000		
6802 Vehicle R&M		2,082		610			
* Vehicle Expense		2,082		610			
6901 Membership Dues	169,200	204,240	162,200	224,975	276,600	114,400	70.5
6902 Conferences/Workshop	18,100	9,786	18,100	31,783	19,800	1,700	9.4
6903 Travel - Local	41,650	23,075	28,200	26,300	29,700	1,500	5.3
6904 Travel - Out of Town	22,600	12,080	25,100	29,310	30,300	5,200	20.7
6905 Training & Education	88,800	39,540	83,300	75,500	96,800	13,500	16.2
6906 Licenses & Agreements	1,000	755	800	800	800		
6907 Commission Fees		1,684					
6908 Medical Examinations		80					
6910 Signage	15,000	4,309	25,000	26,200	25,000		
6911 Facilities Rental	3,390,000	3,256,671	3,406,900	3,371,270	3,800,000	393,100	11.5
6912 Advertising/Promotio	32,000	34,909	31,900	78,900	69,500	37,600	117.9
6913 Awards	3,700		3,700	1,000	3,700		
6917 Books and Periodicals	2,200	1,311	2,200	2,850	2,200		
6918 Meals	6,850	3,649	5,500	5,530	5,700	200	3.6
6919 Special Projects	107,000	126,269	107,000	126,900	137,000	30,000	28.0
6933 Community Events				1,700	1,700	1,700	
6936 Staff Relations		9,904		27,600	25,000	25,000	
6938 Rewarding Excellence	6,600	280	5,600	2,800	5,600		
6942 Management Fees		21,036					
6999 Other Goods/Services	1,000	956,745	1,000	(53,692)	1,000		
* Other Goods & Services	3,905,700	4,706,323	3,906,500	3,979,726	4,530,400	623,900	16.0
7009 Internal Trfr Other		5,528		15,581			
7013 Int Trf Extra Duty		2,412		4,000	4,000	4,000	
7015 Int Trf FacilityRent		(68,700)					
9911 PM Labour-Reg		2,151					
* Interdepartmental		(58,610)		19,581	4,000	4,000	
8008 Transf to/fr Reserve	(210,000)	(135,329)	(204,000)	(184,000)	(562,900)	(358,900)	175.9
8017 Bank Charges				113			
* Other Fiscal	(210,000)	(135,329)	(204,000)	(183,887)	(562,900)	(358,900)	175.9
** Total	19,958,200	19,680,220	20,348,000	20,244,201	21,265,100	917,100	4.5

<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4909 False Alarm Recovery	(120,000)	(98,426)	(310,000)	(315,000)	(905,000)	(595,000)	191.9
4951 By-Law F300 Revenue	(1,960,000)	(1,962,704)	(1,985,000)	(1,970,000)	(1,985,000)		
5101 Parking Rentals	(50,000)	(63,862)	(50,000)	(80,000)	(60,000)	(10,000)	20.0
5102 Facilities Rentals	(1,180,000)	(1,105,599)	(1,100,100)	(1,100,100)	(1,102,100)	(2,000)	0.2
5151 Lease Revenue	(350,000)	(469,882)	(443,100)	(588,400)	(332,400)	110,700	(25.0)
5205 Tax Certificates	(270,000)	(226,740)	(210,000)	(210,000)	(210,000)		
5229 Tax Sale Admin Fees	(145,000)	(129,350)	(145,000)	(104,300)	(105,000)	40,000	(27.6)
5250 Sales of Svcs-Other		200					
5450 Other Sales Revenue		(1,200)					
<b>* Fee Revenues</b>	<b>(4,075,000)</b>	<b>(4,057,563)</b>	<b>(4,243,200)</b>	<b>(4,367,800)</b>	<b>(4,699,500)</b>	<b>(456,300)</b>	<b>10.8</b>
5508 Recov External Parti	(487,000)	(520,620)	(319,000)	(676,532)	(420,000)	(101,000)	31.7
5600 Miscellaneous Revenue		(21,865)		(51,400)	(48,000)	(48,000)	
<b>* Other Revenue</b>	<b>(487,000)</b>	<b>(542,486)</b>	<b>(319,000)</b>	<b>(727,932)</b>	<b>(468,000)</b>	<b>(149,000)</b>	<b>46.7</b>
<b>** Total</b>	<b>(4,562,000)</b>	<b>(4,600,049)</b>	<b>(4,562,200)</b>	<b>(5,095,732)</b>	<b>(5,167,500)</b>	<b>(605,300)</b>	<b>13.3</b>
						<b>2018 Budget Var. to 2017 Budget</b>	
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>		<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>15,396,200</b>	<b>15,080,171</b>	<b>15,785,800</b>	<b>15,148,469</b>	<b>16,097,600</b>	<b>311,800</b>	<b>2.0</b>

# Human Resources / Office of Diversity & Inclusion

## 2018/19 Multi-Year Budget and Business Plans

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

**The Office of Diversity and Inclusion** is committed to building an inclusive organizational culture that values and reflects the diverse community that we serve. The Office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work, and play in HRM.

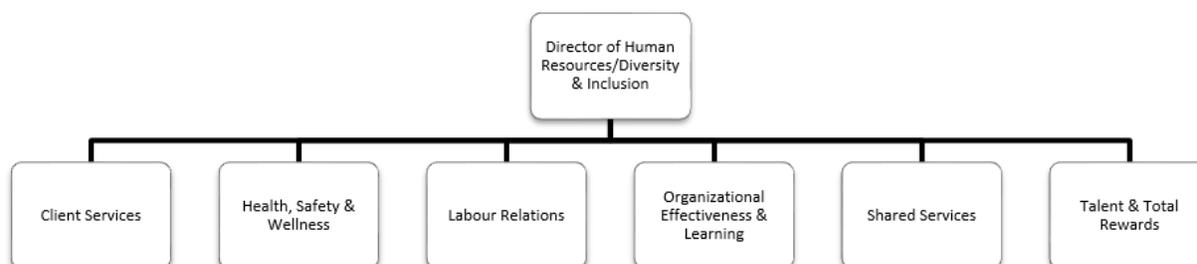
## HUMAN RESOURCES OVERVIEW

Human Resources is committed to advancing the administrative priority outcomes of:

- Our People – Talent;
- Our People – Leadership;
- Our People – Culture
- Our People – Performance
- Health and Safety – Healthy Workforce
- Health and Safety – Safe Workplaces

This is achieved through providing a framework to guide the application of all aspects of HRM’s human resource practices to support organizational effectiveness.

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



### Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE’s
Full Time	54	2	56
Term	0.2	-0.2	0
Student	0.9	-0.9	0
Total	55.1	0.9	56

## Human Resources Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Planned	Planned	Planned
Percent of the average tax bill spent on Human Resources	1.1%	1.2%	1.2%
Average tax bill amount spent on Human Resources	\$21.10	\$23.10	\$22.90

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19).

## 17/18 – 18/19 Human Resources Multi-Year Initiatives

### Our People - Talent

#### Organizational Capacity

Organizational capacity across the organization is enhanced through innovative attraction and retention initiatives as well as by inspiring a culture of continuous learning and inclusion. HRM's Human Capital Strategy (HRM's People Plan) is a multiyear strategy which is focused on ensuring that our people resources are prepared to meet the changing business needs and deliver on our municipality's priorities. Key priorities include talent management, workforce planning, recruitment and leadership development.

### Our People - Culture

#### Corporate Culture and Performance

One of the most important ways in which HRM can build capacity to achieve its strategic goals is through the intentional development of our organizational culture. Workplace culture impacts the way our employees interact with Regional Council, citizens, stakeholders and each other. To build a great municipality, we must align our behaviours, structures and processes with the vision, values and goals of Halifax Regional Council through the Plan on a Page. Key priorities include the delivery of a corporate Employee Engagement survey with the results being a key driver in business unit annual operational plans to enhance employee and organizational performance.

### Health and Safety - Safe Workplaces

#### Corporate Health and Wellness Workplace Strategy

To improve the workplace and employee health and well-being, HR will build and lead the consultation for a multi-year Corporate Health and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the Municipality's leading health indicators, mental health awareness, absenteeism indicators, and reducing Worker's Compensation costs. The strategy will have a multiple-year focus and a staged implementation.

**Service Excellence - Service Delivery**HR Core Service Delivery

Modernizing the Human Resources business is critical due to an ever-changing labour market, increasing client demands and the impacts of demographic changes. To ensure that HR is well positioned to support HRM in the achievement of business goals and Regional Council's priorities, HR will continue to focus on the modernization of HR systems, programs, services, tools and related technologies. Key priorities include improved access for all stakeholders to utilize HR services, modernizing standardized HR programs, policies and service levels, and enhanced client-focused service delivery through strategic partnering and quality consultation.

**Human Resources Budget****Human Resources Budget by Service Area**

Service Area Budget Overview								
Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Administration Summary of Expense & Revenue Types	358,000	495,230	423,700	431,300	425,600	440,500	16,800	4.0
Client Services Summary of Expense & Revenue Types	1,542,800	1,345,851	1,198,100	1,326,400	1,200,100	1,371,200	173,100	14.4
Hlth Safety & WellNess Summary of Expense & Revenue Types	374,100	635,635	1,010,500	1,099,783	1,015,000	1,125,700	115,200	11.4
Labour Relations Summary of Expense & Revenue Types	560,900	665,705	730,150	707,705	733,850	730,050	(100)	(0.0)
Org. Effic. & Learning Summary of Expense & Revenue Types	1,831,700	1,334,267	1,203,400	1,093,921	1,145,700	1,156,700	(46,700)	(3.9)
Shared Services Summary of Expense & Revenue Types		250,487	854,900	811,650	851,200	753,400	(101,500)	(11.9)
Talent & Total Compensation Summary of Expense & Revenue Types	728,900	593,585	567,950	503,854	647,250	573,150	5,200	0.9
Diversity-Inclusion Summary of Expense & Revenue Types	527,300	318,648	544,900	451,637	524,900	677,700	132,800	24.4
	<b>5,923,700</b>	<b>5,639,407</b>	<b>6,533,600</b>	<b>6,426,250</b>	<b>6,543,600</b>	<b>6,828,400</b>	<b>294,800</b>	<b>4.5</b>

### Summary of Changes Included in Proposed Human Resources Budget

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$6,533,600</b>
Compensation	Compensation increases	No impact on service delivery	\$73,600	\$73,600
Budget Adjustments	1 FTE – African NS Affairs Integration Office (ANSAIO)	Strengthen the work of the African NS Affairs Office to support business units to engage, both internally and externally, the African Nova Scotian community.	\$94,300	\$221,200
	2 FTEs – Human Resources	Support the significant growth in demand for HR services over the past two years particularly in the areas of staffing and recruitment.	\$171,100	
	Indigenous Community Engagement Advisor – from 0.5 FTE to 1 FTE	Increasing to a full time FTE will enable equitable delivery of services to the urban indigenous community, assist in developing the Urban Indigenous Engagement Strategy and build relationships within the urban indigenous community in Halifax. There is not enough capacity for this work with only a 0.5 FTE and recruitment is more challenging with a part-time position.	\$40,000	
	Employee Engagement Survey	One-year funding for 2017-18	-\$60,000	
	Misc. expenses		-\$24,200	
<b>Total Impact of Changes</b>				<b>\$294,800</b>
<b>2018/2019 Proposed Budget</b>				<b>\$6,828,400</b>

Note: This includes changes to Human Resources and the Office of Diversity and Inclusion budgets.

## Human Resources Operating Budget

### Human Resources Summary of Expense & Revenue Types

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	5,322,200	5,028,636	5,612,600	5,696,511	5,991,600	379,000	6.8
* Office	33,600	24,191	34,200	35,175	31,000	(3,200)	(9.4)
* External Services	215,600	575,795	309,600	493,204	249,600	(60,000)	(19.4)
* Supplies	1,500	619	1,500	200	1,500		
* Equipment & Communications	3,000	731	1,000	100	1,000		
* Vehicle Expense		162					
* Other Goods & Services	427,800	445,743	654,700	587,310	633,700	(21,000)	(3.2)
* Interdepartmental		(315,636)		(120,450)			
** Total	6,003,700	5,760,242	6,613,600	6,692,050	6,908,400	294,800	4.5
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Other Revenue	(80,000)	(120,835)	(80,000)	(265,800)	(80,000)		
** Total	(80,000)	(120,835)	(80,000)	(265,800)	(80,000)		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	5,923,700	5,639,407	6,533,600	6,426,250	6,828,400	294,800	4.5

## 18/19 HUMAN RESOURCES SERVICE AREA PLANS

### Director's Office

The Director's Office provides leadership and develops HR strategic priorities that align with business needs. It ensures HR structure, resources, policies and business practices are aligned to support organizational efficiency and effectiveness.

#### Services Delivered:

##### Our People - Performance

Strategic Human Resource Leadership - This service is responsible for development and oversight of Human Resource strategies and policies.

HR Advice and Expertise - This service is responsible for provision of HR advice and expertise on a variety of human resource management topics.

### Service Delivery Measures

In the 2018/19 business cycle, Human Resources will undertake a client survey with other business units to measure client satisfaction and the effectiveness of its service delivery modernization.

## Performance Analysis

In today's business environment, as external and internal pressures to increase productivity mount, organizations are demanding more and more value from their conventional cost centres, including Human Resources. HR has the requirement to not only improve its own performance but also have a sustainable impact on the success of HRM as a whole – "The right skills (people), in the right jobs, doing the right things at the right cost."

### Key Benefits of HR Transformation

There are many business reasons that support a change in the way HR is currently providing services:

- Increase value-added HR functions that are aligned with business needs,
  - develop talent management and human capital management strategies that drive business success;
- Improve or streamline HR operations,
  - increase scalability and flexibility of operational support to better align with corporate strategy and business needs;
- Improve the employee/manager experience,
  - employees/managers can better access HR solutions and information with the establishment of a shared services centre and the integration of technology;
- Improve compliance and reporting capabilities;
- Drive process efficiency to better align with business needs;
- Drive corporate cultural change/employee engagement to improve productivity and capability;
- Improve workforce reporting, benchmarks/analytics and performance measurement; and
- Corporate cost containment,
  - the impact of providing high value HR services can be seen in the alignment of HR resources with corporate cost containment priorities such as pension reform, restructuring of benefit plans, collective bargaining, workforce planning, and organizational effectiveness.

## 18/19 Director's Office Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Our People - Performance</b>
<p><b>HR Service Modernization</b> (Est. Compl: Q3 18/19) To ensure that HR is well positioned to support the organization in the achievement of business goals, HR will implement phase 2 activities of the HR Service Modernization plan. Focus will be on the establishment of the Shared Services Centre and Centres of Expertise.</p>
<p><b>Modernization of HR Policies</b> (Est. Compl: Q4 18/19) To support the building of organizational capacity, Human Resources will modernize HR policies and business practices over the next two business cycles based on corporate priorities.</p>

## Director's Office Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	309,600	452,271	384,200	397,900	401,000	16,800	4.4
* Office	25,800	14,946	27,000	16,000	27,000		
* External Services		340,703		127,900			
* Supplies		5					
* Equipment & Communications	2,000	305					
* Other Goods & Services	20,600	8,599	12,500	13,200	12,500		
* Interdepartmental		(321,599)		(123,700)			
<b>** Total</b>	<b>358,000</b>	<b>495,230</b>	<b>423,700</b>	<b>431,300</b>	<b>440,500</b>	<b>16,800</b>	<b>4.0</b>
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>358,000</b>	<b>495,230</b>	<b>423,700</b>	<b>431,300</b>	<b>440,500</b>	<b>16,800</b>	<b>4.0</b>

## Client Services

Client Services is committed to supporting administrative priorities through collaboration with the business units to identify key business issues and develop solutions in partnership with the Human Resources Centres of Expertise to drive employee engagement and meet or exceed operational mandates. Areas of delivery include: staffing, recruitment, performance management, workforce planning, succession planning, policy interpretation, organizational design, change management, and employee engagement.

### Services Delivered:

#### Our People - Performance

Performance Management - This service is responsible for partnering with the business units on identifying areas of opportunity to improve employee engagement and drive overall operational performance.

#### Our People - Talent

Workforce Planning and Career Development - Client Services, in conjunction with the Human Resources Centres of Expertise and the business units, is responsible for developing a comprehensive workforce planning approach that will assist all groups in effectively staffing to meet operational needs. This will allow the creation of a framework for a supportive career development program to enhance the skills of existing team members, allowing them to pursue various career opportunities.

Recruitment and Retention - This service is responsible for the creation of dynamic recruitment strategies and driving employee engagement practices to attract and retain talent and meet current and future operational staffing requirements.

**Our People – Leadership**

Succession Planning - Client Services, in partnership with the business unit’s leadership team, is responsible for leveraging the succession planning program to identify internal and external talent to fill future leadership positions, and create development programs for internal candidates to round out their skillsets in preparation for new opportunities.

**Service Excellence – Service Delivery**

HR Consulting - This service works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

**Service Delivery Measures**

Client Services Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned	MBNC* Median 2016
Overall Permanent Voluntary Employee Turnover	-	6.00%	4.96%	-	5.27%
# Jobs Filled	1377	1735	1107	-	-
Internal Hire Rate	54%	55%	47%	-	-
External Hire Rate	46%	45%	53%	-	-

\* Municipal Benchmarking Network Canada

Note: Turnover rate refers to the total number of voluntary separations of permanent staff (full time and part time) expressed as a percent of total permanent staff.

**Performance Analysis**

Workforce Planning and Recruitment Strategy

Client Services will leverage the workforce planning framework and work in partnership with the business units to map out recruitment requirements over the coming years. This will provide the organization with the data necessary to craft the recruitment strategy that will meet business units hiring needs, reduce length of time to fill positions, and enable HR to work with the business unit to develop internal candidates for future growth opportunities.

**18/19 Client Services Key Deliverables**

18/19 Deliverables with Estimated Completion
<b>Our People - Talent</b>
<p><b>Recruitment and Staffing</b> (Est. Compl: Q4 19/20)                      To further align recruitment and staffing activities with HRM's talent requirements and public service priorities, Human Resources will implement recommendations from the Hiring Policy/Business Practice review as well as the Employment Systems Review. Revised current policy and practices, and updated tools and training for managers and supervisors have been presented to Directors. Their feedback will be used to finalize the timeline for a two-year transformation to HR’s hiring process/strategy.</p>
<p><b>Strategic Partnering</b> (Est. Compl: Ongoing)</p>

**18/19 Deliverables with Estimated Completion**

To support client-focused service delivery and achievement of business unit operational objectives, HR will continue to strengthen strategic business unit partnerships through the Human Resources Business Partners (HRBP's). Client Services is working with business unit leadership teams to build customized people plans to improve the overall engagement and effectiveness of their teams.

**Client Services Summary of Expenses & Revenues Budget**

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	1,425,300	1,191,835	1,078,100	1,102,500	1,251,200	173,100	16.1
* Office	4,500	2,271	2,000	3,400	2,000		
* External Services	57,400	66,116	57,400	143,000	57,400		
* Supplies		147					
* Equipment & Communications		318					
* Vehicle Expense		162					
* Other Goods & Services	55,600	83,610	60,600	77,500	60,600		
* Interdepartmental		1,393					
<b>** Total</b>	<b>1,542,800</b>	<b>1,345,851</b>	<b>1,198,100</b>	<b>1,326,400</b>	<b>1,371,200</b>	<b>173,100</b>	<b>14.4</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>1,542,800</b>	<b>1,345,851</b>	<b>1,198,100</b>	<b>1,326,400</b>	<b>1,371,200</b>	<b>173,100</b>	<b>14.4</b>

**Health, Safety & Wellness**

Health, Safety & Wellness is committed to supporting administrative priorities through the administration of the Corporate Health and Safety Plan, including strategies to reduce incident/accident trends and risk while focusing on consistency of awareness and compliance.

**Services Delivered:****Health and Safety – Healthy Workforce**

Corporate Health & Wellness - This service provides leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), duty to accommodate, ergonomic assessments, health monitoring, health promotion and the Employee and Family Assistance Program (EFAP).

**Health and Safety – Safe Workplaces**

Corporate Safety - This service is responsible for developing a Corporate Occupational Health and Safety Plan that includes strategies to reduce incident/accident trends and risk while focussing on consistency of awareness and compliance. Corporate Safety also provides leadership and expertise to support a "Safety First" culture.

## Service Delivery Measures

Health, Safety & Wellness Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
# of participants in corporate occupational health and safety	339	461	266	330
Flu Clinic participation	696	700	615	650
# of participants in workplace health / wellness programs	358	419	402	450
Health File Referrals	506	423	545	550
# of workplace safety assessments completed	15	42	7	7
Total Accident Frequency	10	9	N/A*	21
Lost Time Accident Frequency	7	5	N/A*	N/A*

\* Data not available until late April 2018.

## Performance Analysis

### Environment, Health and Safety Management

The Accident Investigation and “SAP Environment, Health and Safety Management (EHSM) Reporting” training assists supervisors/managers to understand their requirements for reporting and investigation. Comprised of Accident Theory, root cause and critical reporting, the system provides analytics for the prevention of accidents and building a safety-first culture. Four hundred and sixty-one supervisors/managers have been trained in understanding root cause and prevention recurrence.

### Flu Clinics

The flu clinic program supports colleagues in their health and attendance support. In 2017/18, 615 employees participated in the program versus 700 in 2016/17. Moving forward, it is hoped that the number of participants will increase, in support of employees being well and at work, as a result of enhanced promotion efforts.

### Workplace Health, Safety & Wellness Programs

A variety of health, safety and wellness training programs are offered throughout the year to support occupational health and safety, Employee & Family Assistance, wellness seminars, mental health, first aid and strategies for managing stress. In 2017/18, 668 employees attended these training sessions and, in 2016/17, there were 880 employees who attended programs and lunch and learn sessions.

### Health File Referrals

There were 545 health file referrals in 2017/18, up from 423 in 2016/17. Health file referrals include disability health file management and ergonomic assessments.

### Workplace Safety Assessments

Seven (7) Workplace safety assessments that involve a visit to locations and a review of conditions measured against the Occupational Health and Safety Act were completed in 2017/18. Reports and findings offer the business unit an understanding of where to work towards prevention and an analysis of remedies reported.

### Total Accident Frequency

In 2017/18, the Municipality’s total accident frequency was 9, down from 10 in 2016/17. The Total Accident Frequency Rate indicates the number of total accidents per year for every 100 employees. Total accidents include health care and lost time accidents only.

## 18/19 Health, Safety & Wellness Key Deliverables

18/19 Deliverables
<b>Health and Safety - Healthy Workforce</b>
<p><b>Corporate Health &amp; Wellness Strategy Framework</b> (Est. Compl: Q4 18/19)</p> <p>To improve the workplace and employee health, safety and well-being, Human Resources will build and lead consultation of a multi-year Corporate Health and Wellness Workplace Strategy with business units to align with HRM’s Human Capital Strategy (HRM’s People Plan). The strategy will focus on areas of high importance for the prevention of the municipality’s leading health indicators, mental health awareness, occupational injuries and absenteeism indicators. Implementation will be staged.</p> <p>In 18/19, HR will:</p> <ul style="list-style-type: none"> <li>• Meet with business units on their known indicators for absenteeism, health file referral trends and accident trends.</li> <li>• Consult with business units for a needs assessment and build the framework for the Health and Wellness Strategy; areas of focus are enhanced Stay at work/Return to work to reduce time loss and absenteeism</li> </ul>
<p><b>Attendance Support Program</b> (Ongoing through 18/19)</p> <p>The goal of this deliverable is to improve employee attendance by supporting the business units with a revised Attendance Support Program which is focused on understanding trends and health indicators, supporting management/ colleagues in improving attendance, reducing absenteeism costs, utilizing enhanced stay-at-work/return-to-work, and linking trends to the Corporate Health &amp; Wellness Workplace Strategy. The program review will be conducted under the Performance Excellence initiative.</p>
<b>Health and Safety - Safe Workplaces</b>
<p><b>Corporate Occupational Health &amp; Safety Plan</b> (Est. Compl: Q4 18/19)</p> <p>To prevent and reduce accidents in the workplace and to build a safety-first culture, Human Resources will complete Year 5 of the Occupational Health and Safety Plan for HRM in partnership with business units. Areas of concentration in Year 5 include:</p> <ul style="list-style-type: none"> <li>• Trending and analytics via Environment Health, Safety Management System (EHSM)</li> <li>• Enhanced Stay-at-Work/Return-to-Work corporate procedure</li> <li>• Reducing accidents and lost time days</li> <li>• Reducing WCB premiums paid</li> </ul>

## Healthy, Safety & Wellness Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	362,500	614,674	812,900	930,258	928,100	115,200	14.2
* Office		1,219	200	6,525	200		
* External Services		7,715	172,200	150,000	172,200		
* Supplies	1,500	468	1,500	200	1,500		
* Equipment & Communications	1,000	108	1,000		1,000		
* Other Goods & Services	9,100	9,521	22,700	10,700	22,700		
* Interdepartmental		1,929		2,100			
** Total	374,100	635,635	1,010,500	1,099,783	1,125,700	115,200	11.4
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Net Surplus/Deficit	374,100	635,635	1,010,500	1,099,783	1,125,700	115,200	11.4

## Labour Relations

Labour Relations is committed to supporting administrative priorities and serves as the employer's negotiator in collective bargaining with various unions representing its employees. It provides expertise and consulting to business units to ensure efficient and consistent delivery of labour relations service and integration of labour relations strategy and principles to support sustainable municipal services.

### Services Delivered:

#### Our People - Talent

Labour Relations Consulting - This service is responsible for the provision of consultative service and advice to management related to the unionized workforce.

#### Our People - Culture

Grievance Management - This service is responsible for supporting and facilitating the management of the grievance process.

#### Governance and Engagement – Fiscal Responsibility

Collective Bargaining - This service, on behalf of HRM administration, leads negotiations on collective agreements between HRM and its six union organizations.

## Service Delivery Measures

Labour Relations Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
# of new grievances	57	68	64	n/a
# of grievances resolved	-	46	55	n/a

### Performance Analysis

Collective Bargaining - One of the goals of collective bargaining is to meet the Municipality's obligations and support the delivery of sustainable, efficient, and effective municipal services. Labour Relations staff will be bargaining four collective agreements concurrently in 2018/19, in addition to ongoing consulting and grievance management services, which will have an impact on capacity levels for staff.

## 18/19 Labour Relations Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Our People - Talent</b>
<p><b>Collective Bargaining</b> (Est. Compl: Q3 18/19)</p> <p>To meet our employer obligations and support the delivery of efficient, effective municipal services, Human Resources will advance collective bargaining initiatives scheduled for 2018-19, and those carried forward from prior years. This includes the continuation of three rounds of collective bargaining that are currently underway and a fourth that will likely be starting early in 18/19.</p>

## Labour Relations Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	532,300	635,815	701,400	684,655	701,300	(100)	(0.0)
* Office	800	1,426					
* External Services		224					
* Other Goods & Services	27,800	26,671	28,750	22,700	28,750		
* Interdepartmental		1,570		350			
** Total	560,900	665,705	730,150	707,705	730,050	(100)	(0.0)
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Net Surplus/Deficit	560,900	665,705	730,150	707,705	730,050	(100)	(0.0)

## Organizational Effectiveness and Learning

Organizational Effectiveness and Learning is committed to supporting administrative priorities through the management of the Corporate Learning & Development strategy, provision of training and professional development programs, change management, policy development and conflict resolution services. The service area supports organizational effectiveness through policy and program design that improves employee and corporate performance.

### Services Delivered:

#### Our People – Talent

Corporate Training and Leadership Development - This service is responsible for development/improvement and delivery of employee and leadership training programs.

Organizational Effectiveness - This service is responsible for providing expert advice based on knowledge of current organizational development theory and methodologies such as policy development, project management, coaching, change management, performance management.

#### Our People - Culture

Conflict Resolution (Workplace Rights / Human Rights) - This service is responsible for providing expertise in conflict resolution including conducting initial assessments, mediation, facilitated discussions, workplace assessments, harassment investigations and other types of conflict resolution tools. The goal is also to coach business unit leaders to effectively and efficiently deal with conflict on their teams in a timely manner.

## Service Delivery Measures

Organizational Effectiveness and Learning Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Planned
# of training programs provided	118	144	132	TBD
# of training program participants	1,612	2,413	1920	TBD
# of new Workplace Rights complaints	36	20	22	n/a

## Performance Analysis

### Employee Engagement

To effectively identify the areas of opportunity to improve employee engagement and organizational performance, HR will support the CAO in the development and implementation of an employee engagement survey in the spring of 2018. The results of this survey will be used to create benchmark information and a framework for enhanced workforce strategies that will address engagement factors across our organization, as well as practices to improve our organizational performance and service delivery.

Leadership Development Program

This program will consist of a 3-tier system program, specifically created to assist our aspiring leaders as well as current supervisors and managers. Each tier will consist of a renewed list of elective and mandatory programs, including learning and development paths and more robust training for new leaders.

## 18/19 Organizational Effectiveness and Learning Key Deliverables

18/19 Deliverables with Estimated Completion	
<b>Our People - Talent</b>	
<b>Human Capital Strategy</b> (Est. Compl: Q2 18/19)	To support the achievement of corporate business goals, HR is leading a refresh of the HRM People Plan (3-year Human Capital Strategy), to be followed by implementation of priority initiatives in partnership with the business units.
<b>Employee Learning and Development</b> (Est. Compl: Q4 18/19)	To align with recommendations from the Auditor General's Report and to achieve economy, efficiency, and effectiveness gains for HRM, Human Resources will continue to improve the organization-wide Learning & Development Strategy and programs in partnership with business units.
<b>Our People - Culture</b>	
<b>Employee Engagement</b> (Est. Compl: 18/19)	Human Resources will support the CAO in the development and implementation of an employee engagement survey in 2018. The survey results will be the key driver used to develop a framework for enhanced workforce strategies in all business units, as well as improved organizational performance and service delivery.
<b>Workplace Culture</b> (Est. Compl: Q4 18/19)	To promote a harassment-free workplace culture, HR has rolled out a new Workplace Rights Harassment Prevention Policy and is in the process of training leaders across the organization on the topic of addressing inappropriate workplace behaviour.
<b>Our People - Leadership</b>	
<b>Leadership Development</b> (Est. Compl: Q4 18/19)	To support succession planning and talent management, HR will develop formal, module-based cohort learning programs which integrate position competencies and align with HRM'S core values and leadership principles. Programs will be designed to develop and support three cohorts: Aspiring Leaders, Front Line Supervisors, and Managers. Leadership development programs will also be designed, and/or enhanced, to support employees from under-represented communities so our organization can better reflect the community we serve.

### Organizational Effectiveness & Learning Summary of Expenses & Revenues Budget

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	1,441,500	956,288	801,800	771,261	815,100	13,300	1.7
* Office	1,800	2,825	100	1,200	100		
* External Services	138,200	128,517	60,000	50,000		(60,000)	(100.0)
* Other Goods & Services	250,200	245,592	341,500	271,460	341,500		
* Interdepartmental		1,045					
** Total	1,831,700	1,334,267	1,203,400	1,093,921	1,156,700	(46,700)	(3.9)
<b>Net Surplus/Deficit</b>							
Net Surplus/Deficit	1,831,700	1,334,267	1,203,400	1,093,921	1,156,700	(46,700)	(3.9)

## Shared Services

Shared Services is committed to supporting administrative priorities as HR's first point of contact for employee inquiries/service requests. It provides foundational support for HR programs and services including training administration, compensation/benefits and pension inquiries, and collects and administers HR data, information, and reporting.

### Services Delivered:

#### Our People – Performance

HR Performance Reporting and Data Management - This service is responsible for workforce data reporting including reporting on Attendance Support, Workforce Profile, Labour Relations trends, Recruitment and Retention, and Training and Conflict Resolution. The majority of this reporting will be formatted under the Workforce Profile Report, the HRBP Quarterly Report, and the Attendance Support reports.

#### Service Excellence – Service Delivery

HR Client Service Delivery - This service is the first point of contact for all foundational HR Service Requests, including a single phone number for more accessible service, HR Service Representatives for immediate response to requests, and a centralized department responsible for processing service requests and completing transactional work in all HR functional areas including: Pension and Benefits Administration, Recruitment and Onboarding, Conflict Resolution and Training logs, Public Service Recognition, Employee Separation Management, Salary Administration and Public Service Management.

#### Our People – Talent

Benefits Administration - This service is responsible for the design and administration of HRM's benefit plans.

Pension Administration - This service is responsible for pension reporting and reconciliation required for the employer.

Retirement Benefit Administration - This service is responsible for payment and processing of additional retirement compensation.

## Service Delivery Measures

Shared Services Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Projected	2018/19 Planned
PRL (Pre-Retirement Leave) Processing Time	2 Weeks	2 Weeks	2 Weeks	2 Weeks
Customer Service Request Processing Times	2 Days	2 Days	2 Days	2 Days
Retirements	136	137	111	N/A

**Note:** this includes permanent employees only.

## Performance Analysis

Shared Services Client Service Delivery - The centralized, first point of contact for internal service requests will improve access for all stakeholders to HR services as well as enhance client-focused service. It will ensure better coordination across all elements of HR services implementation and efficient use of HR resources.

Performance Reporting and Data Management - The establishment of service delivery measures will help provide analytical data and measurable performance metrics for better guidance and decision-making. Additional service delivery measures will be developed over the coming year.

## 18/19 Shared Services Key Deliverables

18/19 Deliverables with Estimated Completion	
<b>Service Excellence - Service Delivery</b>	
<b>Client Focused Service Delivery</b> (Est. Compl: Q3 18/19) To support client-focused service delivery, HR will build the Shared Services division to commence centralizing HR transactional service delivery and improve efficiency and effectiveness through business process redesign.	
<b>Our People - Performance</b>	
<b>HR Data Reporting</b> (Est. Compl: Q3 18/19) To improve business unit human capital decision making, Human Resources will continue to develop workforce data reporting and analytics in partnership with ICT. During 18/19, HR will continue to focus on Health & Safety and business unit workforce reporting.	

## Shared Services Summary of Expenses & Revenues Budget

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits		248,019	839,100	802,500	741,000	(98,100)	(11.7)
* Office			3,600	3,100	1,200	(2,400)	(66.7)
* Other Goods & Services		2,468	12,200	6,050	11,200	(1,000)	(8.2)
** Total		250,487	854,900	811,650	753,400	(101,500)	(11.9)
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Net Surplus/Deficit		250,487	854,900	811,650	753,400	(101,500)	(11.9)

## Talent and Total Rewards

Talent and Total Rewards is committed to supporting administrative priorities through the development of HRM's Talent Management Blueprint and Total Compensation Strategy including policy framework, program design, pension & benefits plan consulting and administration.

**Services Delivered:**

**Our People – Talent**

Talent Management Blueprint - This service is responsible for the development of a corporate strategy and related tools to enhance HRM’s ability to grow, acquire, and maintain the talent it requires to deliver municipal services.

Total Compensation Design - This service is responsible for designing a total compensation plan, including salary, benefits and pension.

Salary Administration - This service is responsible for the application of salary policy.

**Our People - Culture**

Public Service Recognition - This service is responsible for the administration of HRM's Public Service Awards program, including coordination of the Awards event.

**Service Delivery Measures**

Talent and Total Rewards Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Planned
Critical Succession Positions Identified	N/A	90%	100%	100%
Critical Succession Plan Gap Analysis Completed	N/A	50%	60%	90%

**Performance Analysis**

Talent Management Framework (Succession) - In alignment with the Talent Management Framework principles, business units will identify critical succession positions. Once identified, gap analysis tools will be utilized to identify key requirements for the development of succession candidates. To assist with gap analysis, assessment tools will be developed and/or sourced to identify key development areas and inform the training and learning plans for succession candidates.

**18/19 Talent and Total Rewards Key Deliverables**

17/18 – 18/19 Deliverables with Estimated Completion
<b>Our People - Talent</b>
<p><b>Talent Management Framework</b> (Est. Compl: Q4 18/19)                      To support business unit operational priorities, HR will develop a corporate talent management framework that will guide the development and delivery of HR programs and tools. Year 2 will continue enhancements to succession planning and rewards and recognition. In addition, the results of the employee engagement survey will be used to inform a gap analysis to develop the next stage priorities and KPIs for the talent work.</p>

**17/18 – 18/19 Deliverables with Estimated Completion****Employee Benefits** (Est. Compl. Q3 18/19)

To support the Municipality's financial and human capital priorities, HR will conduct a review of the HRM benefits offerings to determine appropriate market position with regards to design. Review will incorporate feedback on benefits generated through the employee engagement survey.

**Financial Responsibility - Financial Impact****HRM Pension Reform** (Est. Compl: Q4 18/19)

To support HRM's financial and human capital priorities, HR will work with internal and external stakeholders to advance changes to the pension plan to ensure an affordable pension benefit for both employees and the taxpayer.

**Talent and Total Rewards Summary of Expenses & Revenues Budget**

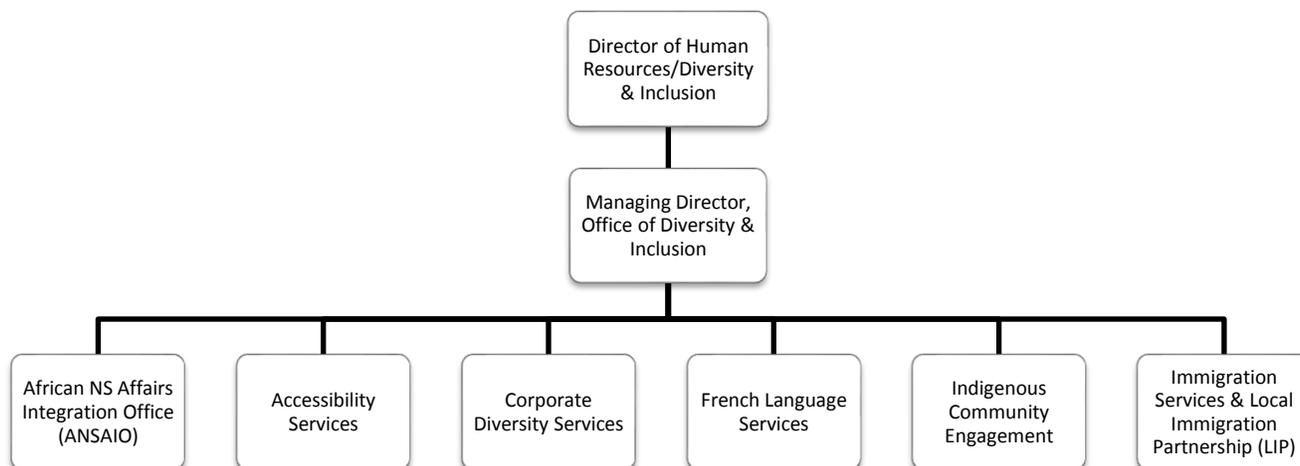
	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	723,700	580,909	566,200	498,700	572,200	6,000	1.1
* Office	700	1,506	1,300	500	500	(800)	(61.5)
* External Services	20,000	32,519	20,000	22,104	20,000		
* Other Goods & Services	64,500	58,531	60,450	62,550	60,450		
* Interdepartmental		27					
<b>** Total</b>	<b>808,900</b>	<b>673,492</b>	<b>647,950</b>	<b>583,854</b>	<b>653,150</b>	<b>5,200</b>	<b>0.8</b>
<b>Revenues</b>							
* Other Revenue	(80,000)	(79,907)	(80,000)	(80,000)	(80,000)		
<b>** Total</b>	<b>(80,000)</b>	<b>(79,907)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>		
<b>Net Surplus/Deficit</b>							
<b>Net Surplus/Deficit</b>	<b>728,900</b>	<b>593,585</b>	<b>567,950</b>	<b>503,854</b>	<b>573,150</b>	<b>5,200</b>	<b>0.9</b>

**OFFICE OF DIVERSITY & INCLUSION OVERVIEW**

The Office of Diversity and Inclusion is committed to building an inclusive organizational culture that values and reflects the diverse community that we serve. The Office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work, and play in HRM.

The Office of Diversity & Inclusion is committed to advancing the Council priority outcomes of:

- Social Development – Equity and Inclusion
- Social Development – Accessible Community
- Social Infrastructure – Social Infrastructure



### Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	4.0	2.7	6.7
Term	1.3	-0.7	0.6
Student	2.8	-1.4	1.4
Total	8.1	0.6	8.7

### Office of Diversity & Inclusion Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19*
	Planned	Planned	Planned
Percent of the average tax bill spent on the Office of Diversity & Inclusion	0.1%	0.1%	0.1%
Average tax bill amount spent on the Office of Diversity & Inclusion	\$2.10	\$2.10	\$2.50

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018-19).

## 18/19 Office of Diversity & Inclusion Multi-Year Initiatives

### Services Delivered:

#### Social Development – Accessible Community

Accessibility Services - Provides direction and oversight in defining an inclusive and accessible community (framework); establishes a coordination and reporting model for Halifax's Inclusive and Accessible initiatives; and develops an Accessibility Policy. Actions under accessibility will support and comply with the Nova Scotia Act Respecting Accessibility in Nova Scotia.

#### Social Development – Equity and Inclusion

Corporate Diversity Services - Develops and implements the diversity and inclusion framework that will outline corporate goals, activities, roles, responsibilities and performance measures with respect to diversity and inclusion. It is the lead on corporate diversity and inclusion training. Upon request, staff in the Office provide advice to business units to support their diversity and inclusion initiatives.

African Nova Scotian Affairs Integration Office - Provides leadership, strategic direction, policy advice and expertise to all parts of the organization to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within HRM.

Indigenous Community Engagement - Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission, and demonstrates HRM's commitment to partnership with the community.

Immigration Services and Local Immigration Partnership (LIP) - Immigration Services develops and implements the HRM Welcoming Newcomers Action Plan. The Local Immigration Partnership provides a platform for the collaboration of diverse partners with the goal of building an inclusive and welcoming community.

French Language Services - Supports the establishment of French language services at the Halifax Regional Municipality and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

#### Social Development – Social Infrastructure

Immigration Services and Local Immigration Partnership (LIP) - Immigration Services supports the participation of immigrants (including International students and refugee claimants) in HRM social and recreational programs based on the equity and inclusion platform.

French Language Services - Supports the participation of Acadian and Francophones in HRM social and recreational programs based on the platform identified around equity and inclusion.

ANSAIO and DPAD (Decade for People of African Descent) Coalition – Supports and build partnership to engage African Nova Scotian organizations and individuals in building and implementing action plans around the UN Declaration 2015-2024 as the Decade for People of African Descent.

Indigenous Community Engagement – Supports the ongoing relationship and partnership developments related to the Mi'kmaw Native Friendship Centre.

## Service Delivery Measures

The establishment of service delivery measures will help provide performance metrics to measure progress in key areas of diversity and inclusion. Additional measures will be developed over the coming year. Areas under consideration for measurement are:

- Workforce representative of community we serve;
- # of public complaints received related to diversity, inclusion, equity and fairness issues;
- HRM compliance against the Provincial Accessibility Act;
- HRM response to Truth & Reconciliation Calls to Action (TRC) recommendations.

## Performance Analysis

Diversity and Inclusion (D&I) Framework - In alignment with the D&I Framework principles, business units will identify achievable diversity and inclusion actions through the guidance and support of the D&I team. It is anticipated that some business units will identify more actions than others and that plans may be implemented at different times of the year to support business unit operations. It will be critical for the D&I team to adapt its support structure to meet the needs of business units.

## 18/19 Office of Diversity & Inclusion Services Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Social Development – Accessible Community</b>
<b>Accessibility Strategy completion and approval</b> (Est. Compl: Q3 18/19) Complete Accessibility Strategy and present to Regional Council.
<b>Social Development – Equity &amp; Inclusion</b>
<b>Diversity and Inclusion Framework completion and approval</b> (Est. Compl: Q4 18/19) Complete the Diversity and Inclusion framework in the first quarter of 18/19. Implementation of Year 1 components will begin in 18/19.
<b>Immigration strategy completion and approval</b> (Est. Compl: Q1 18/19) Update the previous newcomer's strategy and create a 3-year immigration strategy in the first quarter of 18/19. Implementation of Year 1 components will begin in 18/19.
<b>Ujima (African Nova Scotian Mentorship Program) proposal development</b> (Est. Compl: Q2 18/19) Develop a leadership program for African Nova Scotian employees as identified in the Employment Systems Review Report from January 2016 (recommendation # 52).
<b>African Nova Scotian Economic Action Plan</b> (Est. Compl: Q2 18/19) Develop the African Nova Scotia Economic Action Plan, in alignment with the HRM Economic Development Strategy.
<b>Framework for reconciliation with the Urban Indigenous Community</b> (Est. Compl: Q4 18/19) Develop supporting resources and action plan to support regional councils statement of reconciliation. Strategy to include a framework for indigenous community engagement.

**18/19 Deliverables with Estimated Completion****French Services strategy completion and approval** (Est. Compl: Q2 18/19)

Develop a French services strategy and action plan. Support the Francophone community by working in partnership and providing advice on current issues and projects.

**Social Development – Social Infrastructure****Intercommunity circle – plan development and implementation** (Est. Compl: Q3 18/19)

Develop an action plan for engagement between the Mi'kmaw and Immigrant communities to be complete in the first quarter of 18/19. HRM will host, organize, and participate in gatherings with the Mi'kmaw and immigrant community members to develop a plan for intercommunity engagement. We will continue supporting and partnering with the community as they work toward achieving their priorities.

**Office of Diversity & Inclusion Summary of Expenses & Revenues Budget**

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	527,300	348,825	428,900	508,737	581,700	152,800	35.6
* Office				4,450			
* External Services				200			
* Equipment & Communication				100			
* Other Goods & Services		10,752	116,000	123,150	96,000	(20,000)	(17.2)
* Interdepartmental				800			
<b>** Total</b>	<b>527,300</b>	<b>359,576</b>	<b>544,900</b>	<b>637,437</b>	<b>677,700</b>	<b>132,800</b>	<b>24.4</b>
<b>Revenues</b>							
* Other Revenue		(40,928)		(185,800)			
<b>** Total</b>		<b>(40,928)</b>		<b>(185,800)</b>			
<b>Net Surplus/Deficit</b>							
<b>Net Surplus/Deficit</b>	<b>527,300</b>	<b>318,648</b>	<b>544,900</b>	<b>451,637</b>	<b>677,700</b>	<b>132,800</b>	<b>24.4</b>

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
A205 HR Administration	358,000	495,230	423,700	431,300	440,500	16,800	4.0
A210 Org.Effec.& Learning	1,831,700	1,334,267	1,203,400	1,093,921	1,156,700	(46,700)	(3.9)
A220 Client Services	1,542,800	1,345,851	1,198,100	1,326,400	1,371,200	173,100	14.4
A221 Locked WCB							
A230 Talent & Total Rewards	728,900	593,585	567,950	503,854	573,150	5,200	0.9
A235 Shared Services		250,487	854,900	811,650	753,400	(101,500)	(11.9)
A240 Labour Relations	560,900	665,705	730,150	707,705	730,050	(100)	(0.0)
E401 Diversity-Inclusion	527,300	318,648	544,900	451,637	677,700	132,800	24.4
F182 Health Safety & Wellness	374,100	635,635	1,010,500	1,099,783	1,125,700	115,200	11.4
<b>** Total</b>	<b>5,923,700</b>	<b>5,639,407</b>	<b>6,533,600</b>	<b>6,426,250</b>	<b>6,828,400</b>	<b>294,800</b>	<b>4.5</b>

### Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
A205 HR Administration	358,000	495,230	423,700	431,300	440,500	16,800	4.0
A210 Org.Effec.& Learning	1,831,700	1,334,267	1,203,400	1,093,921	1,156,700	(46,700)	(3.9)
A220 Client Services	1,542,800	1,345,851	1,198,100	1,326,400	1,371,200	173,100	14.4
A221 Locked WCB							
A230 Talent & Total Rewards	808,900	673,492	647,950	583,854	653,150	5,200	0.8
A235 Shared Services		250,487	854,900	811,650	753,400	(101,500)	(11.9)
A240 Labour Relations	560,900	665,705	730,150	707,705	730,050	(100)	(0.0)
E401 Diversity-Inclusion	527,300	359,576	544,900	637,437	677,700	132,800	24.4
F182 Health Safety & Wellness	374,100	635,635	1,010,500	1,099,783	1,125,700	115,200	11.4
<b>** Total</b>	<b>6,003,700</b>	<b>5,760,242</b>	<b>6,613,600</b>	<b>6,692,050</b>	<b>6,908,400</b>	<b>294,800</b>	<b>4.5</b>

### Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
A230 Talent & Total Rewards	(80,000)	(79,907)	(80,000)	(80,000)	(80,000)		
E401 Diversity-Inclusion		(40,928)		(185,800)			
<b>** Total</b>	<b>(80,000)</b>	<b>(120,835)</b>	<b>(80,000)</b>	<b>(265,800)</b>	<b>(80,000)</b>		

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	4,743,800	4,459,105	4,737,500	4,890,990	5,098,300	360,800	7.6
6002 Salaries - Overtime	1,000	(4,859)	1,000		1,000		
6005 PDP & Union Con Incr		(96,722)		(85,576)			
6054 Vacation payout		6,241		2,800			
6100 Benefits - Salaries	895,300	820,661.68	888,900	934,677	890,200	1,300	0
6110 Vacancy Management	(424,800)		(115,200)		(101,000)	14,200	(12.3)
6152 Retirement Incentives	29,500	27,199	31,100	31,260	31,400	300	1.0
6154 Workers' Compensation	57,200	65,010	69,300	68,900	71,700	2,400	3.5
6199 Comp & Ben InterDept	20,200	(248,000)		(146,540)			
* Compensation and Benefits	5,322,200	5,028,636	5,612,600	5,696,511	5,991,600	379,000	6.8
6201 Telephone	3,700	5,944	7,700	6,450	6,000	(1,700)	(22.1)
6202 Courier/Postage	2,900	3,339	2,700	1,900	2,700		
6203 Office Furn/Equip	10,500	969	11,300	8,300	8,800	(2,500)	(22.1)
6204 Computer S/W & Lic	500	136	500	600	1,000	500	100.0
6205 Printing & Reprod		63		2,125			
6207 Office Supplies	16,000	11,406	12,000	11,900	12,500	500	4.2
6299 Other Office Expenses		2,335		3,900			
* Office	33,600	24,191	34,200	35,175	31,000	(3,200)	(9.4)
6301 Professional Fees	138,200	132,569	172,200	152,304	172,200		
6302 Legal Fees		323,189		107,000			
6303 Consulting Fees	20,000	35,415	20,000	40,500	20,000		
6312 Refuse Collection		84					
6399 Contract Services	57,400	84,539	117,400	193,400	57,400	(60,000)	(51.1)
* External Services	215,600	575,795	309,600	493,204	249,600	(60,000)	(19.4)
6401 Uniforms & Clothing	1,500		1,500		1,500		
6402 Med & First Aid Supp		151					
6406 Bridge Tolls		100					
6409 Personal Protect Equ		368		200			
* Supplies	1,500	619	1,500	200	1,500		
6701 Equipment Purchase	1,000	78	1,000		1,000		
6703 Computer Equip/Rent		318		100			
6705 Equip - R&M	2,000	305					
6707 Plumbing & Heating		30					
* Equipment & Communications	3,000	731	1,000	100	1,000		
6804 Vehicle Fuel - Gas		58					
6806 Vehicle Rentals		105					
* Vehicle Expense		162					
6901 Membership Dues	30,000	18,424	32,400	40,800	32,400		
6902 Conferences/Workshop		25,801		3,550			
6903 Travel - Local	20,200	27,720	25,300	21,300	24,300	(1,000)	(4.0)
6904 Travel - Out of Town	3,000	12,237		10,600			
6905 Training & Education	50,100	25,001	53,100	26,260	53,100		
6914 Recruiting	31,200	48,976	34,700	53,000	34,700		
6917 Books and Periodicals	7,000	8,403	8,600	5,350	8,600		
6918 Meals	3,200	2,616	1,500	7,600	1,500		
6919 Special Projects	67,600	68,364	177,100	152,500	157,100	(20,000)	(11.3)
6933 Community Events			10,000	10,000	10,000		
6937 Corporate Training	200,000	193,841	300,000	241,000	300,000		
6938 Rewarding Excellence	3,000		3,000	4,400	3,000		
6943 Health and Wellness		1,583		1,200			
6999 Other Goods/Services	12,500	12,778	9,000	9,750	9,000		
* Other Goods & Services	427,800	445,743	654,700	587,310	633,700	(21,000)	(3.2)
7009 Internal Trfr Other		(315,879)		(120,450)			
7015 Int Trf FacilityRent		50					
9911 PM Labour-Reg		194					
* Interdepartmental		(315,636)		(120,450)			
** Total	6,003,700	5,760,242	6,613,600	6,692,050	6,908,400	294,800	4.5

<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
5508 Recov External Parti		(120,843)		(265,800)			
5521 CUPE Admin Fee	(80,000)	8	(80,000)		(80,000)		
* Other Revenue	(80,000)	(120,835)	(80,000)	(265,800)	(80,000)		
** Total	<b>(80,000)</b>	<b>(120,835)</b>	<b>(80,000)</b>	<b>(265,800)</b>	<b>(80,000)</b>		
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>5,923,700</b>	<b>5,639,407</b>	<b>6,533,600</b>	<b>6,426,250</b>	<b>6,828,400</b>	<b>294,800</b>	<b>4.5</b>



# Legal, Municipal Clerk and External Affairs

## 2018/19 Multi-Year Budget & Business Plan

**Mission:** Legal, Municipal Clerk & External Affairs is primarily responsible for providing advice and support to Regional Council as well as the CAO and staff with respect to legal, governance and related policy matters.

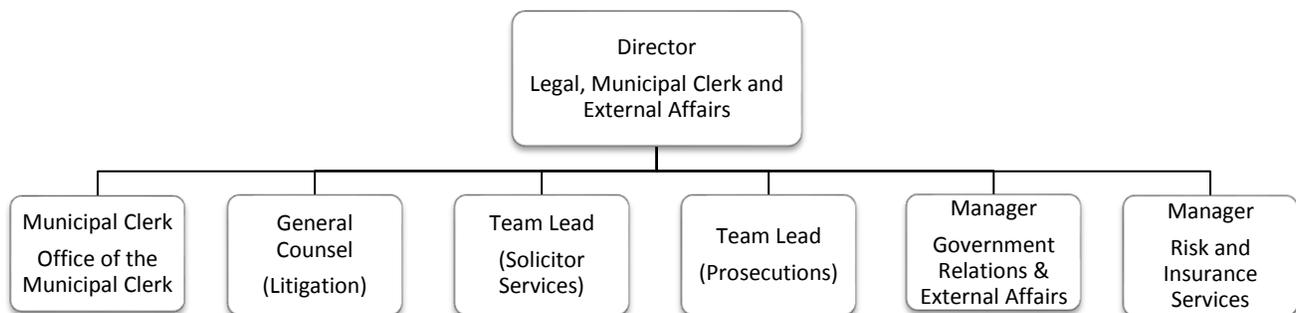
*We make a difference.*

## LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS OVERVIEW

Legal, Municipal Clerk and External Affairs is committed to advancing Regional Council and administrative priority outcomes, particularly in the areas of:

- Governance and Engagement - Fiscal Responsibility
- Governance and Engagement - Municipal Governance
- Governance and Engagement – Public Engagement
- Economic Development – Promote and Maximize Growth
- Economic Development – Attract & Retain Talent
- Social Development – Social Infrastructure
- Service Excellence - Service Improvements

This is achieved through delivery of professional support to Regional Council as well as provision of legal services (including solicitor services, litigation, and prosecutions), and risk and insurance services. The Legal, Municipal Clerk and External Affairs business unit also manages HRM’s external and intergovernmental partnerships and provides administrative and legislative support to the Mayor and Regional Council.



### Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2017/18 Approved	2018/19 Planned Change (+/-)	2018/19 Planned Total FTE's
Full Time	63.0	1.6	64.6
Term/Seasonal	3.5	.3	3.8
Total	66.5	1.9	68.4

\* 2017/18 count reflects reorganization

## Legal, Municipal Clerk and External Affairs Tax Allocation

Tax Allocation	2016/17	2017/18	2018/19
	Planned	Planned	Planned
Percent of the average tax bill spent on Legal, Municipal Clerk and External Affairs	1.9%	1.9%	1.8%
Average tax bill amount spent on Legal, Municipal Clerk and External Affairs	\$34.20	\$34.80	\$35.00

\* Based on an average tax bill for a single-family home (assessed at \$235,300 in 2018/19).

## 18/19 Legal, Municipal Clerk and External Affairs Multi-Year Initiatives

### Governance and Engagement - Municipal Governance

#### By-law Review Project

In support of red tape reduction, Legal Services will continue with a multi-year project to review all HRM by-laws. This includes drafting of new, as well as amending, repealing, and consolidating existing by-laws as necessary.

#### Halifax Charter Review

HRM is a unique municipality in Nova Scotia due to its land area, large population and its proportional contribution to the economy. This has already been recognized by the provincial government through the adoption of the *HRM Charter*. However, as HRM grows, residents, various industries and Regional Council have expressed a desire for increased municipal authority in certain areas that would allow an enhanced ability to respond to a variety of issues. Council gave direction to staff to negotiate a new Charter that includes consideration of natural person and peace order and good government powers, residual and expanded by-law powers, concurrent powers, governance structures, and expanded financial tools.

Legal and GREA continue to work with the provincial government to identify and act on the best approach to legislative review.

### Economic Development – Promote and Maximize Growth

#### Economic Strategy Implementation and Tracking

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

Government Relations & External Affairs (GREA) will lead the implementation and tracking of deliverables and outputs from the economic strategy. In 2018 GREA will work with the Halifax Partnership, on a mid-point update of the activities outlined in the implementation plan for the economic growth plan.

**Service Excellence - Service Improvements**Legal Services Efficiencies

To more efficiently manage HRM legal files and documents and enhance reporting capabilities, Legal Services will continue its multi-year initiative to implement improvements in technology, processes, physical and electronic file and case management, and categorization and management of physical legal files.

**Legal, Municipal Clerk and External Affairs Budget****Legal, Municipal Clerk and External Affairs Operating Budget****Legal, Municipal Clerk and External Affairs Budget by Service Area**

Service Area	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Municipal Clerks Summary of Expense & Revenue Types	2,188,300	1,833,423	2,253,500	2,203,031	2,253,500	2,437,900	184,400	8.2
Government Relations & External Affairs Summary of Expense & Revenue Types	2,295,400	2,548,385	2,441,100	2,497,635	2,391,100	2,470,100	29,000	1.2
Risk and Insurance Services Summary of Expense & Revenue Types	506,700	496,052	533,200	530,900	534,700	541,500	8,300	1.6
Legal Services Summary of Expense & Revenue Types	3,746,700	3,594,050	3,794,800	3,756,624	3,816,300	3,973,800	179,000	4.7
	<b>8,737,100</b>	<b>8,471,910</b>	<b>9,022,600</b>	<b>8,988,190</b>	<b>8,995,600</b>	<b>9,423,300</b>	<b>400,700</b>	<b>4.4</b>

**Summary of Changes Included in Proposed Legal, Municipal Clerk and External Affairs Budget**

Budget Year	Change Description	Service Impact	Planned Change (\$)	Amounts
<b>2017/2018 Approved Budget</b>				<b>\$9,022,600</b>
Compensation	Compensation Increases	No impact	\$258,200	\$258,200
Interdepartmental Transfers	Elections Reserve Transfer from Fiscal Services	No impact	\$100,000	\$100,000
Budget Adjustments	Increase in recoveries & expense reductions	No impact	(\$27,700)	
	Greater Halifax Partnership Membership	No impact	\$70,200	\$42,500
<b>Total Impact of Changes</b>				<b>\$400,700</b>
<b>2018/2019 Proposed Budget</b>				<b>\$9,423,300</b>

## Legal, Municipal Clerk and External Affairs Summary of Expense & Revenue Types

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	6,334,700	6,492,543	6,159,400	6,200,209	6,417,600	258,200	4.2
* Office	557,000	451,192	156,000	143,950	149,900	(6,100)	(3.9)
* External Services	1,636,750	1,399,024	501,200	506,550	470,200	(31,000)	(6.2)
* Supplies	10,050	6,422	9,500	6,600	8,800	(700)	(7.4)
* Building Costs	20,000	20,553		2,100			
* Equipment & Communications	112,900	90,500	4,400	4,400	4,000	(400)	(9.1)
* Vehicle Expense		4,187					
* Other Goods & Services	485,100	438,983	320,400	315,150	336,300	15,900	5.0
* Interdepartmental	2,700	22,559	1,600	(969)	1,600		
* Other Fiscal	2,136,700	3,046,390	4,533,600	4,568,400	4,703,800	170,200	3.8
<b>** Total</b>	<b>11,295,900</b>	<b>11,972,353</b>	<b>11,686,100</b>	<b>11,746,390</b>	<b>12,092,200</b>	<b>406,100</b>	<b>3.5</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Area Rate Revenue	(2,209,000)	(2,170,810)	(2,304,000)	(2,304,000)	(2,304,000)		
* Payments in Lieu of taxes	(138,100)	(138,015)	(142,100)	(142,100)	(142,100)		
* Fee Revenues	(186,700)	(185,842)	(192,400)	(197,800)	(196,000)	(3,600)	1.9
* Other Revenue	(25,000)	(1,005,776)	(25,000)	(114,300)	(26,800)	(1,800)	7.2
<b>** Total</b>	<b>(2,558,800)</b>	<b>(3,500,444)</b>	<b>(2,663,500)</b>	<b>(2,758,200)</b>	<b>(2,668,900)</b>	<b>(5,400)</b>	<b>0.2</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>8,737,100</b>	<b>8,471,910</b>	<b>9,022,600</b>	<b>8,988,190</b>	<b>9,423,300</b>	<b>400,700</b>	<b>4.4</b>

## 18/19 Legal, Municipal Clerk and External Affairs Service Area Plans

### Legal Services

Legal Services is committed to supporting Regional Council priorities through the delivery of legal services that support Regional Council, its agencies, boards, commissions, and committees and the municipal business units.

#### Services Delivered:

##### Governance and Engagement - Municipal Governance

Solicitor Services - provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions, in respect of the conduct of the business of the Municipality; provides advice to management and staff on a wide range of topics, including related research on a daily basis for the HRM. Works with business units to develop, amend, and consolidate By-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title investigations, reviews and approves documents regarding encroachments, easements, and rights-of way,

prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.

Litigation Services – advises and represents HRM in dispute resolution matters including proceedings involving the Municipality and its employees before various levels of courts, including the Small Claims Court, the Supreme Court and Courts of Appeal, and before administrative tribunals including arbitration panels, Labour Boards, the Police Review Board, the Human Rights Commission, the Nova Scotia Utility and Review Board, the Federal Disputes Advisory Panel, and Canadian Transportation Agency as well as in various alternative dispute resolution forums.

Prosecution Services – provides training to Halifax Regional Police and HRM staff, and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals.

## Service Delivery Measures

Legal Services Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	2018/19 Planned	MBNC Median* 2016
Number of Legal Files Opened	749	802	908	-	N/A
Number of Prosecution Files	125	138	123	-	N/A
In-House Legal Operating Cost per In-House Lawyer Hour	\$138	\$138	\$136	\$136	\$159.09

\* *Municipal Benchmarking Network Canada*

## Performance Analysis

Legal Services continues to focus on its goal of being the supplier of choice to HRM of cost effective and quality legal services in all areas.

Efforts will continue in respect of Legal Services' goal of serving as a centre of expertise in legal services for HRM's interests in inter-governmental relations, economic development, land and property, and in HRM's relations with its employees and its citizens.

## 18/19 Legal Services Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Governance and Engagement - Municipal Governance</b>
<b>By-law Review Project</b> (Est. Compl: Q4 18/19) Undertake Year 4 of the multi-year By-law Review project - to carry out a complete review of HRM by-laws (new, amend or repeal existing, consolidate existing). By-law priorities will be identified in early 2018/19 through Regional Council and business unit consultations.
<b>Changes to HRM Charter</b> (Est. Compl: Q4 18/19) Work with Government Relations and External Affairs in the review of the HRM Charter and liaise with the provincial Legislative Counsel Office. In particular for 2018/19 is the request for the granting of Natural Person Powers in the Charter.

### 18/19 Deliverables with Estimated Completion

#### Service Excellence - Service Improvements

##### Legal Services – Business Unit Efficiencies (Est. Compl: Q4 18/19)

Legal Services is working to complete their File Retention Plan and, in turn, develop and implement processes for closed legal files for ease of review and retrieval.

### Legal Services Summary of Expenses & Revenues Budget

	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Expenditures</b>							
* Compensation and Benefits	3,347,200	3,323,807	3,395,300	3,433,424	3,553,300	158,000	4.7
* Office	81,600	68,894	76,800	75,300	76,000	(800)	(1.0)
* External Services	347,000	241,183	334,800	279,800	353,100	18,300	5.5
* Supplies		62					
* Building Costs		1,037					
* Vehicle Expense		0					
* Other Goods & Services	190,900	198,747	201,800	206,200	208,900	7,100	3.5
* Interdepartmental		1,254	1,600	4,500	1,600		
* Other Fiscal	(20,000)	(7,313)	(10,000)	(10,000)	(10,000)		
** Total	3,946,700	3,827,671	4,000,300	3,989,224	4,182,900	182,600	4.6
<b>Revenues</b>							
* Fee Revenues	(175,000)	(175,642)	(180,500)	(180,500)	(184,100)	(3,600)	2.0
* Other Revenue	(25,000)	(57,978)	(25,000)	(52,100)	(25,000)		
** Total	(200,000)	(233,620)	(205,500)	(232,600)	(209,100)	(3,600)	1.8
<b>Net Surplus/Deficit</b>							
Net Surplus/Deficit	3,746,700	3,594,050	3,794,800	3,756,624	3,973,800	179,000	4.7

## Office of the Municipal Clerk

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

#### Services Delivered:

##### Governance and Engagement – Municipal Governance

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

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

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

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

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

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

Clerk's Office Record Management and Access - This service is responsible for carrying out the responsibilities of the Clerk regarding service, execution, recording, and certification on behalf of the municipality as provided for under the *Halifax Regional Municipal Charter*.

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

## Service Delivery Measures

Office of the Municipal Clerk Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned	MBNC Median* 2016
Operating Cost for Freedom of Information Program per Formal Request	\$405	\$485	\$481	\$779
Number of Formal Freedom of Information (as per Legislated FOI Program) Requests per 100,000 Population **	116	99	120	40.85
Percent of Regular Formal Freedom of Information Requests Handled Within 30 Days	90%	91.0%	89.1%	85.7%
Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Handled within Legislated Timelines	93%	92.4%	90.6%	97.4%

\* Municipal Benchmarking Network Canada

\*\* 16/17 Population: 425,871, 17/18 Population: 431,701

## Performance Analysis

Timely and complete responses to Freedom of Information (FOI) requests are a clear legislative and operational service obligation. HRM's Access & Privacy Office is the central resource for all municipal employees, elected officials and the public on access and privacy issues. The Access & Privacy Office has increased its staff complement to three full time employees.

The number of formal access requests processed by the Access & Privacy Office continues to increase in volume and complexity and is approximately three times that of the Municipal Benchmarking Network Canada 2016 median with a corresponding pressure on resources.

Maintenance and improvement in FOI handling and a material increase in capacity to train and develop internal corporate resources and expertise in access and privacy matters will be a renewed focus in 2018/19.

## 18/19 Office of the Municipal Clerk Key Deliverables

18/19 Deliverables with Estimated Completion
<b>Governance and Engagement – Public Engagement</b>
<p><b>Campaign Finance Accountability</b> (Est. Compl: Q2 18/19) As directed by Regional Council, public engagement was completed in 2017/18, which consisted of three public information gathering sessions and an online survey. In 2018/19, the Municipal Clerk's Office will create a draft by-law, and report through to the Executive Standing Committee which will set out the framework for municipal candidates and campaign finances for the 2020 Municipal Election.</p>
<b>Governance and Engagement – Municipal Governance</b>
<p><b>Regional Council Chamber Technological Refresh</b> (Est. Compl: Q2 18/19) The technology in the Regional Council Chamber is required to be replaced. The Clerk's service area, in collaboration with ICT, will develop a technical / operational scope of work for this project and procure the necessary software and equipment. It is anticipated that the Chamber technology will help to enhance the overall experience for all participants, including, Regional Council, staff and the public.</p>
<p><b>Records Retention Plans – Six Business Units</b> (Est. Compl: Q4 18/19) The Clerk's service area will provide renewed focus on development and implementation of records retention management plans as required under the Administrative Order. Development and maintenance of these record retention plans is an ongoing deliverable for this service area and efforts will continue beyond this two-year business plan. However, the scope of work within the two-year business plan includes completion of business unit engagement and retention plan development / implementation for 6 business units.</p>

## Office of the Municipal Clerk Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	1,971,100	1,955,269	1,698,300	1,674,500	1,782,700	84,400	5.0
* Office	454,200	355,263	57,500	40,600	50,300	(7,200)	(12.5)
* External Services	1,289,750	1,157,694	116,400	127,150	117,100	700	0.6
* Supplies	8,550	3,933	8,000	5,100	7,300	(700)	(8.8)
* Building Costs	20,000	19,517		2,100			
* Equipment & Communications	112,900	90,500	4,400	3,900	4,000	(400)	(9.1)
* Vehicle Expense		4,187					
* Other Goods & Services	265,100	198,438	55,600	60,850	64,800	9,200	16.5
* Interdepartmental	2,700	21,461		2,231			
* Other Fiscal	(1,934,300)	(1,052,808)	315,000	315,000	415,000	100,000	31.7
** Total	<b>2,190,000</b>	<b>2,753,452</b>	<b>2,255,200</b>	<b>2,231,431</b>	<b>2,441,200</b>	<b>186,000</b>	<b>8.2</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(1,700)		(1,700)		(1,500)	200	(11.8)
* Other Revenue		(920,029)		(28,400)	(1,800)	(1,800)	
** Total	<b>(1,700)</b>	<b>(920,029)</b>	<b>(1,700)</b>	<b>(28,400)</b>	<b>(3,300)</b>	<b>(1,600)</b>	<b>94.1</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Net Surplus/Deficit	<b>2,188,300</b>	<b>1,833,423</b>	<b>2,253,500</b>	<b>2,203,031</b>	<b>2,437,900</b>	<b>184,400</b>	<b>8.2</b>

## Government Relations and External Affairs

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

### Services Delivered:

#### Governance and Engagement – Municipal Governance

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

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

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

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

Special Projects – This service captures reports to Regional Council and corporate projects on various issues outside the above-noted subject areas.

#### Service Delivery Measures

<b>Government Relations and External Affairs Performance Measures</b>	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Planned</b>
Number of pieces of legislation requested by Regional Council passed by province	2	3	Nil
Number of successful infrastructure project funding applications	2	22	2
Number of responses coordinated to Auditor General recommendations	84	31	13
Business Retention and Expansion Visits	289	259	285
Business Retentions and Expansions	39	15	32

## Performance Analysis

Government Relations and External Affairs work, including coordinating Council's legislation requests and monitoring successful infrastructure project funding applications, are done on an as needed basis.

## 18/19 Government Relations and External Affairs Key Deliverables

<b>18/19 Deliverables with Estimated Completion</b>
<b>Economic Development – Promote and Maximize Growth</b>
<b>Economic Growth Plan Goal 1 - Tracking</b> (ongoing) Track activities under the 2016-2021 Economic Growth Plan, and oversee Halifax Partnership role.
<b>Economic Growth Plan Goal 1 - Activities</b> Est. Compl: Q4 18/19 Implement HRM activities under Objectives 1.1-1.5 of the 2016-2021 Economic Growth Plan, which support the Plan's Promote and Maximize Growth goal, including leveraging International relationships, infrastructure funding, rural activities and special projects.
<b>Social Development – Social Infrastructure</b>
<b>Develop Social Policy Approach</b> (Est. Compl: Q4 18/19) Government Relations & External Affairs will develop an approach to social policy and consider implementation of poverty reduction activities.
<b>Housing Programs and Services</b> (Est. Compl: Q4 18/19) Government Relations & External Affairs will coordinate research and prepare a report to Council that assesses options for transfer of the responsibility to operate and deliver housing programs and services within the boundaries of Halifax and on behalf of the Province.

## Government Relations and External Affairs Summary of Expenses & Revenues Budget

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Compensation and Benefits	536,700	729,067	565,800	592,285	574,600	8,800	1.6
* Office	1,200	3,750	1,200	3,650	1,600	400	33.3
* External Services			50,000	84,200		(50,000)	(100.0)
* Equipment & Communications				300			
* Other Goods & Services	13,600	32,304	41,600	28,900	41,200	(400)	(1.0)
* Interdepartmental		180		800			
* Other Fiscal	4,091,000	4,106,510	4,228,600	4,263,400	4,298,800	70,200	1.7
<b>** Total</b>	<b>4,642,500</b>	<b>4,871,811</b>	<b>4,887,200</b>	<b>4,973,535</b>	<b>4,916,200</b>	<b>29,000</b>	<b>0.6</b>
Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
* Area Rate Revenue	(2,209,000)	(2,170,810)	(2,304,000)	(2,304,000)	(2,304,000)		
* Payments in Lieu of taxes	(138,100)	(138,015)	(142,100)	(142,100)	(142,100)		
* Other Revenue		(14,601)		(29,800)			
<b>** Total</b>	<b>(2,347,100)</b>	<b>(2,323,427)</b>	<b>(2,446,100)</b>	<b>(2,475,900)</b>	<b>(2,446,100)</b>		
Net Surplus/Deficit	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
<b>Net Surplus/Deficit</b>	<b>2,295,400</b>	<b>2,548,385</b>	<b>2,441,100</b>	<b>2,497,635</b>	<b>2,470,100</b>	<b>29,000</b>	<b>1.2</b>

## Risk and Insurance Services

Risk and Insurance Services is committed to supporting Regional Council and administrative priorities through the management of claims made against the HRM, through the management of financing of HRM risk through insurance and a reserve, and by applying sound risk management processes to identify, analyse, and mitigate loss exposures to the Municipality.

### Services Delivered:

#### Governance and Engagement - Fiscal Responsibility

Risk Management - This service provides the application of sound operational risk management processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the HRM, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the mayor, Regional Council, municipal operations, property, assets, boards and commissions, including Halifax Water, Halifax Public Libraries and others for which HRM is contractually obligated to provide insurance.

Claims Management - This service provides adjusting, investigation, and settlement of claims against and for the HRM including Halifax Water, Halifax Public Libraries, and boards and commissions.

Contractual Risk Management - This service is responsible for creating, reviewing, and suggesting wording for various contracts, agreements, and forms to reduce exposure to HRM and others.

## Service Delivery Measures

Risk and Insurance Services Performance Measures	2015/16 Actual	2016/17 Actual	2017/18 Planned
Claims received by fiscal year	1541	1708	1900

## Performance Analysis

On average, Risk and Insurance Services has processed 1500 claims per year since 2012. Approximately sixty-one percent (61%) are auto claims and thirty-nine percent (39%) are general liability claims. An average of eighty percent (80%) of non-injury claims are settled within two to three months. The industry “cycle times” are approximately double that figure.

On average, claims involving bodily injury are settled within approximately one year. The industry cycle times for bodily injury claims average nine (auto) to eighteen (general liability) months..

## 18/19 Risk and Insurance Services Key Deliverables

17/18 – 18/19 Deliverables with Estimated Completion
<b>Governance and Engagement - Fiscal Responsibility</b>
<p><b>Fine Arts Insurance Augmentation</b> (Est. Compl: Q4 18/19) To ensure that the insurance coverage will be sufficient in the event of a claim, Risk and Insurance Services will determine the composition and value of HRM’s “Civic Collection” including fine arts. Initially the valuation will be limited to paintings with additional valuation pending funding availability.</p>
<p><b>Insurance Valuation – HRM Buildings</b> (ongoing) To ensure that HRM has adequate insurance coverage for its buildings, Risk and Insurance Services will conduct insurance appraisals on HRM buildings where the current insured value is either not substantiated by an appraisal or where no appraisal has occurred in the last 10 years. In addition, through the appraisal inspection, Risk will be able to validate the current fuel tank inventory to identify any information and coverage gaps. Due to the large number of locations this process of initial assessment will be completed over a number of fiscal years. It is anticipated that, once completed, the process of maintaining an up-to-date assessment of values will continue. Funding consideration remains an issue.</p>

### Risk and Insurance Services Summary of Expenses & Revenues Budget

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	479,700	484,400	500,000	500,000	507,000	7,000	1.4
* Office	20,000	23,285	20,500	24,400	22,000	1,500	7.3
* External Services		148		15,400			
* Supplies	1,500	2,427	1,500	1,500	1,500		
* Equipment & Communications				200			
* Other Goods & Services	15,500	9,495	21,400	19,200	21,400		
* Interdepartmental		(335)		(8,500)			
<b>** Total</b>	<b>516,700</b>	<b>519,419</b>	<b>543,400</b>	<b>552,200</b>	<b>551,900</b>	<b>8,500</b>	<b>1.6</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Fee Revenues	(10,000)	(10,200)	(10,200)	(17,300)	(10,400)	(200)	2.0
* Other Revenue		(13,167)		(4,000)			
<b>** Total</b>	<b>(10,000)</b>	<b>(23,367)</b>	<b>(10,200)</b>	<b>(21,300)</b>	<b>(10,400)</b>	<b>(200)</b>	<b>2.0</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>506,700</b>	<b>496,052</b>	<b>533,200</b>	<b>530,900</b>	<b>541,500</b>	<b>8,300</b>	<b>1.6</b>

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
A121 Municipal Clerk	1,127,300	1,043,306	1,092,500	1,083,400	1,146,400	53,900	4.9
A125 Elections	328,200	94,422	315,000	315,000	415,000	100,000	31.7
A722 Access & Privacy	205,800	199,415	268,800	247,731	285,600	16,800	6.3
A725 Information Management	527,000	496,279	577,200	556,900	590,900	13,700	2.4
* Municipal Clerks	2,188,300	1,833,423	2,253,500	2,203,031	2,437,900	184,400	8.2
C511 Downtown Dartmouth BID		(83)					
C512 Downtown Halifax BID		1,527					
C513 Spring Garden Road BID		(499)					
C516 Sackville Drive BID		(104)					
C518 Agricola/Gottingen BID		(412)					
E121 Greater Hlfx Partner	1,737,500	1,745,856	1,737,500	1,772,300	1,807,700	70,200	4.0
E400 Intergovrn. Relation	557,900	802,099	703,600	725,335	662,400	(41,200)	(5.9)
* Government Relations & External	2,295,400	2,548,385	2,441,100	2,497,635	2,470,100	29,000	1.2
A110 Legal Services	3,746,700	3,594,050	3,794,800	3,756,624	3,973,800	179,000	4.7
A303 Risk & Insurance Services	506,700	496,052	533,200	530,900	541,500	8,300	1.6
* Legal Services	4,253,400	4,090,102	4,328,000	4,287,524	4,515,300	187,300	4.3
* Director's Office							
<b>** Total</b>	<b>8,737,100</b>	<b>8,471,910</b>	<b>9,022,600</b>	<b>8,988,190</b>	<b>9,423,300</b>	<b>400,700</b>	<b>4.4</b>

### Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
A121 Municipal Clerk	1,127,300	1,043,306	1,092,500	1,083,400	1,146,400	53,900	4.9
A125 Elections	328,200	982,610	315,000	315,000	415,000	100,000	31.7
A722 Access & Privacy	206,000	204,052	269,000	249,731	287,400	18,400	6.8
A725 Information Management	528,500	523,484	578,700	583,300	592,400	13,700	2.4
* Municipal Clerks	2,190,000	2,753,452	2,255,200	2,231,431	2,441,200	186,000	8.2
C511 Downtown Dartmouth BID	299,000	290,841	327,900	327,900	327,900		
C512 Downtown Halifax BID	993,700	983,903	1,024,100	1,024,100	1,024,100		
C513 Spring Garden Road BID	392,000	382,049	391,100	391,100	391,100		
C514 Quinpool Road BID	109,200	107,364	123,500	123,500	123,500		
C515 Spryfield & District BID	92,600	91,478	96,000	96,000	96,000		
C516 Sackville Drive BID	185,200	184,135	203,000	203,000	203,000		
C517 Dartmouth Main Street BID	105,500	101,421	106,900	106,900	106,900		
C518 Agricola/Gottingen BID	169,900	168,064	173,600	173,600	173,600		
E121 Greater Hlfx Partner	1,737,500	1,745,856	1,737,500	1,772,300	1,807,700	70,200	4.0
E400 Intergovrn. Relation	557,900	816,701	703,600	755,135	662,400	(41,200)	(5.9)
* Government Relations & External	4,642,500	4,871,811	4,887,200	4,973,535	4,916,200	29,000	0.6
A110 Legal Services	3,946,700	3,827,671	4,000,300	3,989,224	4,182,900	182,600	4.6
A303 Risk & Insurance Services	516,700	519,419	543,400	552,200	551,900	8,500	1.6
* Legal Services	4,463,400	4,347,090	4,543,700	4,541,424	4,734,800	191,100	4.2
* Director's Office							
<b>** Total</b>	<b>11,295,900</b>	<b>11,972,353</b>	<b>11,686,100</b>	<b>11,746,390</b>	<b>12,092,200</b>	<b>406,100</b>	<b>3.5</b>

## Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
A125 Elections		(888,188)					
A722 Access & Privacy	(200)	(4,636)	(200)	(2,000)	(1,800)	(1,600)	800.0
A725 Information Management	(1,500)	(27,205)	(1,500)	(26,400)	(1,500)		
* Municipal Clerks	(1,700)	(920,029)	(1,700)	(28,400)	(3,300)	(1,600)	94.1
C511 Downtown Dartmouth BID	(299,000)	(290,924)	(327,900)	(327,900)	(327,900)		
C512 Downtown Halifax BID	(993,700)	(982,376)	(1,024,100)	(1,024,100)	(1,024,100)		
C513 Spring Garden Road BID	(392,000)	(382,548)	(391,100)	(391,100)	(391,100)		
C514 Quinpool Road BID	(109,200)	(107,364)	(123,500)	(123,500)	(123,500)		
C515 Spryfield & District BID	(92,600)	(91,478)	(96,000)	(96,000)	(96,000)		
C516 Sackville Drive BID	(185,200)	(184,239)	(203,000)	(203,000)	(203,000)		
C517 Dartmouth Main Street BID	(105,500)	(101,421)	(106,900)	(106,900)	(106,900)		
C518 Agricola/Gottingen BID	(169,900)	(168,476)	(173,600)	(173,600)	(173,600)		
E400 Intergovrn. Relation		(14,601)		(29,800)			
* Government Relations & External	(2,347,100)	(2,323,427)	(2,446,100)	(2,475,900)	(2,446,100)		
A110 Legal Services	(200,000)	(233,620)	(205,500)	(232,600)	(209,100)	(3,600)	1.8
A303 Risk & Insurance Services	(10,000)	(23,367)	(10,200)	(21,300)	(10,400)	(200)	2.0
* Legal Services	(210,000)	(256,988)	(215,700)	(253,900)	(219,500)	(3,800)	1.8
** Total	(2,558,800)	(3,500,444)	(2,663,500)	(2,758,200)	(2,668,900)	(5,400)	0.2

## Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	5,301,200	5,667,560	5,187,100	5,313,142	5,383,600	196,500	3.8
6002 Salaries - Overtime	11,200	14,590	10,200	10,200	10,200		
6003 Wages - Regular	25,000	79,474					
6005 PDP & Union Con Incr		(152,495)		(112,672)			
6054 Vacation payout		9,726					
6099 Other Allowances	15,000	16,500					
6100 Benefits - Salaries	967,000	1,003,055	953,100	953,739	1,007,600	54,500	5.7
6101 Benefits - Wages	100	18					
6110 Vacancy Management	(97,200)		(100,100)		(100,100)		
6152 Retirement Incentives	30,900	33,404	33,400	33,400	36,000	2,600	7.8
6153 Severance		6,864					
6154 Workers' Compensation	66,900	82,337	73,100	73,100	77,000	3,900	5.3
6157 stipends	21,500						
6199 Comp & Ben InterDept	(6,900)	(268,702)	2,600	(70,700)	3,300	700	26.9
9200 HR CATS Wage/Ben		211					
* Compensation and Benefits	6,334,700	6,492,543	6,159,400	6,200,209	6,417,600	258,200	4.2
6201 Telephone	60,800	26,754	18,400	14,100	13,700	(4,700)	(25.5)
6202 Courier/Postage	284,100	251,406	11,300	10,900	12,100	800	7.1
6203 Office Furn/Equip	23,300	12,218	13,300	10,600	13,300		
6204 Computer S/W & Lic	62,000	60,943	60,200	64,400	61,000	800	1.3
6205 Printing & Reprod	74,200	48,896	12,200	3,800	9,300	(2,900)	(23.8)
6207 Office Supplies	52,400	50,480	40,400	40,100	40,500	100	0.2
6299 Other Office Expenses	200	495	200	50		(200)	(100.0)
* Office	557,000	451,192	156,000	143,950	149,900	(6,100)	(3.9)
6301 Professional Fees	20,600	285	12,600	9,100	13,300	700	5.6
6302 Legal Fees	175,000	106,081	175,000	135,000	175,000		
6303 Consulting Fees	125,000	138,423					
6309 Litigation Disburse	15,000	12,607	15,000	10,000	15,300	300	2.0
6310 Outside Personnel	401,350	326,526					
6311 Security	10,000	3,987					
6312 Refuse Collection	2,000	1,191					
6314 Prosecution Services	120,000	105,116	123,800	113,800	126,300	2,500	2.0
6316 Real Property Disb	20,000	7,213	10,000	10,000	10,000		
6399 Contract Services	747,800	697,594	164,800	228,650	130,300	(34,500)	(20.9)
* External Services	1,636,750	1,399,024	501,200	506,550	470,200	(31,000)	(6.2)
6401 Uniforms & Clothing		275		100	300	300	
6406 Bridge Tolls	50	41					
6499 Other Supplies	10,000	6,106	9,500	6,500	8,500	(1,000)	(10.5)
* Supplies	10,050	6,422	9,500	6,600	8,800	(700)	(7.4)
6602 Electrical		38					
6610 Building - Exterior				2,100			
6611 Building - Interior	20,000	19,479					
6699 Other Building Cost		1,037					
* Building Costs	20,000	20,553		2,100			
6701 Equipment Purchase	100,000	86,235					
6702 Small Tools		285					
6703 Computer Equip/Rent	9,500	3,335	2,000	3,100	2,000		
6705 Equip - R&M	3,400	645	2,400	1,300	2,000	(400)	(16.7)
* Equipment & Communications	112,900	90,500	4,400	4,400	4,000	(400)	(9.1)
6803 Vehicle Fuel - Diesel		0					
6804 Vehicle Fuel - Gas		20					
6807 Vehicle Leases		4,166					
* Vehicle Expense		4,187					

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
6901 Membership Dues	102,300	101,197	117,400	116,700	123,300	5,900	5.0
6902 Conferences/Workshop	7,900	4,897	13,800	10,450	17,600	3,800	27.5
6903 Travel - Local	29,400	32,086	16,700	14,600	15,800	(900)	(5.4)
6904 Travel - Out of Town	8,000	12,308	28,000	32,900	31,800	3,800	13.6
6905 Training & Education	57,200	35,186	53,200	37,000	49,700	(3,500)	(6.6)
6911 Facilities Rental	90,600	47,226	600	2,500	2,800	2,200	366.7
6912 Advertising/Promotio	117,900	109,870	17,900	29,900	21,000	3,100	17.3
6913 Awards		95					
6917 Books and Periodicals	54,500	70,771	53,000	58,700	54,700	1,700	3.2
6918 Meals	7,800	12,281	3,800	5,400	3,800		
6919 Special Projects	6,000		14,000	5,000	13,800	(200)	(1.4)
6933 Community Events		10,619					
6938 Rewarding Excellence	1,500	471	1,500	1,500	1,500		
6999 Other Goods/Services	2,000	1,974	500	500	500		
* Other Goods & Services	485,100	438,983	320,400	315,150	336,300	15,900	5.0
7007 ItnTrsf Paper Recyc	200						
7009 Internal Trfr Other	500	18,752	1,600	12,531	1,600		
7010 IntTrfr Insur Funds		(3,439)		(13,500)			
7011 Int Trf Record Check		30					
7015 Int Trf FacilityRent	2,000	6,928					
9911 PM Labour-Reg		288					
* Interdepartmental	2,700	22,559	1,600	(969)	1,600		
8001 Transf Outside Agenc	2,353,500	2,315,654	2,446,100	2,446,100	2,446,100		
8002 Insurance Claims		(100)					
8004 Grants	1,737,500	1,790,856	1,782,500	1,817,300	1,852,700	70,200	3.9
8008 Transf to/fr Reserve	(1,954,300)	(1,060,021)	305,000	305,000	405,000	100,000	32.8
* Other Fiscal	2,136,700	3,046,390	4,533,600	4,568,400	4,703,800	170,200	3.8
** Total	11,295,900	11,972,353	11,686,100	11,746,390	12,092,200	406,100	3.5
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
4202 Area Rate Commercial	(2,209,000)	(2,170,810)	(2,304,000)	(2,304,000)	(2,304,000)		
* Area Rate Revenue	(2,209,000)	(2,170,810)	(2,304,000)	(2,304,000)	(2,304,000)		
4601 Grant in Lieu-Fed	(25,300)	(67,002)	(30,600)	(30,600)	(30,600)		
4602 Grant in Lieu-Prov.	(112,800)	(71,014)	(111,500)	(111,500)	(111,500)		
* Payments in Lieu of taxes	(138,100)	(138,015)	(142,100)	(142,100)	(142,100)		
4950 Other Lic. & Permits	(1,500)		(1,500)		(1,500)		
5227 Photocopier Revenue	(200)		(200)			200	(100.0)
5250 Sales of Svcs-Other	(185,000)	(185,842)	(190,700)	(197,800)	(194,500)	(3,800)	2.0
* Fee Revenues	(186,700)	(185,842)	(192,400)	(197,800)	(196,000)	(3,600)	1.9
5508 Recov External Parti	(25,000)	(1,005,776)	(25,000)	(114,300)	(26,800)	(1,800)	7.2
* Other Revenue	(25,000)	(1,005,776)	(25,000)	(114,300)	(26,800)	(1,800)	7.2
** Total	(2,558,800)	(3,500,444)	(2,663,500)	(2,758,200)	(2,668,900)	(5,400)	0.2
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Net Surplus/Deficit	8,737,100	8,471,910	9,022,600	8,988,190	9,423,300	400,700	4.4

# **Corporate Accounts**

## **2018/19 Multi-Year Budget & Business Plan**

## CORPORATE ACCOUNTS OVERVIEW

Corporate Accounts, also known as Fiscal services, is not a business unit and has no services or initiatives per se. Rather it includes HRM's financial responsibilities and obligations that are not directly related to any specific business unit as well as organization-wide costs and revenues not fully allocated to business units.

Corporate Accounts includes:

- Property and Other Taxes
- Non-departmental revenues
- Private Roads, other Area Rates
- Debt Charges
- Capital from Operating
- Reserves
- Provincial Mandatory Costs
- Supplementary Education
- Transfers such as Fire Protection, Stormwater and the Halifax Convention Centre
- Contingencies, including for Compensation
- Intern Program, Other Compensation costs
- Grants and Tax Relief
- Valuation Allowance, Insurance

## Corporate Accounts Budget Overview

Service Area	2016 Budget	2016 Actuals	2017 Budget	2017 Proj.	2018 Approved in Principle	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
Debt Services	34,336,900	33,577,087	32,931,600	32,659,500	35,579,400	31,487,600	(1,444,000)	-4.4
Provincial Area Rates	148,831,900	148,826,605	152,887,700	152,887,700	157,777,000	157,912,300	5,024,600	3.3
Other Transfers	28,548,200	30,507,791	28,142,900	28,880,800	31,435,200	29,983,500	1,840,600	6.5
Grants	6,224,000	7,124,000	7,124,000	6,564,000	7,139,000	7,207,100	83,100	1.2
Valuation Allowance	4,200,000	5,215,140	4,200,000	5,700,000	4,200,000	3,000,000	(1,200,000)	-28.6
Reserves	20,393,400	20,393,400	22,082,300	22,082,300	18,354,300	18,148,200	(3,934,100)	-17.8
Capital from Operating	32,280,000	32,280,000	27,654,500	27,654,500	31,551,000	31,310,000	3,655,500	13.2
Operating Cost of Capital (OCC)	-	-	-	-	3,197,100	-	-	-
Non-Dept Revenue & Area Rates	(686,025,800)	(691,449,717)	(708,873,800)	(716,015,700)	(737,566,100)	(733,204,400)	(24,330,600)	3.4
Other	19,859,200	23,858,724	27,193,500	23,256,600	41,176,800	17,926,600	(9,266,900)	-34.1
<b>Total Corp Accounts</b>	<b>(391,352,200)</b>	<b>(389,666,968)</b>	<b>(406,657,300)</b>	<b>(416,330,300)</b>	<b>(407,156,300)</b>	<b>(436,229,100)</b>	<b>(29,571,800)</b>	<b>7.3</b>

<b>Expenditures</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Compensation and Benefits	14,193,700	13,361,554	17,126,900	15,964,900	7,532,800	(9,594,100)	(56.0)
* Office	17,800	7,078	20,100	20,100	20,100		
* External Services	1,230,300	613,861	873,000	523,000	2,152,000	1,279,000	146.5
* Supplies	5,800	4,039	6,100	6,100	6,100		
* Materials		52					
* Building Costs	122,950	178,770	221,700	221,700	321,700	100,000	45.1
* Equipment & Communications	15,600	19,943	18,000	18,000	18,000		
* Vehicle Expense		4,000					
* Other Goods & Services	2,079,050	1,133,929	5,387,100	2,182,700	3,403,100	(1,984,000)	(36.8)
* Interdepartmental	140,000	1,210,870	141,000	940,700	145,000	4,000	2.8
* Debt Service	45,495,100	44,713,923	43,284,500	43,012,400	41,220,200	(2,064,300)	(4.8)
* Other Fiscal	245,700,800	260,387,235	248,013,000	250,338,100	253,077,200	5,064,200	2.0
<b>** Total</b>	<b>309,001,100</b>	<b>321,635,256</b>	<b>315,091,400</b>	<b>313,227,700</b>	<b>307,896,200</b>	<b>(7,195,200)</b>	<b>(2.3)</b>
<b>Revenues</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
* Tax Revenue	(445,037,700)	(447,650,788)	(462,064,600)	(468,116,400)	(476,796,600)	(14,732,000)	3.2
* Area Rate Revenue	(172,749,100)	(174,392,541)	(175,918,900)	(176,539,300)	(181,346,600)	(5,427,700)	3.1
* Tax Agreements	(10,358,500)	(10,511,337)	(10,617,300)	(10,797,500)	(12,165,000)	(1,547,700)	14.6
* Payments in Lieu of taxes	(37,509,000)	(37,488,435)	(38,804,000)	(38,666,000)	(39,010,000)	(206,000)	0.5
* Transfers from other Gov'ts	(3,700,000)	(3,719,723)	(3,700,000)	(3,628,000)	(3,530,000)	170,000	(4.6)
* Interest Revenue	(6,806,900)	(7,349,705)	(7,099,200)	(7,504,200)	(7,307,500)	(208,300)	2.9
* Fee Revenues	(4,575,000)	(4,748,038)	(4,682,700)	(4,922,700)	(4,875,000)	(192,300)	4.1
* Other Revenue	(19,617,100)	(25,441,657)	(18,862,000)	(19,383,900)	(19,094,600)	(232,600)	1.2
<b>** Total</b>	<b>(700,353,300)</b>	<b>(711,302,224)</b>	<b>(721,748,700)</b>	<b>(729,558,000)</b>	<b>(744,125,300)</b>	<b>(22,376,600)</b>	<b>3.1</b>
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
<b>Net Surplus/Deficit</b>	<b>(391,352,200)</b>	<b>(389,666,968)</b>	<b>(406,657,300)</b>	<b>(416,330,300)</b>	<b>(436,229,100)</b>	<b>(29,571,800)</b>	<b>7.3</b>

## 18/19 CORPORATE ACCOUNTS

### Debt Servicing

Debt charges in the operating budget consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are bank charges, debenture discount and interest payments to Agencies, Boards & Commissions. For management purposes, debt charges can be classified as to how the funds are repaid:

- Tax Supported Debt– re-paid through the general and transit tax rates;
- Other Municipal Debt – repaid through Local Improvement Charges (LICs), Area Rates and Development Charges;

- Halifax Water Debt – funds borrowed on behalf of Halifax Water and which are repaid through their rate base; and,
- Repayable Debt – debt borrowed for and repaid by outside organizations.

Regional Council has a debt policy and debt targets that aim to reduce Halifax's tax supported debt by 3% per dwelling each year, while shifting funds into capital from operating.

While most of the municipality's debt charges are in fiscal service, a portion of its debt charges are included in Halifax Transit, Transportation and Public Works (Solid Waste), Halifax Regional Fire & Emergency, Parks and Recreation, and specific area rates.

## Provincial Area Rates

Like all municipalities, HRM is legally required by the Province of Nova Scotia to provide funding for education costs, and for other services that are the responsibility of the Province of Nova Scotia. The funding source for the transfers is a separate Provincial Area Rate on the tax bill. Any increase in that budget amount has zero net impact to the overall HRM budget.

### Mandatory Education

This mandatory education contribution is set by the Province at the value of the Education Rate times the Uniform Assessment. The estimate for 2018/19 is \$135.5 million, an increase of \$3.6 million from the prior year.

### Assessment

Property Valuation Services Corporation (PVSC) is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. HRM is required to pay a share of the cost of operating this provincial assessment system. The cost estimate for 2018/19 is \$6.96 million, an increase of \$60,000 from last year.

### Correctional Services

HRM is required to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. HRM's budgeted amount of \$6.7 million for 2018/19 is an increase of \$53,000 from the prior year.

### Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. HRM's budgeted amount of \$3.5 million for 2018/19 is an increase of \$300,000 from the prior year.

## Other Transfers

### Halifax Convention Centre (HCC)

HRM has an agreement to fund the new Halifax Convention Centre (HCC). Upon substantial completion of the new HCC (which occurred in March 2018) Halifax pays 50% of the annual HCC costs. This includes its share of the Provincial lease and the annual operating costs. The HCC costs are to be paid from a reserve which is funded from the property tax revenues collected from the new Nova Centre plus those funds which would have been paid to the former World Trade and Convention center (WTCC). The Nova Centre is a private development that includes not only the HCC but also office, hotel, retail and parking. For the 2018/19 fiscal year, HRM has budgeted an amount of \$7.5 M (before reserve withdrawals) for the Halifax Convention Centre. This will be funded from the HCC reserve. At the end of 2018-19 that reserve is expected to have a closing balance just over \$2 million.

### Supplementary Education

Under the Halifax Charter, HRM provides funding for local schools, including a payment to the province-wide Acadian school board, Conseil Scolaire Acadien Provincial (CSAP). The Halifax Charter requires that the Municipality provides a guaranteed amount for supplementary education, although it may reduce the guaranteed amount by 10% of the amount spent in 1995-96. In addition to the legal requirements of the Charter, this payment is governed by a Memorandum of Understanding (MOU) with the former HRSB. The total payment for 2018/19 is subject to a renegotiation of the MOU and will be paid for through a separate area rate.

### Fire Protection Services (Hydrants)

The Nova Scotia Utilities and Review Board (NSUARB) has established a formula that requires HRM to make a contribution to Halifax Water Commission (HW) to fund the hydrant costs incurred by the Commission. The hydrant charges are recovered via a special Fire Protection Area Rate that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes. The amount required for the 2018/19 area rate is \$7.1M.

### Stormwater Right-of-Way (Halifax Water Commission)

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to pay to the Halifax Regional Water Commission (HW) the cost of the stormwater drainage in the right-of-way of HRM streets and roads. This became effective as of July 1, 2013. The amount required for the 2018/19 area rate is \$3.9M and is expected to be collected through a special charge levied on stormwater users.

	<b>2017-18</b>	<b>2018-19</b>
<b>Grant Programs:</b>	<b>Actuals</b>	<b>Budget</b>
Community Grants Program	599,200	500,000
Halifax Explosion 100	-	-
District Activity Grants	69,000	72,000
<b>Sub-Total</b>	<b>668,200</b>	<b>572,000</b>
 <b>"One-Off" Grants by Resolution:</b>		
Tennis Canada (Reserve)	2,500,000	-
Lake District Rec Association	50,000	50,000
100 Wild Islands	150,000	150,000
FCM (Reserve)	500,000	-
Neptune	50,000	-
Lake Loon Cherry Brook Devel Assoc (LLCBDA)	170,000	-
Community Museums	110,000	220,000
Atlantic Agricultural Fall Fair	-	-
Citadel Army Museum	-	-
Engage NS	-	-
<b>Sub-Total</b>	<b>3,530,000</b>	<b>420,000</b>

## Grants and Tax Relief

Halifax operates several Grant programs. Some of these are within fiscal services while others are administered by individual business units. In 2017/18 and 2018/19 there are a number of one-time grants that are outside of specific programs.

In addition, Halifax provides a number of tax relief programs for individuals including low income tax relief (\$1.475m in 2018/19) and non-profit tax relief (\$4.17m in 2018/19).

## Valuation Allowance

The Valuation Allowance is an account required by provincial rules as a contingency against uncollectible tax and other revenues. In 2018/19 it is budgeted at \$3.0 million.

## Reserves

Reserves are utilized to improve the process of visionary planning for HRM's future needs. Reserve Funds are provided for under the Financial Reserves Administrative Order Number 2014-015-ADM and are intended to serve three specific purposes:

- Contingency Funds for Opportunities;
- Contingency Funds for Risk; and,
- Savings Funds for Obligations.

Reserves are budgeted for in both Fiscal Services and in individual business units. They may include both deposits to and withdrawals from reserves. For 2018/19 the net contribution to reserves from fiscal services is 15.6 million. A complete breakdown for reserves is included within the Reserves section of this book.

## Capital from Operating

Capital from Operating is used to fund the capital budget and helps reduce reliance on debt and other funding. A formula is used to help shift funds away from debt funding and into capital from operating. That guideline aims to increase capital from operating by 3% plus inflation per dwelling each year.

Capital from operating funding appears in both fiscal services and in Halifax Transit. The combined amounts for 2018/19 have been reduced in help ensure long term sustainability.

## Non-Departmental Revenue and Area Rates

This includes the municipality's revenues from Property Tax, Tax Agreements, Grants-in-Lieu payments and Deed Transfer Tax as well as income from investments, parking meters, and the Metro Park parkade.

Also included are the costs and revenues for community area rates for community, private organizations and private roads.

## Additional Budget Detail

### Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
M110 Debt & Interest Chg	42,744,500	37,181,264	40,833,700	40,561,600	39,331,300	(1,502,400)	(3.7)
M112 Alloc Debt Chg to BU	(8,407,600)	(8,789,082)	(7,902,100)	(7,902,100)	(7,843,700)	58,400	(0.7)
M113 Int.Pmt-Gen Govt		906,230					
M114 Int.Pmt-Protect.Serv		259,850					
M115 Int.Pmt-Transp.Serv.		2,735,566					
M116 Int.Pmt-EMS		15,781					
M118 Int.Pmt - Plan & Dev.		42,768					
M119 Int.Pmt - Rec & Cult		1,224,710					
** Debt Servicing	34,336,900	33,577,087	32,931,600	32,659,500	31,487,600	(1,444,000)	(4.4)
* Provincially Mandated Services							
M250 World Trade Centre	1,862,000	1,833,439	2,802,000	2,802,000	3,941,000	1,139,000	40.6
* Other Outside Agencies	1,862,000	1,833,439	2,802,000	2,802,000	3,941,000	1,139,000	40.6
** Transfers To Outside Agencies	1,862,000	1,833,439	2,802,000	2,802,000	3,941,000	1,139,000	40.6
M270 Compensation PPP	5,021,000	3,999,801	4,771,000	4,621,000	4,682,000	(89,000)	(1.9)
M310 Other Fiscal Serv.	9,746,200	14,491,763	16,020,500	12,623,600	6,545,800	(9,474,700)	(59.1)
M311 Grants & Tax Concessions	5,825,000	5,502,203	6,120,000	6,120,000	6,270,000	150,000	2.5
M341 Surplus/Deficit		1,368,587					
M361 Councillors Discreti	69,000	68,999	69,000	69,000	72,000	3,000	4.3
M451 Valuation Allowance	4,200,000	5,215,140	4,200,000	5,700,000	3,000,000	(1,200,000)	(28.6)
** Other Fiscal Services	24,861,200	30,646,494	31,180,500	29,133,600	20,569,800	(10,610,700)	(34.0)
M316 Strategic Growth Fund	16,042,400	16,042,400	17,500,000	16,550,000	16,755,000	(745,000)	(4.3)
M320 Insurance Claims	3,560,000	3,717,932	3,585,000	3,585,000	3,622,900	37,900	1.1
M433 Waste Resource Cap R	500,000	500,000	505,000	505,000	505,000		
M461 Capital Fr Operating	32,280,000	32,280,000	27,654,500	27,654,500	31,310,000	3,655,500	13.2
M471 Other Transfers	3,851,000	3,851,000	5,027,300	5,027,300	888,200	(4,139,100)	(82.3)
** Transfers to/fr Other Funds	56,233,400	56,391,332	54,271,800	53,321,800	53,081,100	(1,190,700)	(2.2)
M510 Property Tax	(426,095,500)	(425,408,664)	(442,834,200)	(441,513,200)	(455,495,400)	(12,661,200)	2.9
M520 Deed Transfer	(32,000,000)	(35,840,780)	(33,000,000)	(40,500,000)	(37,000,000)	(4,000,000)	12.1
M540 Grants in Lieu	(37,509,000)	(37,488,435)	(38,804,000)	(38,666,000)	(39,010,000)	(206,000)	0.5
M550 Own Source Revenue	(9,162,000)	(9,657,719)	(9,505,000)	(9,940,000)	(9,848,200)	(343,200)	3.6
M555 Parkade	(179,200)				(425,000)	(425,000)	
M560 Unconditional Trans.	(3,700,000)	(3,719,723)	(3,700,000)	(3,628,000)	(3,530,000)	170,000	(4.6)
** Non-Departmental Revenue	(508,645,700)	(512,115,320)	(527,843,200)	(534,247,200)	(545,308,600)	(17,465,400)	3.3
* Community and Private Organizat							
* Private Roads							
** Transfers to Outside Organizati							
** Citadel Settlement							
*** Total	(391,352,200)	(389,666,968)	(406,657,300)	(416,330,300)	(436,229,100)	(29,571,800)	7.3

Summary of Gross Expenditures

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
M110 Debt & Interest Chg	42,744,500	37,181,264	40,833,700	40,561,600	39,331,300	(1,502,400)	(3.7)
M112 Alloc Debt Chg to BU	(8,407,600)	(8,789,082)	(7,902,100)	(7,902,100)	(7,843,700)	58,400	(0.7)
M113 Int.Pmt-Gen Govt		906,230					
M114 Int.Pmt-Protect.Serv		259,850					
M115 Int.Pmt-Transp.Serv.		2,735,566					
M116 Int.Pmt-EMS		15,781					
M118 Int.Pmt - Plan & Dev.		42,768					
M119 Int.Pmt - Rec & Cult		1,224,710					
M122 HRWC Debt Charges	9,621,900	9,628,718	9,163,600	9,170,500	8,776,000	(387,600)	(4.2)
M530 Local Improvement Charges	1,902,200	1,446,384	1,567,300	1,567,300	1,454,000	(113,300)	(7.2)
M531 LIC Solar City Project	400,000	384,721	396,500	396,500	392,100	(4,400)	(1.1)
M532 LIC Solar City Ph II		52,275					
** Debt Servicing	46,261,000	45,089,186	44,059,000	43,793,800	42,109,700	(1,949,300)	(4.4)
M230 Corrections Services	6,739,500	6,595,895	6,828,800	6,828,800	6,723,900	(104,900)	(1.5)
M240 Metro Housing Authority	3,419,900	3,426,089	3,718,800	3,718,800	3,648,100	(70,700)	(1.9)
M280 Mandatory Education	131,658,400	131,704,473	135,443,600	135,443,600	140,490,800	5,047,200	3.7
M318 Prop Valuation Serv	7,014,100	7,100,149	6,896,500	6,896,500	7,049,500	153,000	2.2
* Provincially Mandated Services	148,831,900	148,826,605	152,887,700	152,887,700	157,912,300	5,024,600	3.3
M250 World Trade Centre	1,862,000	1,833,439	2,802,000	2,802,000	3,941,000	1,139,000	40.6
M288 Suppl Educ HRM-wide	16,503,700	16,803,308	15,648,600	15,648,600	15,396,500	(252,100)	(1.6)
M291 Fire Protection	6,247,300	7,600,654	6,154,800	6,775,200	6,890,000	735,200	11.9
M293 Stormwater ROW	3,935,200	4,270,391	3,537,500	3,655,000	3,756,000	218,500	6.2
* Other Outside Agencies	28,548,200	30,507,791	28,142,900	28,880,800	29,983,500	1,840,600	6.5
** Transfers To Outside Agencies	177,380,100	179,334,396	181,030,600	181,768,500	187,895,800	6,865,200	3.8
M270 Compensation PPP	5,021,000	3,999,801	4,771,000	4,621,000	4,682,000	(89,000)	(1.9)
M310 Other Fiscal Serv.	10,696,200	15,336,809	16,965,500	13,916,100	7,420,800	(9,544,700)	(56.3)
M311 Grants & Tax Concessions	5,825,000	5,502,203	6,120,000	6,120,000	6,270,000	150,000	2.5
M341 Surplus/Deficit		1,368,587					
M361 Councillors Discreti	69,000	68,999	69,000	69,000	72,000	3,000	4.3
M451 Valuation Allowance	4,200,000	5,215,140	4,200,000	5,700,000	3,000,000	(1,200,000)	(28.6)
** Other Fiscal Services	25,811,200	31,491,539	32,125,500	30,426,100	21,444,800	(10,680,700)	(33.2)
M316 Strategic Growth Fund	16,042,400	16,042,400	17,500,000	16,550,000	16,755,000	(745,000)	(4.3)
M320 Insurance Claims	3,990,000	4,247,106	4,024,000	4,127,000	4,064,900	40,900	1.0
M433 Waste Resource Cap R	500,000	500,000	505,000	505,000	505,000		
M461 Capital Fr Operating	32,280,000	32,280,000	27,654,500	27,654,500	31,310,000	3,655,500	13.2
M471 Other Transfers	3,851,000	3,851,000	5,027,300	5,027,300	888,200	(4,139,100)	(82.3)
** Transfers to/fr Other Funds	56,663,400	56,920,506	54,710,800	53,863,800	53,523,100	(1,187,700)	(2.2)
M550 Own Source Revenue		(25,774)		(30,000)			
M555 Parkade	1,720,800	2,135,241	1,937,700	2,177,700	1,775,000	(162,700)	(8.4)
** Non-Departmental Revenue	1,720,800	2,109,467	1,937,700	2,147,700	1,775,000	(162,700)	(8.4)
C101 Frame Subdivision	3,700	3,735	3,700	3,700	3,700		
C105 Sackville Hts El Sch	254,300	253,423	259,600	259,600	259,600		
C107 GlenArb Hme Owners	21,500	21,515	21,500	21,500	21,500		
C108 White Hill Res Assoc	27,600	27,550	27,600	27,600	27,600		
C111 Lost Creek Comm Asso	9,000	9,000	10,600	10,600	10,600		
C114 Ketch Hbr Resi. Asso	10,200	10,467	10,500	10,500	10,500		
C115 Mineville Community	10,600	10,600	10,700	10,700	10,700		
C117 Three Brks Homeowner	3,500	3,520	10,600	10,600	10,600		
C120 Haliburton Hills	50,300	50,267	51,100	51,100	51,100		
C130 Highland Park	9,000	9,002	9,200	9,200	9,200		
C135 Kingswood Ratepayers	52,500	52,500	64,800	64,800	64,800		
C140 Prospect	87,300	87,095	89,300	89,300	89,300		
C145 Westwood H Res Assoc	34,600	34,700	34,700	34,700	34,700		
C160 Musquodoboit Harbour	10,100	10,126	10,400	10,400		(10,400)	(100.0)
C170 Hammonds Plns Com.RT	68,000	67,949	69,600	69,600		(69,600)	(100.0)
C180 Grand Lake Com. Ctr	23,100	23,056	23,800	23,800	23,800		
C190 Maplewood Subdivisio	18,200	18,350	18,400	18,400	18,400		
C196 Silverside Res.Assoc	16,400	16,400	16,400	16,400	16,400		
C198 St. Margaret's/Fox Hollow	6,200	6,180	6,200	6,200	6,200		

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
C210 LWF Recreation Ctr	196,300	196,103	200,500	200,500	200,500		
* Community and Private Organizat	912,400	911,539	949,200	949,200	869,200	(80,000)	(8.4)
R756 Petpeswick Drive	5,400	5,400	5,400	5,400	5,400		
R757 Three Brooks Home Ow	57,400	56,840	75,000	75,000	75,000		
R758 Shag End Lot Owner	43,200	43,200	43,800	43,800	43,800		
R759 SW Grand Lake Prop	33,700	33,745	41,600	41,600	41,600		
R769 River Bend HOA	8,400	8,400	8,400	8,400	8,400		
R786 Bald Rock Road Maint	5,800	5,780	5,800	5,800	5,800		
R787 SMCA Road Maint	45,000	45,000	45,000	45,000	45,000		
R788 Rutter Court Road	4,600	4,550	4,600	4,600	4,600		
R789 Range rd Priv Rd Fee	3,300	3,300	3,300	3,300	3,300		
R790 Blacks Sudb. Rd Main	3,800	3,750	3,800	3,800	3,800		
R791 Redoubt Head Rd Main	7,500	4,500	7,500	7,500	7,500		
R792 MARA Road Maintenance Fee	12,900	12,900	12,900	12,900	12,900		
R793 St Marg Bay Heights	10,000	10,320	10,300	10,300	10,300		
R794 Shiloh & Karla Drive	11,200	11,200	11,200	11,200	11,200		
* Private Roads	252,200	248,885	278,600	278,600	278,600		
** Transfers to Outside Organizati	1,164,600	1,160,424	1,227,800	1,227,800	1,147,800	(80,000)	(6.5)
M551 Citadel Settlement		5,529,737					
** Citadel Settlement		5,529,737					
*** Total	309,001,100	321,635,256	315,091,400	313,227,700	307,896,200	(7,195,200)	(2.3)

Summary of Gross Revenue

Cost Centers/Groups	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
M122 HRWC Debt Charges	(9,621,900)	(9,628,718)	(9,163,600)	(9,170,500)	(8,776,000)	387,600	(4.2)
M530 Local Improvement Charges	(1,902,200)	(1,446,384)	(1,567,300)	(1,567,300)	(1,454,000)	113,300	(7.2)
M531 LIC Solar City Project	(400,000)	(384,721)	(396,500)	(396,500)	(392,100)	4,400	(1.1)
M532 LIC Solar City Ph II		(52,275)					
** Debt Servicing	(11,924,100)	(11,512,099)	(11,127,400)	(11,134,300)	(10,622,100)	505,300	(4.5)
M230 Corrections Services	(6,739,500)	(6,595,895)	(6,828,800)	(6,828,800)	(6,723,900)	104,900	(1.5)
M240 Metro Housing Authority	(3,419,900)	(3,426,089)	(3,718,800)	(3,718,800)	(3,648,100)	70,700	(1.9)
M280 Mandatory Education	(131,658,400)	(131,704,473)	(135,443,600)	(135,443,600)	(140,490,800)	(5,047,200)	3.7
M318 Prop Valuation Serv	(7,014,100)	(7,100,149)	(6,896,500)	(6,896,500)	(7,049,500)	(153,000)	2.2
* Provincially Mandated Services	(148,831,900)	(148,826,605)	(152,887,700)	(152,887,700)	(157,912,300)	(5,024,600)	3.3
M288 Suppl Educ HRM-wide	(16,503,700)	(16,803,308)	(15,648,600)	(15,648,600)	(15,396,500)	252,100	(1.6)
M291 Fire Protection	(6,247,300)	(7,600,654)	(6,154,800)	(6,775,200)	(6,890,000)	(735,200)	11.9
M293 Stormwater ROW	(3,935,200)	(4,270,391)	(3,537,500)	(3,655,000)	(3,756,000)	(218,500)	6.2
* Other Outside Agencies	(26,686,200)	(28,674,352)	(25,340,900)	(26,078,800)	(26,042,500)	(701,600)	2.8
** Transfers To Outside Agencies	(175,518,100)	(177,500,957)	(178,228,600)	(178,966,500)	(183,954,800)	(5,726,200)	3.2
M310 Other Fiscal Serv.	(950,000)	(845,046)	(945,000)	(1,292,500)	(875,000)	70,000	(7.4)
** Other Fiscal Services	(950,000)	(845,046)	(945,000)	(1,292,500)	(875,000)	70,000	(7.4)
M320 Insurance Claims	(430,000)	(529,174)	(439,000)	(542,000)	(442,000)	(3,000)	0.7
** Transfers to/fr Other Funds	(430,000)	(529,174)	(439,000)	(542,000)	(442,000)	(3,000)	0.7
M510 Property Tax	(426,095,500)	(425,408,664)	(442,834,200)	(441,513,200)	(455,495,400)	(12,661,200)	2.9
M520 Deed Transfer	(32,000,000)	(35,840,780)	(33,000,000)	(40,500,000)	(37,000,000)	(4,000,000)	12.1
M540 Grants in Lieu	(37,509,000)	(37,488,435)	(38,804,000)	(38,666,000)	(39,010,000)	(206,000)	0.5
M550 Own Source Revenue	(9,162,000)	(9,631,944)	(9,505,000)	(9,910,000)	(9,848,200)	(343,200)	3.6
M555 Parkade	(1,900,000)	(2,135,241)	(1,937,700)	(2,177,700)	(2,200,000)	(262,300)	13.5
M560 Unconditional Trans.	(3,700,000)	(3,719,723)	(3,700,000)	(3,628,000)	(3,530,000)	170,000	(4.6)
** Non-Departmental Revenue	(510,366,500)	(514,224,787)	(529,780,900)	(536,394,900)	(547,083,600)	(17,302,700)	3.3
C101 Frame Subdivision	(3,700)	(3,735)	(3,700)	(3,700)	(3,700)		
C105 Sackville Hts El Sch	(254,300)	(253,423)	(259,600)	(259,600)	(259,600)		
C107 GlenArb Hme Owners	(21,500)	(21,515)	(21,500)	(21,500)	(21,500)		
C108 White Hill Res Assoc	(27,600)	(27,550)	(27,600)	(27,600)	(27,600)		
C111 Lost Creek Comm Asso	(9,000)	(9,000)	(10,600)	(10,600)	(10,600)		
C114 Ketch Hbr Resi. Asso	(10,200)	(10,467)	(10,500)	(10,500)	(10,500)		
C115 Mineville Community	(10,600)	(10,600)	(10,700)	(10,700)	(10,700)		
C117 Three Brks Homeowner	(3,500)	(3,520)	(10,600)	(10,600)	(10,600)		
C120 Haliburton Hills	(50,300)	(50,267)	(51,100)	(51,100)	(51,100)		
C130 Highland Park	(9,000)	(9,002)	(9,200)	(9,200)	(9,200)		
C135 Kingswood Ratepayers	(52,500)	(52,500)	(64,800)	(64,800)	(64,800)		
C140 Prospect	(87,300)	(87,095)	(89,300)	(89,300)	(89,300)		
C145 Westwood H Res Assoc	(34,600)	(34,700)	(34,700)	(34,700)	(34,700)		
C160 Musquodoboit Harbour	(10,100)	(10,126)	(10,400)	(10,400)	(10,400)	10,400	(100.0)
C170 Hammonds Plns Com.RT	(68,000)	(67,949)	(69,600)	(69,600)		69,600	(100.0)
C180 Grand Lake Com. Ctr	(23,100)	(23,056)	(23,800)	(23,800)	(23,800)		
C190 Maplewood Subdivisio	(18,200)	(18,350)	(18,400)	(18,400)	(18,400)		
C196 Silverside Res.Assoc	(16,400)	(16,400)	(16,400)	(16,400)	(16,400)		
C198 St. Margaret's/Fox Hollow	(6,200)	(6,180)	(6,200)	(6,200)	(6,200)		
C210 LWF Recreation Ctr	(196,300)	(196,103)	(200,500)	(200,500)	(200,500)		
* Community and Private Organizat	(912,400)	(911,539)	(949,200)	(949,200)	(869,200)	80,000	(8.4)
R756 Petpeswick Drive	(5,400)	(5,400)	(5,400)	(5,400)	(5,400)		
R757 Three Brooks Home Ow	(57,400)	(56,840)	(75,000)	(75,000)	(75,000)		
R758 Shag End Lot Owner	(43,200)	(43,200)	(43,800)	(43,800)	(43,800)		
R759 SW Grand Lake Prop	(33,700)	(33,745)	(41,600)	(41,600)	(41,600)		
R769 River Bend HOA	(8,400)	(8,400)	(8,400)	(8,400)	(8,400)		
R786 Bald Rock Road Maint	(5,800)	(5,780)	(5,800)	(5,800)	(5,800)		
R787 SMCA Road Maint	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)		
R788 Rutter Court Road	(4,600)	(4,550)	(4,600)	(4,600)	(4,600)		
R789 Range rd Priv Rd Fee	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)		
R790 Blacks Sudb. Rd Main	(3,800)	(3,750)	(3,800)	(3,800)	(3,800)		
R791 Redoubt Head Rd Main	(7,500)	(4,500)	(7,500)	(7,500)	(7,500)		

<b>Cost Centers/Groups</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
R792 MARA Road Maintenance Fee	(12,900)	(12,900)	(12,900)	(12,900)	(12,900)		
R793 St Marg Bay Heights	(10,000)	(10,320)	(10,300)	(10,300)	(10,300)		
R794 Shiloh & Karla Drive	(11,200)	(11,200)	(11,200)	(11,200)	(11,200)		
* Private Roads	(252,200)	(248,885)	(278,600)	(278,600)	(278,600)		
** Transfers to Outside Organizati	(1,164,600)	(1,160,424)	(1,227,800)	(1,227,800)	(1,147,800)	80,000	(6.5)
M551 Citadel Settlement		(5,529,737)					
** Citadel Settlement		(5,529,737)					
<b>*** Total</b>	<b>(700,353,300)</b>	<b>(711,302,224)</b>	<b>(721,748,700)</b>	<b>(729,558,000)</b>	<b>(744,125,300)</b>	<b>(22,376,600)</b>	<b>3.1</b>

Summary Details

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6001 Salaries - Regular	10,527,600	5,047,495	13,506,900	12,344,900	3,912,800	(9,594,100)	(71.0)
6002 Salaries - Overtime		1,644					
6003 Wages - Regular	146,100						
6005 PDP & Union Con Incr		4,372,107					
6054 Vacation payout		8,703					
6100 Benefits - Salaries	520,000	581,256	520,000	520,000	520,000		
6152 Retirement Incentives	3,000,000	1,992,732	3,100,000	3,100,000	3,100,000		
6154 Workers' Compensation		25,698					
6199 Comp & Ben InterDept		1,326,515					
9200 HR CATS Wage/Ben		4,765					
9210 HR CATS OT Wage/Ben		639					
<b>* Compensation and Benefits</b>	<b>14,193,700</b>	<b>13,361,554</b>	<b>17,126,900</b>	<b>15,964,900</b>	<b>7,532,800</b>	<b>(9,594,100)</b>	<b>(56.0)</b>
6201 Telephone	2,000	2,354	2,800	2,800	2,800		
6202 Courier/Postage	1,000	1,233	1,700	1,700	1,700		
6204 Computer S/W & Lic	800	937	200	200	200		
6205 Printing & Reprod	1,200	258	1,100	1,100	1,100		
6207 Office Supplies	5,400	447	5,700	5,700	5,700		
6299 Other Office Expenses	7,400	1,849	8,600	8,600	8,600		
<b>* Office</b>	<b>17,800</b>	<b>7,078</b>	<b>20,100</b>	<b>20,100</b>	<b>20,100</b>		
6301 Professional Fees	3,000	20,096	9,200	9,200	9,200		
6302 Legal Fees	250,100	167,266	350,100	100	100	(350,000)	(100.0)
6303 Consulting Fees		25,533			850,000	850,000	
6304 Janitorial Services		185					
6308 Snow Removal	9,000	4,589	9,000	9,000	9,000		
6310 Outside Personnel		150,521	153,800	153,800	153,800		
6311 Security	3,000	673	3,500	3,500	3,500		
6312 Refuse Collection	4,000	3,701	4,000	4,000	4,000		
6399 Contract Services	961,200	241,299	343,400	343,400	1,122,400	779,000	226.8
<b>* External Services</b>	<b>1,230,300</b>	<b>613,861</b>	<b>873,000</b>	<b>523,000</b>	<b>2,152,000</b>	<b>1,279,000</b>	<b>146.5</b>
6404 Rec Prog Supplies	500						
6407 Clean/Sani Supplies	5,000	4,039	6,000	6,000	6,000		
6499 Other Supplies	300		100	100	100		
<b>* Supplies</b>	<b>5,800</b>	<b>4,039</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>		
6504 Hardware		52					
<b>* Materials</b>		<b>52</b>					
6602 Electrical		15					
6603 Grnds & Landscaping	48,700	26,756	56,600	56,600	56,600		
6604 Bus Gates/Shltr-R&M		1					
6605 Municipal Taxes	100		200	200	200		
6606 Heating Fuel	22,000	15,381	22,000	22,000	22,000		
6607 Electricity	25,500	18,785	25,500	25,500	25,500		
6608 Water	5,000	4,595	5,500	5,500	5,500		
6610 Building - Exterior	10,400	6,608	70,000	70,000	70,000		
6611 Building - Interior	10,000		39,900	39,900	39,900		
6612 Safety Systems	1,250	1,112	2,000	2,000	2,000		
6614 Envir Assess/Cleanup		105,422			100,000	100,000	
6699 Other Building Cost		95					
<b>* Building Costs</b>	<b>122,950</b>	<b>178,770</b>	<b>221,700</b>	<b>221,700</b>	<b>321,700</b>	<b>100,000</b>	<b>45.1</b>
6701 Equipment Purchase	2,000	836	3,000	3,000	3,000		
6703 Computer Equip/Rent		749					
6704 Equipment Rental	700	178	1,300	1,300	1,300		
6705 Equip - R&M	12,900	16,495	13,700	13,700	13,700		
6707 Plumbing & Heating		418					
6708 Mechanical Equipment		454					
6711 Communication System		814					
<b>* Equipment &amp; Communications</b>	<b>15,600</b>	<b>19,943</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>		
6802 Vehicle R&M		4,000					
<b>* Vehicle Expense</b>		<b>4,000</b>					
6901 Membership Dues		339	70,000	66,200		(70,000)	(100.0)

Expenditures	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
6903 Travel - Local		189					
6905 Training & Education	1,000		1,000	1,000	1,000		
6906 Licenses & Agreements		419					
6908 Medical Examinations		297,770					
6909 Cost of Sales	340,000	400,587	353,400	500,400	475,000	121,600	34.4
6910 Signage	13,900	18,589	800	800	800		
6911 Facilities Rental	1,700	1,819	2,400	2,400	2,400		
6912 Advertising/Promotio	1,600	3,505	3,300	3,300	3,300		
6919 Special Projects	889,550		939,100	939,100	939,100		
6928 Committee Expenses	1,200		2,000	2,000	2,000		
6933 Community Events	172,800	44,019	67,100	67,100	67,100		
6936 Staff Relations		1,577					
6941 Playground Equipment	15,000	1,630	46,900	46,900	46,900		
6942 Management Fees	157,000	248,764	157,000	250,000	300,000	143,000	91.1
6943 Health and Wellness	500		700	700	700		
6999 Other Goods/Services	484,800	114,724	3,743,400	302,800	1,564,800	(2,178,600)	(58.2)
* Other Goods & Services	2,079,050	1,133,929	5,387,100	2,182,700	3,403,100	(1,984,000)	(36.8)
7009 Internal Trfr Other		928,560		610,000			
7010 IntTrfr Insur Funds	140,000	289,102	141,000	330,700	145,000	4,000	2.8
7011 Int Trf Record Check		(7,080)					
9911 PM Labour-Reg		288					
* Interdepartmental	140,000	1,210,870	141,000	940,700	145,000	4,000	2.8
8010 Other Interest	500		500	500	500		
8011 Interest on Debentur	8,671,100	8,453,077	7,747,400	7,475,300	6,798,400	(949,000)	(12.2)
8012 Principal on Debentu	36,821,100	36,260,846	35,534,200	35,534,200	34,418,900	(1,115,300)	(3.1)
8013 Loan Principal Repay	2,400		2,400	2,400	2,400		
* Debt Service	45,495,100	44,713,923	43,284,500	43,012,400	41,220,200	(2,064,300)	(4.8)
8001 Transf Outside Agenc	167,820,800	167,487,745	175,593,900	175,525,400	181,655,400	6,061,500	3.5
8002 Insurance Claims		1,079,507					
8003 Insurance Pol/Prem	3,859,400	2,097,698	3,894,300	3,569,600	3,931,200	36,900	0.9
8004 Grants	569,000	2,703,509	1,039,000	1,138,200	992,000	(47,000)	(4.5)
8005 Tax Exemptions	1,425,000	1,200,575	1,475,000	1,475,000	1,475,000		
8006 Tax Concess Non Prof	3,775,000	3,726,694	4,020,000	4,020,000	4,170,000	150,000	3.7
8007 Tax Concess Commerci	455,000	168,961	1,060,000	500,000	990,000	(70,000)	(6.6)
8008 Transf to/fr Reserve	21,617,200	39,238,916	20,439,600	20,340,400	15,599,200	(4,840,400)	(23.7)
8009 Fire Protection	7,456,600	7,180,656	7,456,600	7,456,600	7,093,000	(363,600)	(4.9)
8014 Capital from Operati	32,280,000	32,280,000	27,654,500	27,654,500	31,310,000	3,655,500	13.2
8015 Debenture Discount	256,800	282,859	251,000	257,900	246,000	(5,000)	(2.0)
8016 Provision for Allow	4,200,000	(7,279,137)	4,200,000	5,700,000	3,000,000	(1,200,000)	(28.6)
8017 Bank Charges	410,100	412,606	425,300	425,300	545,300	120,000	28.2
8022 Transf to/fr Trust		(25,774)		(30,000)			
8024 Transf to/fr Capital	1,600	2,120,174		995,000			
8026 Property Damage		28,329					
8046 Stormwater ROW Chg	3,881,400	3,881,408	3,835,000	3,846,600	3,835,000		
9000 Prior Yr. Sur/Def	(2,307,100)	(1,172,194)	(3,628,700)	(3,750,200)	(2,900,800)	727,900	(20.1)
9001 Current Yr. Sur/Def		4,974,705	297,500	1,213,800	1,135,900	838,400	281.8
* Other Fiscal	245,700,800	260,387,235	248,013,000	250,338,100	253,077,200	5,064,200	2.0
** Total	309,001,100	321,635,256	315,091,400	313,227,700	307,896,200	(7,195,200)	(2.3)

Revenues	2016 Budget	2016 Actual	2017 Budget	2017 Proj.	2018 Budget	2018 Budget Var. to 2017 Budget	Var %
4001 Res. Property Taxes	(229,173,000)	(229,100,551)	(240,741,000)	(240,400,000)	(250,022,400)	(9,281,400)	3.9
4002 Comm. Property Taxes	(180,361,000)	(179,665,628)	(185,110,000)	(184,000,000)	(186,612,600)	(1,502,600)	0.8
4005 Resrc Property Taxes	(1,402,000)	(1,404,724)	(1,391,000)	(1,391,000)	(1,405,000)	(14,000)	1.0
4006 Rec. Non Profit	(15,000)	(17,982)	(17,000)	(19,800)	(17,000)		
4007 Resource Forest Taxes	(42,000)	(42,205)	(42,000)	(42,000)	(42,000)		
4008 Comm. Forest Taxes	(81,000)	(87,740)	(89,000)	(89,000)	(89,000)		
4100 Deed Transfer Taxes	(32,000,000)	(35,840,780)	(33,000,000)	(40,500,000)	(37,000,000)	(4,000,000)	12.1
4101 Capital Charges	(1,963,700)	(1,491,178)	(1,674,600)	(1,674,600)	(1,608,600)	66,000	(3.9)
* Tax Revenue	(445,037,700)	(447,650,788)	(462,064,600)	(468,116,400)	(476,796,600)	(14,732,000)	3.2
4201 Area Rate Residential	(137,624,100)	(138,193,982)	(140,363,700)	(140,701,200)	(145,581,000)	(5,217,300)	3.7
4202 Area Rate Commercial	(34,276,900)	(35,348,589)	(34,728,200)	(35,010,500)	(34,904,300)	(176,100)	0.5
4206 Area Rate Resource	(848,100)	(849,970)	(827,000)	(827,600)	(861,300)	(34,300)	4.1
* Area Rate Revenue	(172,749,100)	(174,392,541)	(175,918,900)	(176,539,300)	(181,346,600)	(5,427,700)	3.1
4501 Tax Agreement - NSLC	(723,500)	(709,412)	(703,000)	(703,000)	(707,000)	(4,000)	0.6
4502 Tax Agreement - NSPI	(3,500,000)	(3,589,517)	(3,625,000)	(3,731,300)	(3,750,000)	(125,000)	3.4
4503 Tax Agreement - MT&T	(1,714,000)	(1,664,954)	(1,582,000)	(1,655,900)	(1,650,000)	(68,000)	4.3
4506 Tax Agreement - Mari	(887,000)	(864,550)	(838,000)	(838,000)	(817,000)	21,000	(2.5)
4507 Tax Agreement - Heri	(1,210,000)	(1,353,069)	(1,085,000)	(1,085,000)	(1,107,000)	(22,000)	2.0
4508 Tax Agreement - HIAA	(1,455,000)	(1,462,852)	(1,517,300)	(1,517,300)	(1,565,000)	(47,700)	3.1
4509 Tax Agrmnt - Irving	(629,000)	(622,608)	(1,005,000)	(1,005,000)	(1,200,000)	(195,000)	19.4
4550 Tax Agreement - Other	(240,000)	(244,375)	(262,000)	(262,000)	(1,369,000)	(1,107,000)	422.5
* Tax Agreements	(10,358,500)	(10,511,337)	(10,617,300)	(10,797,500)	(12,165,000)	(1,547,700)	14.6
4601 Grant in Lieu-Fed	(22,621,000)	(22,560,767)	(23,781,000)	(23,781,000)	(24,000,000)	(219,000)	0.9
4602 Grant in Lieu-Prov.	(8,993,000)	(9,126,311)	(9,081,000)	(9,000,000)	(9,150,000)	(69,000)	0.8
4603 Grant in Lieu-CPC	(693,000)	(692,761)	(765,000)	(718,000)	(720,000)	45,000	(5.9)
4605 Grant Lieu-Hflx Port	(2,999,000)	(3,067,158)	(3,108,000)	(3,103,300)	(3,200,000)	(92,000)	3.0
4606 Grant in Lieu - CBC	(197,000)	(196,704)	(203,000)	(203,000)	(40,000)	163,000	(80.3)
4607 Grant Lieu -Via Rail	(175,000)	(175,423)	(182,000)	(176,700)	(184,000)	(2,000)	1.1
4608 Grant in Lieu - WCB	(131,000)	(130,567)	(133,000)	(133,000)	(134,000)	(1,000)	0.8
4609 Grant in Lieu- Citad	(1,456,000)	(1,455,910)	(1,470,000)	(1,470,000)	(1,500,000)	(30,000)	2.0
4610 Grant in Lieu-NRC	(69,000)	(68,924)	(67,000)	(67,000)	(68,000)	(1,000)	1.5
4650 Grant in Lieu - Other	(175,000)	(13,909)	(14,000)	(14,000)	(14,000)		
* Payments in Lieu of taxes	(37,509,000)	(37,488,435)	(38,804,000)	(38,666,000)	(39,010,000)	(206,000)	0.5
4706 Uncond.Grant NS(oth)	(3,700,000)	(3,719,723)	(3,700,000)	(3,628,000)	(3,530,000)	170,000	(4.6)
* Transfers from other Gov'ts	(3,700,000)	(3,719,723)	(3,700,000)	(3,628,000)	(3,530,000)	170,000	(4.6)
4801 Int. Rev. - Tax	(4,800,000)	(5,114,735)	(5,000,000)	(5,000,000)	(5,000,000)		
4803 Int. Rev. - Cap.Chrg	(336,900)	(391,445)	(289,200)	(289,200)	(237,500)	51,700	(17.9)
4850 Int. Rev. - Other	(70,000)	(131,341)	(70,000)	(115,000)	(70,000)		
4860 Investment Income	(1,600,000)	(1,712,184)	(1,740,000)	(2,100,000)	(2,000,000)	(260,000)	14.9
* Interest Revenue	(6,806,900)	(7,349,705)	(7,099,200)	(7,504,200)	(7,307,500)	(208,300)	2.9
4901 Parking Meters	(2,675,000)	(2,612,797)	(2,675,000)	(2,675,000)	(2,675,000)		
4909 False Alarm Recovery			(70,000)	(70,000)		70,000	(100.0)
5101 Parking Rentals	(1,900,000)	(2,135,241)	(1,937,700)	(2,177,700)	(2,200,000)	(262,300)	13.5
* Fee Revenues	(4,575,000)	(4,748,038)	(4,682,700)	(4,922,700)	(4,875,000)	(192,300)	4.1
5502 HRWC Dividend	(4,663,000)	(4,578,497)	(4,826,900)	(4,773,900)	(5,142,400)	(315,500)	6.5
5504 StormWater ROW Levies	(3,935,200)	(4,270,391)	(3,537,500)	(3,655,000)	(3,756,000)	(218,500)	6.2
5508 Recov External Parti	(10,051,900)	(15,687,630)	(9,602,600)	(10,060,000)	(9,218,000)	384,600	(4.0)
5509 NSF Chq Fee	(17,000)	(19,440)	(20,000)	(20,000)	(20,000)		
5600 Miscellaneous Revenue	(950,000)	(885,699)	(875,000)	(875,000)	(958,200)	(83,200)	9.5
* Other Revenue	(19,617,100)	(25,441,657)	(18,862,000)	(19,383,900)	(19,094,600)	(232,600)	1.2
** Total	(700,353,300)	(711,302,224)	(721,748,700)	(729,558,000)	(744,125,300)	(22,376,600)	3.1
<b>Net Surplus/Deficit</b>	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Proj.</b>	<b>2018 Budget</b>	<b>2018 Budget Var. to 2017 Budget</b>	<b>Var %</b>
Net Surplus/Deficit	(391,352,200)	(389,666,968)	(406,657,300)	(416,330,300)	(436,229,100)	(29,571,800)	7.3



## **Reserves**

Reserves are established following the guidelines outlined in the Provincial Financial Reporting and Accounting Manual, Section 3.15 and Section 3.16. Also, the Halifax Regional Municipality Charter, section 120 (1) states that "the Municipality shall maintain a capital reserve fund." Section 120(3) states "The capital reserve fund includes:

- a) funds received from the sale of property;
- b) the proceeds of insurance resulting from loss or damage of property that is not used for replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) the current fiscal year's accrual for landfill closure and post closure costs; and
- h) amounts transferred to the fund by the Council."

Section 120(4) states "A withdrawal from the capital reserve fund shall be authorized by the Council, by resolution, and may only be used for:

- a) capital expenditures for which the Municipality may borrow;
- b) repayment of the principal portion of capital debt; and
- c) landfill closure and post closure costs."

Section 120(6) states that "the Municipality may maintain other reserve funds for such purposes as the Council may determine".

In addition, On October 15, 2014, Council approved the Financial Reserves Administrative Order Number 2014-015 ADM which implemented the following strategies:

- a) assist in planning for the long-term financial health and stability of the Municipality;
- b) assist in removing unstable and unpredictable tax rates;
- c) integrate the reserve business cases into the business planning and long-term operating and capital budgets;
- d) ensure the Municipality has the ability to fund projects and events:
  - a. that produce long-term efficiency gains,
  - b. that are strategic or require significant cost sharing between the Municipality and another person or level of government,
  - c. between budget approvals where there is sudden or unexpected business opportunity,
  - d. where future obligations can be reasonable foreseen, and
  - e. where substantial risk to the Municipality may occur.
- e) reduce the current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and reliance on debt financing by balancing the need for sufficient funds for unforeseen opportunities or obligations with the inefficient use of resources that could otherwise be used for current financial obligations or needs.

Other aspects of the Administrative Order include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

In general, reserve funds are intended to serve three specific themes:

Contingency funds for risk recognizes that:

- a) the financial risk of unforeseen events involving substantial costs, such as emergencies or economic events; and that a reserve can mitigate this risk by providing funding for sufficient public safety or preventing service interruptions.

Savings funds for future -obligations recognizes that:

- a) an obligation may be associated with recapitalization of a specific asset where the estimated lifecycle cost of an asset can be reasonably estimated;
- b) an obligation associated with a strategic plan where the asset or project may not yet be specified, such as the purchase of land; and
- c) a future expenditure may be managed through the long-term operating or capital budget, depending on the magnitude or situation of the obligation.

Contingency funds for opportunities recognizes that:

- a) not all expenditures are planned or anticipated, and
- b) an opportunity may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity, such as a sudden change in the economy of the introduction of cost shared programs from other levels of government or the private sector.

The Reserves that fit into each of these themes are below:

## ***Risk Reserves***

### **Q406 Insurance and Risk Reserve:**

#### **Purpose**

To protect HRM against unforeseen financial risks related to claims and judgements against HRM, costs related to natural disasters, such as oil contamination, weather related events such as major flooding, snow storms such as "White Juan", or other significant events or emergencies. The costs related to insurance and risk can fluctuate greatly each year. The HRM, at any time, has an amount of claims outstanding. This Reserve will provide an amount to lessen the impact of fluctuation in insurance and risk costs.

Fiscal Services provides funds in the Risk and Insurance Section to fund risk management activities, to investigate and pay for various claims against the HRM both under the insurance deductible or self-insured (uninsured). Any savings in the Risk and Insurance Section's operating budget should be contributed to this Reserve and any deficit funded by this reserve, if required to maintain the reserve's balance or mitigate the impact on HRM's financial position.

If required, the Director of Finance may authorize year end transfers to/from the reserve in accordance with this business case.

This Reserve replaced Q306 – Self-Insurance Reserve

#### **Source of Funds**

Funding arises from:

- a) transfer of surplus from the Risk and Insurance Section's operating budget;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for:

- a) funding of claims and settlements over the amount budgeted in Risk and Insurance Section;
- b) covering the costs of emergent risks over and above the amounts budgeted.

### **Q411 Police Officer on the Job Injury Reserve:**

#### **Purpose**

To provide financial assistance for sworn officers injured on the job for those injuries not covered by Long Term Disability Insurance. Sworn officers with Halifax Regional Police opted out of the Province's WCB insurance and provide 100% self-coverage.

If required, the Director of Finance may authorize year-end transfers to the reserve in accordance with this business case.

#### **Source of Funds**

Funding arises from:

- a) the Police Services WCB operating account to contribute a minimum of \$25,000 per year;
- b) transfer of year-end surplus funds in Police Services operating budget;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

This reserve replaced Q323 Police Officer on the Job Injury Reserve.

#### **Application of Funds**

Funds are allocated for supplementing the salary or assisting with Sworn Officer expenses incurred as the result of officers injured on the job, as provided by Article 44 of the 2010 HRPAA collective agreement, or future collective agreements.

### **Q416 Operating Stabilization Reserve:**

#### **Purpose**

To establish a funding source to smooth significant fluctuations in operating expenditures related to various aspects of service delivery and stabilize tax rates.

This reserve combined and replaced six reserves: Q308 Operations Stabilization Reserve, Q309 Snow and Ice Control Variable Operating Reserve, Q314 E.M.O. Cost Recovery Reserve, Q316 DNA Cost Reserve, Q322 Police Emergency/Extraordinary Investigation Reserve and Q325 Provincially Funded Police Officers & Facility Lease Reserve.

#### **Source of Funds**

- a) annual allocations from Fiscal Services operating budget;
- b) transfer of year-end surplus representing the variance between funds received/used for Provincially funded police officers;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for:

- a) transfers to operating budget to offset any year-end deficit; and
- b) costs specifically attributable to the provincially funded police officers, such as salaries, benefits, accommodations (facilities) and equipment.

### **Q421 General Contingency Reserve:**

#### **Purpose**

To receive the annual operating surplus of the Municipality as prescribed by the Provincial Financial Accounting and Reporting Manual, and can be used to fund operating costs, offset deficits, new operating

initiatives and/or capital expenditures.

This reserve replaced Q328 Operating Surplus Reserve.

### **Source of Funds**

Funding arises from:

- a) transfer of the year-end operating surplus;
- b) transfers of all or a portion of the year-end Halifax Transit operating surplus;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **Application of Funds**

- a) Funds are allocated for:
- b) addressing any year-end deficit;
- c) funding of operating costs;
- d) funding of capital projects; and
- e) transfers to Halifax Transit;
  - i. The amount transferred into the Reserve from Halifax Transit at year-end will be the amount transferred to Halifax Transit in the following fiscal year.

## ***Obligation Reserves***

### **Q506 Landfill Closure and Post Closure Costs Reserve:**

#### **Purpose**

To provide funding for the closure and post closure of landfills, as required by the Halifax Regional Municipality Charter Section 120. Currently there are 3 landfill sites: Sackville, Otter Lake and Mengoni. Specific closure and post closure activities including environmental monitoring programs may be outlined in regulatory approvals for each site (issued by NS Environment).

This reserve combined and replaced two reserves: Q120 Otter Lake Landfill Closure and Q119 Sackville Landfill Closure. Funds from the operating balance sheet account to monitor the Mengoni landfill will be transferred into this reserve.

#### **Source of Funds**

Funding arises from:

- a) transfers from Solid Waste Resources operating budget;
- b) amounts transferred to the fund as approved by Council; and,
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

The Halifax Regional Municipality Charter, Section 120(4)(c) specifically requires a reserve to cover the landfill closure and post closure costs.

Funds are allocated for:

Costs related to closure and post-closure care and include, but are not limited to:

- a) purchase of equipment and other site assets;
- b) development, construction and removal of infrastructure;
- c) maintenance and upgrades for all site assets;
- d) landfill cover (capping);
- e) environmental monitoring; and

- f) leachate and gas management.

### **Q511 Municipal Election Reserve:**

#### **Purpose**

To provide funding to conduct regular and special Municipal and School Board elections.

This reserve replaced Q313 Municipal Elections Reserve.

#### **Source of Funds**

Funding arises from:

- a) an allocation of 25% of anticipated election costs for the next election;
  - i. Based on the estimated costs of the 2016/17 election, less the estimated Provincial School Boards' contribution, the 25% annual amount would have been \$432,000. The annual transfer should be approximately \$432,000.
  - ii. If the reserve has reached its' anticipated requirement of election costs prior to the year of the election, then a transfer to reserve in that year may not be required.
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for:

- a) conducting special and regular elections pursuant to legislation; and
- b) routine maintenance of election data, systems and election initiatives deemed necessary by the Election office to ensure critical information is current and in place for special and regular elections.

### **Q521 Convention Centre Reserve:**

#### **Purpose**

To provide funding to reimburse the Province for the capital costs (through an annual base rent payment) for the construction of the Halifax Convention Centre (Nova Centre) and to provide funding to pay HRM's equal share of operating costs of the Halifax Convention Centre for 25 years per a Memorandum of Understanding Agreement ("MOU") between the Province and HRM.

This reserve replaced Q326 Convention Centre Reserve.

#### **Source of Funds**

Funding arises from:

- a) all property taxes raised from the full site (convention centre, hotel, office tower, retail and parking). In 2016/17, the PID used to calculate contributions the Reserve is PID # 03121364;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for:

- a) rent payments to cover HRM's share of the capital costs over 25 year lease; and
- b) HRM's share of annual operating costs of the Halifax Convention Centre (Nova Centre).

## **Q526 Capital Fund Reserve:**

### **Purpose**

To provide funding for capital projects as identified in the annual budget process.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

This Reserve combined and replaced nine reserves: Q101 Sale of Capital Assets Reserve (Sale of Land); Q103 Capital Surplus Account; Q124 Upper Sackville Turf Capital Reserve; Q130 Capital Replacement Reserve; Q131 Energy and Underground Services Reserve; Q142 Waterfront Development Reserve; Q311 Cemetery Maintenance Reserve; Q321 Information & Communication Technologies (ICT) Reserve; and Q329 Regional Parking Strategy & Urban Core Improvement Reserve.

### **Source of Funds**

Funding arises from:

- a) funds received from the sale of property, other than the sale of Business/Industrial Parks land, the sale of land conveyed to HRM for parks, playgrounds or other similar public purposes under section 282 of the Halifax Regional Municipality Charter and the sale of specific properties identified to be contributions to the Strategic Capital Reserve, Q606;
- b) proceeds of insurance resulting from loss or damage of property that is not used for the replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) funds held in excess of twenty years in the Tax Sale Surplus Trust account as per Section 162(5) of the Halifax Regional Municipality Charter;
- h) one half (1/2) of all user fees from the artificial turf facilities located on the Weir Field in Upper Sackville;
- i) revenue collected from the administration of parking enforcement by HRM on behalf of Waterfront Development Corporation Limited (WDCL);
- j) the operating surplus from MetroPark, other than amounts required by Q541;
- k) revenue from private sector and quasi-private sector parking providers in the urban core which are collaborating on projects related to tracking and communicating parking inventories;
- l) amounts transferred to the fund as approved by Council; and
- m) interest accumulates in accordance with the Corporate Guidelines on Reserves.

### **Application of Funds**

Funds are allocated for:

- a) capital expenses for which the municipality may borrow;
- b) HRM's share of capital enhancement projects between HRM and WDCL of HRM owned waterfront assets which consist of Nathan Green Park, Chebucto Landing, Sackville Landing, Karlsen Wharf, Lower Water Street and Salter Street, and
- c) capital costs for the Parking Strategy Project – Roadmap, identified in Functional Plan. Funding identified for governance, use of technology for parking payment (such as pay by plate technology) and the management of parking in high-demand neighbourhoods.) Projects from the

roadmap should support three broad themes: (1) Strategies that increase the efficiency of the existing parking system; (2) Strategies that reduce parking demand; and (3) Additional supporting parking related strategies; and

- d) capital costs of the "Downtown I'm In – Urban Core Community Engagement" – Applicable initiatives should be "low cost/high impact opportunities to improve the urban core".

#### **Q531 Fleet Vehicles & Equipment Reserve:**

##### **Purpose**

Due to HRM's debt policy stating that debt will not be used for assets with a life expectancy under 10 years, this reserve is to provide funding for replacement of fleet vehicles and equipment with a useful life of less than 10 years.

This Reserve combined and replaced three reserves: Q204 General Fleet Reserve, Q205 Police Vehicle & Equipment Reserve and Q206 Fire Vehicle & Equipment Reserve.

##### **Source of Funds**

Funding arises from:

- a) proceeds received through the sale of all surplus vehicles and equipment;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines on Reserves.

##### **Application of Funds**

The Reserve is intended to provide funding for the purchase of vehicles and equipment with a useful life of less than 10 years.

#### **Q536 Central Library Recapitalization Reserve:**

##### **Purpose**

To provide funding for capital expenditures related to the Central Library recapitalization and replacement and costs to replace building systems.

This reserve replaced Q140 Central Library Recapitalization Reserve.

##### **Source of Funds**

Funding arises from:

- a) an annual contribution from Central Library operating budget of 2% of the building costs, escalated by 2% annually to reflect inflation;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

##### **Application of Funds**

Funds are allocated for capital improvement projects and projects that preserve the structural integrity of the Central Library building.

Funds are not allocated for routine maintenance.

#### **Q541 Building Recapitalization and Replacement Reserve:**

##### **Purpose**

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement.

This Reserve combined and replaced four reserves: Q112 5594-96 Morris Street Capital Expenditure Reserve, Q125 MetroPark Parkade Reserve, and Q135 Alderney Gate Recapitalization/Leasehold Improvement Reserve.

#### **Source of Funds**

Funding arises from:

- a) annual contribution from MetroPark Cost Centre; (past years minimum was \$222,500 per year);
- b) annual contribution from Alderney Gate Operating Cost Centre; (last year's amount was \$405,200 including inflation);
- c) amounts required by any new agreements, other than Multi-District Facilities;
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds may be used for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures. Reserve is intended for significant capital projects, that are extending the life or performance of the asset and is not for routine maintenance.

#### **Q546 Multi-District Facilities Reserve:**

##### **Purpose**

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement of Multi-District Facilities.

The Multi-District facilities include event, and some indoor sport facilities as designated by Council. Currently, the Multi-District facilities include the following HRM owned assets: Alderney Landing, BMO Centre, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum, Sackville Sports Stadium, Scotiabank Centre and St. Margaret's Centre. Council may adjust the Multi-District Facilities listing to include other facilities.

The Reserve combined and replaced two reserves: Q141 BMO Centre Life Cycle Reserve and Q319 Major Events Facility Reserve.

#### **Source of Funds**

- a) contributions will be as outlined within operating agreements for HRM-owned Multi-District Facilities with potential funding based on the facilities' annual operating budgets and naming rights revenue;
- b) annual contribution from BMO Centre. The current agreement sets the amount at \$200,000, \$150,000 from operating and \$50,000 from the naming rights; annual operating surplus and naming rights of Scotiabank Centre;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures.

Reserve is intended for significant capital projects that are extending the life or performance of the asset.

Reserve is not for regular maintenance costs or for items outlined within operating agreements for each specific HRM-owned Multi-District Facility.

### **Q551 Transit Capital Reserve:**

#### **Purpose**

To provide funding for the replacement of buses, ferries, transit technology and other transit infrastructure.

This reserve combined and replaced three reserves: Q143 Bus Replacement Reserve, Q129 Ferry Replacement Capital Reserve, and Q144 Metro Transit Technology Reserve.

#### **Source of Funds**

Funding arises from:

- a) transfers from the Halifax Transit operating budget;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for:

- a) bus replacement for Halifax Transit;
- b) mid-life repair of Halifax Transit ferry vessels;
- c) purchase and/or design and construction of new Halifax Transit vessels and other transit infrastructure; and
- d) implementation, replacement, or modification to transit technology.

Funds are not for retrofits, capital improvements, repairs or maintenance to existing bus fleet, vessels or transit infrastructure.

### **Q556 Solid Waste Facilities Reserve:**

#### **Purpose**

To provide funding for solid waste capital expenditures, including but not limited to, the purchase of land, construction, upgrades, studies or engagements and equipment for landfill, recycling, compost, or transfer station facilities or other solid waste facilities.

This reserve combined and replaced two reserves: Q123 Waste Resources Capital Reserve and Q137 Regional Capital Cost Charges Reserve.

#### **Source of Funds**

Funding arises from:

- a) transfers from Fiscal Services operating budget;
- b) the Capital Cost Charge (CCC's) for Solid Waste Facilities as incorporated into Bylaws C-600, respecting Regional Capital Cost Charges & C-800, respecting Regional Capital Cost Charges for Solid Waste;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for:

- a) funding of construction/recapitalization of landfill cells;
- b) funding of construction/recapitalization of solid waste facility plants, transit stations and other Solid Waste infrastructure; and

- c) funding for equipment, including replacement green carts, to operate the waste resources program.

## **Opportunity Reserves**

### **Q606 Strategic Capital Reserve:**

#### **Purpose**

To provide funding for large capital projects that are strategic in nature.

To allow the municipality to take advantage of leveraging funds from other levels of government and external agencies.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

“Strategic” is defined as initiatives which will enable HRM to respond to challenges to our service and infrastructure capability caused by population growth, rapid urban and suburb and development expansion, changing demographics and rapid technological advancements.

Projects should be consistent with long term policies, long term capital planning initiatives outlined in the Strategic Capital Planning and Infrastructure and Arena Consolidation Long Term Arena Strategy reports/presentations of July 2014.

This reserve combined and replaced four reserves: Q310 Service Improvement Reserve; Q330 Strategic Studies Reserve; Q126 Strategic Growth/Potential Strategic Project Reserve and Q146 Planned Strategic Project Reserve.

#### **Source of Funds**

Funding arises from:

- a) funds received from the sale of property, specifically St. Pats High - 6070 Quinpool Road; Alderney/Ochterloney Parking lots; Lyle Street property; Bloomfield property; Queen Street lot (remaining from Central Library); Red Cross Site; St. Pats Alexandra; Bayne Street property; Bowles Arena; Lebrun Arena; Gray Arena;
- b) sale of other properties, as designated by Council;
- c) an annual transfer from Fiscal Services operating budget; (previous annual amount was \$5,000,000);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for projects identified in the Strategic Capital Presentation to Council such as Dartmouth Multi Pad, Dartmouth Sportsplex, Cogswell Interchange, \$50M 5Yr Downtown Streetscapes project, and for future potential projects such as, but not limited to, new police station, fire services training facility, stadium, performing arts centre, library facilities, performing arts centre and commuter rail/fast ferry.

### **Q611 Parkland Development Reserve:**

#### **Purpose**

To manage cash-in-lieu of parkland dedication fees received through the development and subdivision process and for the acquisition of, and capital improvements to, parks, playgrounds and similar public purposes.

The Reserve is governed by Halifax Regional Municipality Charter Section 283.

This reserve replaced Q107 Parkland Development Reserve.

#### **Source of Funds**

Funding arises from:

- a) funds received from the sale of property;
- b) funds received under Halifax Regional Municipality Charter Section 283(1) and Regional Subdivision By-law;
- c) funds received from sale of lands no longer needed for parks, playgrounds or similar public purposes, pursuant to Halifax Regional Municipality Charter Section 283(14);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Per the Halifax Regional Municipality Charter Section 283(5): Funds are allocated for the acquisition of, and capital improvements to parks, playgrounds, and similar public purposes.

#### **Q616 Business/Industrial Parks Expansion Reserve:**

##### **Purpose**

To manage funds received from the sale of land in HRM business and industrial parks and to provide funding for the capital investment required to acquire and develop and service land for sale in HRM's business and industrial parks.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1) (3) and (4).

This reserve replaced Q121 Business/Industrial Parks Development Reserve.

#### **Source of Funds**

Funding arises from:

- a) net revenues from the sale of land in HRM business and industrial parks;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for: business and industrial park land acquisition;

- a) reimbursing operating costs to business unit for professional and other outside costs; and
- b) land servicing, development and construction costs necessary to bring the lands to market.

#### **Q621 Community and Events Reserve:**

##### **Purpose**

To provide funding to attract and host exceptional large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a multi-experiential event destination and attract tourists to HRM for multiple day visits.

To provide funding to community non-profit and public institutions in support of major capital initiatives by facilitating the development of significant community infrastructure in order to realize tangible cultural, sectoral and economic impacts on a national, provincial, regional or sectoral scale.

To provide funding to support the principles and objectives of the Cultural Plan and the HRM Public Art

Policy.

This reserve combined and replaced four reserves: Q127 Sustainable Community Reserve; Q138 Community Facility Partnership; Q312 Culture Development Reserve and Q315 Special Events Reserve.

#### **Source of Funds**

Funding arises from:

- a) a transfer of 40% of the Provincial Hotel Sales Tax (Marketing Levy);
- b) a transfer from Fiscal Services operating budget;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### **Application of Funds**

Funds are allocated for:

- a) support to events that support tourism and economic development through the Marketing Levy grant program;
- b) Cultural/Heritage projects;
- c) significant community infrastructure (non-profit and public institutions); and
- d) Public Art.

#### **Q626 Gas Tax Reserve:**

##### **Purpose**

To manage funds received under the Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds.

This reserve replaced Q134 - Gas Tax Reserve.

##### **Source of Funds**

Funding arises from:

- a) gas tax funding as per the ten-year Municipal Funding Agreement with the province of Nova Scotia (2014); and,
- b) interest accumulated in accordance with the Municipal Funding Agreement.

##### **Application of Funds**

Funds are allocated to investments in infrastructure for its construction, renewal, or material enhancement (expenditures associated with acquiring, planning, designing, constructing or renovating a tangible capital asset) in the following categories:

- a) public transit;
- b) community energy systems;
- c) water and wastewater;
- d) solid waste management;
- e) local roads and bridges;
- f) culture and tourism;
- g) recreation and amateur sport;
- h) highways;
- i) local and regional airports;
- j) short-line rail;
- k) short-sea shipping;
- l) disaster mitigation;
- m) broadband and connectivity; and
- n) brownfield redevelopment.

Funds are also allocated to investments in capacity-building related to long-term planning practices including:

- a) studies, strategies, or systems related to asset management, which may include software acquisition and implementation;
- b) training directly related to asset management planning; and
- c) long-term infrastructure plans.

**Q631 Debt Principal and Interest Repayment Reserve:**

**Purpose**

To provide funding for principal and interest payments related to debentures and the capital and other lease costs for the LED Street Light Conversion Project.

This reserve combined and replaced two reserves: Q327, LED Street Light Conversion Reserve and Q331 Strategic Infrastructure Reserve.

**Source of Funds**

Funding arises from:

- a) annual transfer from Fiscal Services operating budget equal to the projected annual savings to the Street Lighting Operating budget, currently recorded in R825, resulting from conversion to LED street lights;
- b) annual transfer from Fiscal Services operating budget in the amount that equals a 1 cent Tax Rate increase;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

**Application of Funds**

Funds are allocated for:

- a) to fund capital project costs, purchase and installation of lights, principal and interest payments and any capital lease costs related to the LED Street Lighting project; and,
- b) to fund principal and interest costs incurred related to debentures.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2019 based on the 2018/19 Proposed Operating and Capital Budgets.

HALIFAX REGIONAL MUNICIPALITY  
 PROPOSED RESERVE FUNDS BUDGET  
 April 1, 2018 to March 31, 2019

**REVISED**

	Projected Net Available Balance April 1, 2018 (rounded to nearest 100)	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2019
<b>Total Risk Reserve</b>	27,607,400	50,000	321,000	-	(1,495,700)	26,482,700
<b>Total Obligation Reserve</b>	36,092,400	12,945,700	797,700	(12,099,000)	(7,709,100)	30,027,700
<b>Total Opportunity Reserve</b>	40,053,200	93,721,060	1,651,900	(35,725,000)	(2,040,300)	97,660,860
<b>Total Reserves</b>	103,753,000	106,716,760	2,770,600	(47,824,000)	(11,245,100)	154,171,260

HALIFAX REGIONAL MUNICIPALITY  
PROPOSED RESERVE FUNDS BUDGET  
April 1, 2018 to March 31, 2019

		Projected Net Available Balance April 1, 2018 (rounded to nearest 100)	Budgeted Contributions	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance March 31, 2019
<b>Risk Reserve</b>							
Q406	Insurance and Risk Reserve	4,086,700	-	65,700	-	-	4,152,400
Q411	Police on the Job Injury Reserve	2,000,500	25,000	32,400	-	-	2,057,900
Q416	Operating Stabilization Reserve	8,869,700	25,000	140,600	-	(258,400)	8,776,900
Q421	General Contingency Reserve	12,650,500	-	82,300	-	(1,237,300)	11,495,500
	<b>Total Risk Reserve</b>	<b>27,607,400</b>	<b>50,000</b>	<b>321,000</b>	<b>-</b>	<b>(1,495,700)</b>	<b>26,482,700</b>
<b>Obligation Reserve</b>							
Q506	Landfill Closure Costs	7,003,100	-	123,200	(100,000)	(22,000)	7,004,300
Q511	Municipal Election Reserve	1,072,300	415,000	20,800	-	-	1,508,100
Q521	Convention Centre Reserve	5,645,900	3,941,000	68,200	-	(7,490,000)	2,165,100
Q526	Capital Fund Reserve	5,408,600	5,393,500	177,000	(3,819,000)	(167,100)	6,993,000
Q531	Vehicle Fleet and Equipment Reserve	1,163,400	200,000	28,300	(80,000)	-	1,311,700
Q536	Central Library Recapitalization Reserve	3,379,400	867,000	61,900	-	-	4,308,300
Q541	Building Recapitalization and Replacement Reserve	3,873,100	7,600	63,000	(250,000)	(30,000)	3,663,700
Q546	Multi District Facilities Reserve	(3,760,800)	1,016,600	33,900	(3,200,000)	-	(5,910,300)
Q551	Transit Capital Reserve	77,200	-	37,700	-	-	114,900
Q556	Solid Waste Facilities Reserve	12,230,200	1,105,000	183,700	(4,650,000)	-	8,868,900
	<b>Total Obligation Reserve</b>	<b>36,092,400</b>	<b>12,945,700</b>	<b>797,700</b>	<b>(12,099,000)</b>	<b>(7,709,100)</b>	<b>30,027,700</b>
<b>Opportunity Reserve</b>							
Q606	Strategic Capital Reserve	(11,317,500)	42,990,000	397,000	(6,975,000)	-	25,094,500
Q611	Parkland Development Reserve	2,793,900	750,000	43,500	(2,000,000)	-	1,587,400
Q616	Business/Industrial Parks Expansion Reserve	18,863,600	7,000,000	496,700	-	(53,500)	26,306,800
Q621	Community and Events Reserve	1,182,500	1,656,000	41,600	(250,000)	(1,986,800)	643,300
Q626	Gas Tax Reserve	818,100	26,551,460	71,600	(26,500,000)	-	941,160
Q631	Debt Principal and Interest Repayment Reserve	27,712,600	14,773,600	601,500	-	-	43,087,700
	<b>Total Opportunity Reserve</b>	<b>40,053,200</b>	<b>93,721,060</b>	<b>1,651,900</b>	<b>(35,725,000)</b>	<b>(2,040,300)</b>	<b>97,660,860</b>
	<b>Total Reserves</b>	<b>103,753,000</b>	<b>106,716,760</b>	<b>2,770,600</b>	<b>(47,824,000)</b>	<b>(11,245,100)</b>	<b>154,171,260</b>

# REVISED

Reserve		Withdrawals 2018/19	Amount	Total
Q416	Operating Stabilization Reserve	Operating - Police rent	258,400	258,400
Q421	General Contingency Reserve	Operating - Corporate Accommodations	352,300	
		Operating - Branch Library Services	50,000	
		Operating - Acadia Programming	65,000	
		Operating - Energy and Environment	150,000	
		Operating - Le Brun Centre	40,000	
		Operating - Councillor's Support	30,000	
		Operating - Ferry Operations	550,000	1,237,300
Q506	Landfill Closure & Post Closure Reserve	Capital - Environmental Monitoring Site, Otter Lake	100,000	
		Operating - Environmental Monitoring Site, Mengoni	22,000	122,000
Q521	Convention Centre Reserve	Operating - WTC Operating Lease	7,490,000	7,490,000
Q526	Capital Fund Reserve	Capital - Environmental Remediation	250,000	
		Capital - Road Corridor Land Acquisition	100,000	
		Capital - St. Andrew's Community Centre	1,809,000	
		Capital - Parking Technology	1,560,000	
		Capital - Regional Water Access/Beach Upgrades	100,000	
		Operating - Legal costs for properties closings	10,000	
		Operating - Real Estate costs for properties closings	157,100	3,986,100
Q531	Fleet Vehicles & Equipment Reserve	Capital - Opticom Signalization System	80,000	80,000
Q541	Building Recapitalization and Replacement Reserve	Capital - Metro Park Upgrades	100,000	
		Capital - Alderney Gate Recapitalization	150,000	
		Operating - Spencer House Renovations	30,000	280,000
Q546	Multi-District Facilities Reserve	Capital - BMO Centre	250,000	
		Capital - Dartmouth Multi Pad	100,000	
		Capital - Scotiabank Centre	2,850,000	3,200,000
Q556	Solid Waste Facilities Reserve	Capital - Additional Green Carts	400,000	
		Capital - Composting/Anaerobic Digestion Plant	250,000	
		Capital - Material Recovery Facility Repairs	50,000	
		Capital - Miller Composting Purchase	2,100,000	
		Capital - New Era Recapitalization	350,000	
		Capital - Leachate Forcemain	300,000	
		Capital - Materials Recovery Facility Purchase	1,200,000	4,650,000
Q606	Strategic Capital Reserve	Capital - Dartmouth Sportsplex	6,975,000	6,975,000
Q611	Parkland Development Reserve	Capital - Parkland Acquisition	2,000,000	2,000,000
Q616	Business/Industrial Park Expansion	Operating - Real Estate costs to cover sale of lots	53,500	53,500
Q621	Community and Events Reserve	Capital - Cultural Spaces	250,000	
		Operating - Cultural Events & Showcase Program	60,000	
		Operating - Public Art operating and program costs	240,000	
		Operating - Hallmark, Tourism and Sporting events/hosts	1,686,800	2,236,800
Q626	Gas Tax Reserve	Capital - project funding	26,500,000	26,500,000
	Total Withdrawals			59,069,100

Reserve	Contributions 2018/19	Amount	Total	
Q411	Police Officer on the Job Injury Reserve	Operating - Police Services	25,000	25,000
Q416	Operating Stabilization Reserve	Operating - EMO Services	25,000	25,000
Q511	Municipal Election Reserve	Operating - Election Office	315,000	
		Operating - Fiscal Services	100,000	415,000
Q521	Convention Centre Reserve	Operating - Fiscal Services - Tax Rate Revenue	3,941,000	3,941,000
Q526	Capital Fund Reserve	Operating - Transportation & Public Works - Loan Repayment	94,900	
		Revenue - Weir Field Rentals	20,000	
		Operating - Fiscal - Loan Repayment	21,200	
		Operating - Parking Revenue WDC	60,000	
		Revenue - 15% Mt. Hermon Cemetery funds	2,300	
		Operating - Fiscal Services (Metro Park)	1,000,000	
		Sale of Assets - Ferries	200,000	
		Sale of Assets - Land/Buildings	3,995,100	5,393,500
Q531	Fleet Vehicles & Equipment Reserve	Sale of Assets - Vehicles and Equipment	200,000	200,000
Q536	Central Library Recapitalization Reserve	Operating - Fiscal Services	867,000	867,000
Q541	Building Recapitalization and Replacement Reserve	Revenue - Spencer House and Southend Daycare rent	7,600	7,600
Q546	Multi-District Facilities Reserve	Revenue - Nustadia (BMO)	250,000	
		Revenue - Scotiabank Centre	516,600	
		Revenue - Nustadia (4-PAD)	250,000	1,016,600
Q556	Solid Waste Facilities Reserve	Operating - Fiscal	505,000	
		Revenue - Capital Cost Contribution revenue	600,000	1,105,000
Q606	Strategic Capital Reserve	Operating - Fiscal Services	6,000,000	
		Sale of Assets - Land/Buildings	36,990,000	42,990,000
Q611	Parkland Development Reserve	Revenue - Permit Fees	750,000	750,000
Q616	Business/Industrial Park Expansion Reserve	Sale of Assets - Land/Buildings	7,000,000	7,000,000
Q621	Community and Events Reserve	Operating - Fiscal Services	300,000	
		Revenue - Marketing Levy	1,356,000	1,656,000
Q626	Gas Tax Reserve	Revenue - Provincial Gas Tax Program Funding	26,551,460	26,551,460
Q631	Debt Principal and Interest Repayment Reserve	Operating - Fiscal Services	10,455,000	
		Operating - LED Savings	4,318,600	14,773,600
	<b>Total Contributions</b>			<b>106,716,760</b>



## 2018/19 Capital Budget Summary

<b>Budget Category</b>	<b>2018/19 Gross</b>	<b>2018/19 Funding</b>	<b>2018/19 Net</b>
Buildings	24,520,000	12,484,000	12,036,000
Business Tools	12,529,300	1,560,000	10,969,300
District Capital Funds	1,504,000	-	1,504,000
Equipment & Fleet	6,900,000	100,000	6,800,000
Halifax Transit	21,157,000	2,000,000	19,157,000
Parks & Playgrounds	10,208,500	3,058,500	7,150,000
Roads & Active Transportation	44,335,000	1,735,000	42,600,000
Solid Waste	4,750,000	4,750,000	-
Traffic Improvements	2,680,000	180,000	2,500,000
<b>Grand Total</b>	<b>128,583,800</b>	<b>25,867,500</b>	<b>102,716,300</b>

### Project Specific Funding

Reserves	21,424,000
Area rate	708,500
LIC	835,000
Pavement Impact Charges	900,000
Provincial Government Cost Sharing	2,000,000
	<b>25,867,500</b>

### Capital Budget Capacity

Additional Debt Approved	29,800,000
Capital From Operating	31,310,000
Cap from Op Transit	4,890,000
Gas Tax Reserve	26,500,000
Crespool	1,400,000
Cappool	600,000
Project Closures/Reductions/Deferrals	8,216,300
<b>Total Funding</b>	<b>102,716,300</b>



## Buildings

Page #	Project Name	Project #	2018/19 Work Plan	2018/19 Carry Forward	2018/19 Gross	2018/19 Funding	2018/19 Net
R1	Accessibility - HRM Facilities	CBX01154	500,000	-	500,000	-	500,000
R2	Alderney Gate Recapitalization	CBX01157	350,000	200,000	150,000	150,000	-
R3	BMO Centre	CB000064	250,000	-	250,000	250,000	-
R4	Building Recapitalization Future Years - Parks & Recreation	CB000048	-	-	-	-	-
R5	Captain William Spry Renovations	CB000023	850,000	850,000	-	-	-
R6	Central Library Replacement	CB000086	150,000	150,000	-	-	-
R7	Cole Harbour Place	CB000045	1,450,000	-	1,450,000	-	1,450,000
R8	Consulting - Buildings	CBX01268	100,000	-	100,000	-	100,000
R9	Corporate Accommodations	CB000047	1,975,000	1,975,000	-	-	-
R10	Cultural Spaces Plan	CB000078	-	-	-	-	-
R11	Dartmouth Multi-Pad	CB000049	100,000	-	100,000	100,000	-
R12	Dartmouth North Community Centre Upgrades	CB000075	600,000	-	600,000	-	600,000
R13	Dartmouth Sportsplex Revitalization	CB000006	9,653,900	2,678,900	6,975,000	6,975,000	-
R14	Eastern Passage High School Enhancements	CB000007	-	-	-	-	-
R15	Energy Efficiency Initiatives	CBX01161	458,000	458,000	-	-	-
R16	Environmental Remediation/Building Demolition	CBX01162	1,250,000	1,000,000	250,000	250,000	-
R17	Fire Station 2, University Ave. Recapitalization	CB000052	1,570,000	570,000	1,000,000	-	1,000,000
R18	Fire Station Functional Improvements	CB000088	250,000	-	250,000	-	250,000
R19	Fire Station Land Acquisition	CBX01102	825,000	825,000	-	-	-
R20	Fire Station Replacements	CB000065	2,000,000	2,000,000	-	-	-
R21	General Building Recapitalization	CB000090	500,000	-	500,000	-	500,000
R22	Halifax City Hall and Grand Parade Restoration	CBX01046	1,170,000	970,000	200,000	-	200,000
R23	Halifax Forum Redevelopment	CBX01340	-	-	-	-	-
R24	HRFE Future Buildings Recapitalization	CB000057	-	-	-	-	-
R25	HRM Depot Upgrades	CBX01170	1,075,000	950,000	125,000	-	125,000
R26	Lakeside Community Centre Recapitalization	CB000085	-	-	-	-	-
R27	Library Masterplan Implementation	CB000077	-	-	-	-	-
R28	MacKintosh Depot Replacement	CB000089	750,000	-	750,000	-	750,000
R29	Mechanical	CBX01269	167,000	167,000	-	-	-
R30	Metropark Upgrades	CB000073	100,000	-	100,000	100,000	-
R31	Multi-District Facilities (MDF)-Upgrades	CB000002	1,980,000	-	1,980,000	-	1,980,000
R32	Musquodoboit Harbour Library Refurbishment	CB000070	-	-	-	-	-
R33	Needham Community Centre Recapitalization	CB000009	-	-	-	-	-
R34	Police Headquarters	CB000022	-	-	-	-	-
R35	Power House Recapitalization	CB000032	525,000	275,000	250,000	-	250,000
R36	Regional Heritage Museum	CB000076	-	-	-	-	-
R37	Regional Library Facility Upgrade	CBX01165	1,200,000	-	1,200,000	-	1,200,000
R38	Regional Park Washrooms	CB000010	-	-	-	-	-
R39	Roof Recapitalization	CBX01272	700,000	700,000	-	-	-
R40	Sackville Sports Stadium	CB000060	615,000	75,000	540,000	-	540,000
R41	Sambro/Harrietsfield Fire Station	CB000079	4,000,000	2,500,000	1,500,000	-	1,500,000
R42	Scotiabank Centre	CB000028	3,150,000	300,000	2,850,000	2,850,000	-
R43	Sheet Harbour Rec Centre	CB000080	100,000	-	100,000	-	100,000
R44	Site Work	CBX01271	140,000	140,000	-	-	-
R45	South Peninsula School Gym Enhancement	CB000084	-	-	-	-	-
R46	St. Andrew's Community Centre Renovation	CB000011	3,100,000	300,000	2,800,000	1,809,000	991,000
R47	St. Mary's Boat Club	CB000004	-	-	-	-	-
R48	Stadium	CB000012	-	-	-	-	-
R49	Structural Upgrades	CBX01270	250,000	250,000	-	-	-
R50	Wharf Recapitalization	CB000087	-	-	-	-	-
			41,853,900	17,333,900	24,520,000	12,484,000	12,036,000

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Accessibility - HRM Facilities
<b>Project Number:</b>	CBX01154
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Darren Young

**Project Summary:**

Scope of Work for 2018/19 includes: 1) Continuation of the automatic door operator program, 2) Work identified during the 2017/18 audits of library buildings, and 3) Washroom upgrades for gender neutral.

**Total Capital Budget Request: (5 Years) \$** 2,818,000

**Supports Outcome Area:** Social Development (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	500,000	500,000	600,000	600,000	618,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	500,000	500,000	600,000	600,000	618,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	636,000	655,000	675,000	695,000	695,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	636,000	655,000	675,000	695,000	695,000

**Detailed Work Plan:**

	2018/19	2019/20
Upgrades associated with 2017/18 Library building audits	150,000	-
Washroom upgrades (All Gender's)	190,000	-
Continuation of automatic door operator installations on HRM buildings	100,000	-
Pool Pod - Captain William Spry Community Centre	60,000	-
Work plan to be developed in 2018/19	-	500,000
<b>Total Estimated Work Plan</b>	<b>500,000</b>	<b>500,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>500,000</b>	<b>500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Alderney Gate Recapitalization
<b>Project Number:</b>	CBX01157
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Diane Moulton

**Project Summary:**

Projects at Alderney Gate will focus on building envelope and a refresh of common spaces to maintain the building in good repair and improve interior conditions for public, customers, staff and tenants.

**Total Capital Budget Request: (5 Years) \$**

2,400,000

**Supports Outcome Area:**

Governance and Engagement (Council Priority)

**Project Status:**

Preliminary

**Approximate accuracy of budget estimate**

+-25%

**Capital Costs - Cash Flow**

**Fiscal Year**

	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	150,000	750,000	500,000	500,000	500,000

**Funding Source:**

Reserve Q541 - Building Recapitalization and Replacement Reserve	150,000	750,000	500,000	500,000	500,000
	-	-	-	-	-
<b>Total Funding:</b>	150,000	750,000	500,000	500,000	500,000
<b>Net Budget:</b>	-	-	-	-	-

**Fiscal Year**

	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	500,000

**Funding Source:**

Reserve Q541 - Building Recapitalization and Replacement Reserve	500,000	500,000	500,000	500,000	500,000
	-	-	-	-	-
<b>Total Funding:</b>	500,000	500,000	500,000	500,000	500,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Lobby refresh	75,000	750,000
Fire panel upgrade	75,000	-
Mechanical upgrades	200,000	-
<b>Total Estimated Work Plan</b>	<b>350,000</b>	<b>750,000</b>
Less: Projected Carry Forward from Previous Years	200,000	N/A
<b>Gross Budget Request</b>	<b>150,000</b>	<b>750,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	BMO Centre
<b>Project Number:</b>	CB000064
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Darren Young

### Project Summary:

There is a contractual agreement which requires Nustadia Recreation Inc. to maintain the BMO Centre to meet the recreation needs of HRM citizens. The agreement states Nustadia is responsible for all capital work in the building and HRM is liable for all capital costs. Reserve Q546 Multi-District Facilities Reserve has been set up and would be the source of funding for these capital items.

**Total Capital Budget Request: (5 Years) \$** 1,250,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-10%

### Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	250,000	250,000	250,000	250,000	250,000
<b>Funding Source:</b>					
Reserve Q546 - Multi-District Facilities Reserve	250,000	250,000	250,000	250,000	250,000
	-	-	-	-	-
<b>Total Funding:</b>	250,000	250,000	250,000	250,000	250,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	250,000	250,000	250,000	250,000	250,000
<b>Funding Source:</b>					
Reserve Q546 - Multi-District Facilities Reserve	250,000	250,000	250,000	250,000	250,000
	-	-	-	-	-
<b>Total Funding:</b>	250,000	250,000	250,000	250,000	250,000
<b>Net Budget:</b>	-	-	-	-	-

### Detailed Work Plan:

	2018/19	2019/20
Condenser tower replacement	180,000	250,000
Rebuild machine gate - Arena A	20,000	-
Upgrade Wi-fi coverage	20,000	-
Floor cleaner	10,000	-
Reel Clean system for dressing rooms	5,000	-
Merry Chef for canteen	10,000	-
Replace beach volleyball posts	5,000	-
<b>Total Estimated Work Plan</b>	<b>250,000</b>	<b>250,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>250,000</b>	<b>250,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Building Recapitalization Future Years - Parks & Recreation
<b>Project Number:</b>	CB000048
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

The Municipality undertook a Building Condition Assessment program to develop a state of good repair recapitalization program for municipal buildings. The data formulated a recapitalization plan, which addresses priority buildings for recapitalization and integrates systematic building projects, to maintain the assets. This project is the execution of years 2 to 5 of the recapitalization plan. This scope covers recapitalization of the facility and does not include any service improvements.

<b>Total Capital Budget Request: (5 Years) \$</b>	7,880,000
<b>Supports Outcome Area:</b>	Healthy, Liveable Communities (Council Priority)
<b>Project Status:</b>	Conceptual
<b>Approximate accuracy of budget estimate</b>	+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	2,600,000	2,600,000	2,680,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	2,600,000	2,600,000	2,680,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	2,760,000	2,845,000	2,930,000	3,015,000	3,015,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,760,000	2,845,000	2,930,000	3,015,000	3,015,000

**Detailed Work Plan:**

	2018/19	2019/20
Work plan to be developed in future years	-	-
<b>Total Estimated Work Plan</b>	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Captain William Spry Renovations
<b>Project Number:</b>	CB000023
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Michael MacDonald

### Project Summary:

Captain William Spry Community Centre was constructed in 1985 to meet the recreation needs of the community. This project will 1) improve the state of good repair of the locker rooms, 2) reduce maintenance costs due to the age of the existing materials and 3) improve accessibility. An interior renovation and addition is proposed to relocate the locker rooms in order to minimize the loss of programming space for swimming.

**Total Capital Budget Request: (5 Years) \$**

1,250,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+-35%

### Capital Costs - Cash Flow

**Fiscal Year**

	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	1,250,000	-	-	-

**Funding Source:**

	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	1,250,000	-	-	-

**Fiscal Year**

	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-

**Funding Source:**

	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

### Detailed Work Plan:

	2018/19	2019/20
Funding for tendering to be carried forward to 2019/20	850,000	-
Tender for construction	-	2,100,000
<b>Total Estimated Work Plan</b>	<b>850,000</b>	<b>2,100,000</b>
Less: Projected Carry Forward from Previous Years	850,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>1,250,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Central Library Replacement
<b>Project Number:</b>	CB000086
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Michael MacDonald

**Project Summary:**

Halifax Central Library was opened to the public in December 2014 and has become a focal point for the community. The original scope of work for the construction of Central Library included funding for a custom sign in the plaza facing Spring Garden Road. The creation of the sign was deferred, as the Library was in the process of modernizing its logo and brand. The sign has now been designed, and reflects the Library as a welcoming and inclusive environment that celebrates diversity, where community members feel empowered by knowledge and their experiences. The design has been approved and installation will begin April 2018.

**Total Capital Budget Request: (5 Years) \$**

-

**Supports Outcome Area:**

Governance and Engagement (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Installation of a Pylon Sign at the Spring Garden Road Central Library	150,000	-
<b>Total Estimated Work Plan</b>	<b>150,000</b>	-
Less: Projected Carry Forward from Previous Years	150,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Cole Harbour Place
<b>Project Number:</b>	CB000045
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Nick Allen

**Project Summary:**

This project includes the review of the building assessments, engagement of consultants, developing a project plan and construction activities. Ice slab and dasher board replacements are to occur in the summer of 2018.

**Total Capital Budget Request: (5 Years) \$**

2,200,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Design

**Approximate accuracy of budget estimate**

+/-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,450,000	750,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,450,000	750,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
New ice slab and dasher boards in Scotia One	1,300,000	-
New reflective ceiling and misc. updates for structural work	150,000	-
Mechanical and architectural upgrades	-	750,000
<b>Total Estimated Work Plan</b>	<b>1,450,000</b>	<b>750,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>1,450,000</b>	<b>750,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Consulting - Buildings
<b>Project Number:</b>	CBX01268
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

This account supports multiple service improvement and state of good repair projects that require external consultants to initiate or complete smaller scaled projects that have not been identified or previously assigned. The funding is also for external consultants when there are no internal HRM Project Management resources to achieve service levels required by internal clients.

**Total Capital Budget Request: (5 Years) \$**

500,000

**Supports Outcome Area:**

Governance and Engagement (Council Priority)

**Project Status:**

Conceptual

**Approximate accuracy of budget estimate**

+/-25%

**Capital Costs - Cash Flow**

**Fiscal Year**

	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000

**Funding Source:**

	-	-	-	-	-
	-	-	-	-	-

**Total Funding:**

	-	-	-	-	-
<b>Net Budget:</b>	100,000	100,000	100,000	100,000	100,000

**Fiscal Year**

	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000

**Funding Source:**

	-	-	-	-	-
	-	-	-	-	-

**Total Funding:**

	-	-	-	-	-
<b>Net Budget:</b>	100,000	100,000	100,000	100,000	100,000

**Detailed Work Plan:**

	2018/19	2019/20
Programming/feasibility studies, business plans, project management, design work, building condition assessments	100,000	100,000
<b>Total Estimated Work Plan</b>	<b>100,000</b>	<b>100,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>100,000</b>	<b>100,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Corporate Accommodations
<b>Project Number:</b>	CB000047
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Marcia Connolly

**Project Summary:**

This project will support staff relocations, and office and municipal service configuration. A detailed assessment is underway which will define and outline a corporate accommodations strategy.

**Total Capital Budget Request: (5 Years) \$** 9,500,000

**Supports Outcome Area:** Governance and Engagement (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	2,000,000	2,000,000	5,000,000	500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	2,000,000	2,000,000	5,000,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	515,000	530,000	545,000	560,000	560,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	515,000	530,000	545,000	560,000	560,000

<b>Detailed Work Plan:</b>	<b>2018/19</b>	<b>2019/20</b>
Acadia Centre - Bedford	475,000	-
Human Resources - Queens Square, Dartmouth	350,000	-
Parks & Recreation - Alderney 6th Floor, Dartmouth	300,000	-
Director Suites - Alderney 6th Floor, Dartmouth	700,000	-
Fire Prevention - Location to be determined	150,000	-
Finance & Asset Management - Alderney 5th & 6th Floor, Dartmouth	-	1,700,000
Additional projects to be identified in 2018/19	-	300,000
<b>Total Estimated Work Plan</b>	<b>1,975,000</b>	<b>2,000,000</b>
Less: Projected Carry Forward from Previous Years	1,975,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>2,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Cultural Spaces Plan
<b>Project Number:</b>	CB000078
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

On July 29, 2014, Regional Council approved the Strategic Capital Projects Plan because of the number of large scale projects being proposed for the Municipality. These projects could not be absorbed in the existing capital planning process being infrastructure related, involving multiple business units and affecting all communities. Regional Council believed the Municipality, being a Capital City, and experiencing continued growth, should plan for projects such as stadiums, commuter rails, and new or repurposed cultural spaces. Timelines for these projects are within the new 10 year Capital Budget time frame.

During the same meeting, Regional Council directed staff to develop a Cultural Spaces Plan includes completion of a needs assessment, feasibility studies and identify potential partners and service delivery models that may include new cultural spaces and/or recapitalization of existing facilities. The outcome of that plan may include construction of new cultural facility, estimated at \$50M, and only \$5M has been included for design work in the final year of the ten year plan.

A business case would be required for Council to initiate a new cultural facility, including evaluations on the need, cost-benefit, risk, economic impact, partnership opportunities and updated cost estimates.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Economic Development (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	5,000,000	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	5,000,000	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	5,000,000	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
<b>Total Estimated Work Plan</b>	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Dartmouth Multi-Pad
<b>Project Number:</b>	CB000049
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Darren Young

**Project Summary:**

Construction of a new 4Pad arena on Commodore Drive. Project includes the integration of a new building, that will meet the program requirements for the arenas, along with the existing infrastructure (all-weather fields and volley ball courts). This project is a major deliverable of the Long Term Arena Strategy.

**Total Capital Budget Request: (5 Years) \$**

1,100,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Project Underway

**Approximate accuracy of budget estimate**

+5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	100,000	250,000	250,000	250,000	250,000
<b>Funding Source:</b>					
Reserve	100,000	250,000	250,000	250,000	250,000
	-	-	-	-	-
<b>Total Funding:</b>	100,000	250,000	250,000	250,000	250,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	250,000	250,000	250,000	250,000	250,000
<b>Funding Source:</b>					
Reserve	250,000	250,000	250,000	250,000	250,000
	-	-	-	-	-
<b>Total Funding:</b>	250,000	250,000	250,000	250,000	250,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Planned Life Cycle cost	100,000	250,000
<b>Total Estimated Work Plan</b>	<b>100,000</b>	<b>250,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>100,000</b>	<b>250,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Dartmouth North Community Centre Upgrades
<b>Project Number:</b>	CB000075
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Business Reasons for Project	<ol style="list-style-type: none"> <li>1. Programming - the existing facility was constructed in 1995; does not meet the needs of the community</li> <li>2. Recapitalization - renovation of the interior of the facility to reduce operating and maintenance costs</li> <li>3. Safety – Crime prevention through environmental design (CPTED), multi building entries, playground is not compliant</li> <li>4. Accessibility – Playground and site</li> <li>5. Funding - secured cost sharing from partners</li> </ol>
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**Total Capital Budget Request: (5 Years) \$** 600,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	600,000	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	600,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Phase 2 - Interior – Renovation of the interior of the facility to improve service delivery including:	600,000	-
- new main entrance	-	-
- removal of non structural wall	-	-
- refresh of meeting spaces	-	-
- update kitchen	-	-
- new combined reception area	-	-
<b>Total Estimated Work Plan</b>	<b>600,000</b>	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>600,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Dartmouth Sportsplex Revitalization
<b>Project Number:</b>	CB000006
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Greg Mackay

**Project Summary:**

Renovation and expansion of the Dartmouth Sportsplex. Specific areas include:

- New gymnasium, entrance and lobby space, fitness/cardio rooms overlooking Wyse Road
- Renovated locker/change room, repainting/replacing existing metal roofing.

Through the renewal of the building, the following outcomes are expected to be achieved:

- Improve overall community and member-based recreation program delivery
- Make the building more inviting and accessible to the public
- Improve multi-use space for all age groups, including seniors programs
- Improve the state of good repair
- Increase number of users of the facility,

Tender issued Dec. 2016, work planned to start Apr. 2017, and work completed for Sept. 2018.

**Total Capital Budget Request: (5 Years) \$** 6,975,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Project Underway

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	6,975,000	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	6,975,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	6,975,000	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Completion of tender (building envelope, mechanical and electrical systems, interiors, signage, fitness equipment, furnitures, fixtures and equipment (FFE), commissioning)	7,178,900	-
Anticipated additional construction costs	900,000	-
Parking lot improvements - paving and accessibility	700,000	-
Additional FFE (fitness equipment, office furniture, gym equipment)	575,000	-
Contingency for project completion	300,000	-
<b>Total Estimated Work Plan</b>	<b>9,653,900</b>	-
Less: Projected Carry Forward from Previous Years	<b>2,678,900</b>	N/A
<b>Gross Budget Request</b>	<b>6,975,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Eastern Passage High School Enhancements
<b>Project Number:</b>	CB000007
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

### Project Summary:

On January 15, 2013, Regional Council approved entering into a partnership with the Province of Nova Scotia, to facilitate high school enhancements in response to the Cole Harbour Needs Assessment. The proposed enhancement of the gymnasium for the Eastern Passage High School creates an additional full gymnasium for school and community use. HRM contribution is to be paid once the school is completed.

**Total Capital Budget Request: (5 Years) \$**

630,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Project Underway

**Approximate accuracy of budget estimate**

+5%

### Capital Costs - Cash Flow

**Fiscal Year**

	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	630,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	630,000	-	-	-

**Total Funding:**

**Net Budget:**

**Fiscal Year**

	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Total Funding:**

**Net Budget:**

### Detailed Work Plan:

	2018/19	2019/20
HRM's contribution to HRSB for an enhanced gym	-	630,000
<b>Total Estimated Work Plan</b>	-	<b>630,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>630,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Energy Efficiency Initiatives
<b>Project Number:</b>	CBX01161
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Shannon Miedema

**Project Summary:**

Energy efficiency and green energy projects can include natural gas conversions, HVAC upgrades, water conservation and lighting upgrades, as well as district energy and renewable energy initiatives. This work reduces reliance on fossil fuels resulting in decreased operating costs and greenhouse gas emissions. This account also allows HRM to capitalize on relevant funding opportunities and to pilot innovative technologies.

**Total Capital Budget Request: (5 Years) \$** 2,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	500,000	500,000	500,000	500,000
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	-	500,000	500,000	500,000	500,000
	-	-	-	-	-
<b>Total Funding:</b>	-	500,000	500,000	500,000	500,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	500,000
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	500,000	500,000	500,000	500,000	500,000
	-	-	-	-	-
<b>Total Funding:</b>	500,000	500,000	500,000	500,000	500,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Energy efficient upgrades and initiatives:	-	-
Lighting upgrades, gas conversions, energy management upgrades, recommissioning of systems and other green energy initiatives	458,000	500,000
Onsite Energy Manager (OEM) through Efficiency Nova Scotia program	-	-
<b>Total Estimated Work Plan</b>	<b>458,000</b>	<b>500,000</b>
Less: Projected Carry Forward from Previous Years	458,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Environmental Remediation/Building Demolition
<b>Project Number:</b>	CBX01162
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Projects include the demolition of several smaller scaled facilities and the completion of projects that were initiated in previous years. This includes the removal and remediation for underground storage tanks at sites that are proceeding through the Administrative Order 50 (AO50) , the disposal of surplus real property.

**Total Capital Budget Request: (5 Years) \$**

1,860,000

**Supports Outcome Area:**

Governance and Engagement (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	250,000	400,000	400,000	400,000	410,000
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	250,000	400,000	400,000	400,000	410,000
	-	-	-	-	-
<b>Total Funding:</b>	250,000	400,000	400,000	400,000	410,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	425,000	435,000	450,000	465,000	465,000
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	425,000	435,000	450,000	465,000	465,000
	-	-	-	-	-
<b>Total Funding:</b>	425,000	435,000	450,000	465,000	465,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Buildings identified through the AO50 process	1,250,000	-
Future buildings identified through the AO50 process	-	400,000
<b>Total Estimated Work Plan</b>	<b>1,250,000</b>	<b>400,000</b>
Less: Projected Carry Forward from Previous Years	<b>1,000,000</b>	N/A
<b>Gross Budget Request</b>	<b>250,000</b>	<b>400,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fire Station 2, University Ave. Recapitalization
<b>Project Number:</b>	CB000052
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Fire Services has identified Station #2 on University Ave. as a station that not only requires recapitalization but also improvements to the functionality of the space on the upper floor and improved exiting. The project will include renovations to the station to accommodate two full crews of four people for a total of eight people. To undertake this renovation, temporary accommodations for staff will be required on site and/or in adjacent stations to maintain service levels; 1) improvements to the kitchen/dining quarters; 2) improvements to the washrooms and locker rooms; 3) construction and fit-out of a training room and fitness area.

**Total Capital Budget Request: (5 Years) \$** 1,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,000,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,000,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Renovations to Fire Station #2, including: Second floor renovations, crew accommodations, kitchen upgrades, training room and fitness area, improved exiting, and temporary accommodations to maintain service levels	-	-
<b>Total Estimated Work Plan</b>	1,570,000	-
Less: Projected Carry Forward from Previous Years	570,000	N/A
<b>Gross Budget Request</b>	<b>1,000,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fire Station Functional Improvements
<b>Project Number:</b>	CB000088
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

This project includes renovations to accommodate operational improvements with respect to washrooms, bedrooms, equipment storage and kitchens.

**Total Capital Budget Request: (5 Years) \$**

250,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Conceptual

**Approximate accuracy of budget estimate**

+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	250,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	250,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Fire station operational improvements at West Street (FS#3), Duffus Street (FS#4), Bayers Rd (FS#5) and Second St (FS#14).	250,000	-
<b>Total Estimated Work Plan</b>	<b>250,000</b>	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>250,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fire Station Land Acquisition
<b>Project Number:</b>	CBX01102
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

The purchase of land for construction of new fire stations. The focus for 18/19 will be to purchase land for a new Fire Station #8 (currently located on Convoy Run, Bedford).

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Land acquisition	825,000	-
<b>Total Estimated Work Plan</b>	<b>825,000</b>	-
Less: Projected Carry Forward from Previous Years	825,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fire Station Replacements
<b>Project Number:</b>	CB000065
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

The scope of this project includes the following initiatives:

1) As part of the overall response time strategy HRM plans to concurrently construct two new fire stations during 2019/2020, with one of them to replace Station #8 (Convoy Run), at an approximate cost of 4.5 Million each.

2) In 2020/2021, expand the fire training facility located at fire station #7 (Knightsridge) and construct a new fire training facility at an approximate cost of \$ 4 Million to further improve the fire training capacities for career and volunteer firefighters and consolidate training staff at one location. A LPG (propane gas) and Class A (wood) burn building will also be required at the Fire Training Facility at an additional cost of \$1 Million.

**Total Capital Budget Request: (5 Years) \$** 14,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	9,000,000	5,000,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	9,000,000	5,000,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Carry forward from previous years for design	2,000,000	-
Tender Fire Stations #8 & #9 and begin construction	-	9,000,000
<b>Total Estimated Work Plan</b>	<b>2,000,000</b>	<b>9,000,000</b>
Less: Projected Carry Forward from Previous Years	2,000,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>9,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	General Building Recapitalization
<b>Project Number:</b>	CB000090
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

This account will address general building recapitalization of HRM facilities and will eventually replace the mechanical, electrical, site work, structural, architectural interior and architectural exterior accounts.

**Total Capital Budget Request: (5 Years) \$** 2,500,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	500,000	500,000	500,000	500,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	500,000	500,000	500,000	500,000	500,000

**Detailed Work Plan:**

	2018/19	2019/20
Address minor recapitalization of HRM facilities such as building envelope upgrades, replacement of mechanical and electrical systems and interior refresh.	500,000	500,000
<b>Total Estimated Work Plan</b>	<b>500,000</b>	<b>500,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>500,000</b>	<b>500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Halifax City Hall and Grand Parade Restoration
<b>Project Number:</b>	CBX01046
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

HRM is in the final phases of the multi-year project to improve the state of good repair in City Hall and the Grand Parade. Prior to the recapitalization work, City Hall was in a poor state of repair and many of the building mechanical systems, insulation, building envelope and security systems were at the end of their life cycle. Many of the areas in the building have been renovated.

**Total Capital Budget Request: (5 Years) \$** 1,950,000

**Supports Outcome Area:** Governance and Engagement (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	200,000	250,000	500,000	500,000	500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	200,000	250,000	500,000	500,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	100,000	100,000	100,000	100,000	100,000

**Detailed Work Plan:**

	2018/19	2019/20
Renovations of Level 1	775,000	-
Mechanical, electrical and exterior upgrades	325,000	-
Consulting	70,000	-
Work plan to be developed in 2018/19	-	250,000
<b>Total Estimated Work Plan</b>	<b>1,170,000</b>	<b>250,000</b>
Less: Projected Carry Forward from Previous Years	970,000	N/A
<b>Gross Budget Request</b>	<b>200,000</b>	<b>250,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Halifax Forum Redevelopment
<b>Project Number:</b>	CBX01340
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Halifax Regional Council, July 29, 2014 (COW) motion put and passed, "Direct staff to commence planning for the renovation of the Halifax Forum as a multi-year planned strategic project based on the Forum Community Association submission and developed to ensure the best design, plan, and possible on site partnerships for the Forum site including possible mixed use opportunities, targeted for completion in 2019."

**Total Capital Budget Request: (5 Years) \$**

44,000,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Conceptual

**Approximate accuracy of budget estimate**

+/-50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	4,000,000	20,000,000	20,000,000	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	4,000,000	20,000,000	20,000,000	-
	-	-	-	-	-
<b>Total Funding:</b>	-	4,000,000	20,000,000	20,000,000	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Request for proposal for design services	-	4,000,000
<b>Total Estimated Work Plan</b>	-	<b>4,000,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>4,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	HRFE Future Buildings Recapitalization
<b>Project Number:</b>	CB000057
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

With 52 fire stations in HRM, recapitalization of these structures is an on-going requirement. In 2012, the Municipality undertook a Building Condition Assessment program to develop a state of good repair recapitalization program for municipal buildings. The data formulated a recapitalization plan which addresses priority buildings for recapitalization and integrates systematic building projects to maintain the assets. This scope covers recapitalization of the facility and does not include any service improvements.

**Total Capital Budget Request: (5 Years) \$** 6,045,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	1,500,000	1,500,000	1,500,000	1,545,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	1,500,000	1,500,000	1,500,000	1,545,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	1,590,000	1,640,000	1,690,000	1,740,000	1,740,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,590,000	1,640,000	1,690,000	1,740,000	1,740,000

<b>Detailed Work Plan:</b>	2018/19	2019/20
Recapitalization of various fire stations based on building condition assessment	-	1,500,000
<b>Total Estimated Work Plan</b>	-	<b>1,500,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>1,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	HRM Depot Upgrades
<b>Project Number:</b>	CBX01170
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

HRM depots accommodate administration, storage and service/repair to improve and maintain municipal assets. Facility Condition Index assessments that indicate state of good repair and functional improvements are needed to address service requirements. The projects will accommodate staff relocations and office/service reconfigurations.

**Total Capital Budget Request: (5 Years) \$** 1,125,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	125,000	-	-	500,000	500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	125,000	-	-	500,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	500,000	500,000	500,000	500,000	500,000

**Detailed Work Plan:**

	2018/19	2019/20
Cowie Hill - Phase II Renovations	175,000	-
Turner Drive - Improvements to locker rooms, lunchrooms and washrooms and stairwells	650,000	-
Thornhill - Office renovations and functional improvements	250,000	-
<b>Total Estimated Work Plan</b>	<b>1,075,000</b>	-
Less: Projected Carry Forward from Previous Years	950,000	N/A
<b>Gross Budget Request</b>	<b>125,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Lakeside Community Centre Recapitalization
<b>Project Number:</b>	CB000085
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

The existing Beechville Lakeside Timberlea (BLT) Community Centre is located in a former school that is aging and not configured to meet community recreation requirements. Recreation needs in the area continue to increase as the community grows. This project will replace the old BLT Centre with a new purpose built recreation centre consistent with the findings of the Community Facilities Master Plan II.

**Total Capital Budget Request: (5 Years) \$**

2,000,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Conceptual

**Approximate accuracy of budget estimate**

+-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	1,000,000	-	-	1,000,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	1,000,000	-	-	1,000,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	10,000,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	10,000,000	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Land acquisition	-	1,000,000
<b>Total Estimated Work Plan</b>	-	<b>1,000,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>1,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Library Masterplan Implementation
<b>Project Number:</b>	CB000077
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Terry Gallagher

### Project Summary:

Halifax Public Libraries (HPL) currently provides approximately 300,000 gross square feet in 14 locations at a replacement value of approximately \$100,000,000. The Facilities Master Plan identified a new branch for Bedford as one of the top priorities. This new facility would replace the existing leased accommodation that is undersized and does not meet the current needs of the community. Funding in 2019/20 would continue the process of hiring consultants to define the service gap and commence the process of defining and procuring a new site.

**Total Capital Budget Request: (5 Years) \$**

34,000,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Conceptual

**Approximate accuracy of budget estimate**

+-50%

### Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	1,500,000	-	15,000,000	17,500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	1,500,000	-	15,000,000	17,500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	8,600,000	8,000,000	900,000	3,000,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	8,600,000	8,000,000	900,000	3,000,000	-

### Detailed Work Plan:

	2018/19	2019/20
New Bedford branch - Consultant Services	-	500,000
New Bedford branch - Purchase of land	-	1,000,000
<b>Total Estimated Work Plan</b>	-	<b>1,500,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>1,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	MacKintosh Depot Replacement
<b>Project Number:</b>	CB000089
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

This account covers the replacement of the existing MacKintosh Depot and associated site works.

**Total Capital Budget Request: (5 Years) \$** 13,500,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	750,000	10,750,000	2,000,000	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	750,000	10,750,000	2,000,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Design	750,000	-
Construction Year 1	-	10,750,000
<b>Total Estimated Work Plan</b>	<b>750,000</b>	<b>10,750,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>750,000</b>	<b>10,750,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Mechanical
<b>Project Number:</b>	CBX01269
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Recapitalization of mechanical systems in HRM owned and operated buildings. Due to the age of many of the facilities, the mechanical systems have reached the end of their useful life and are in need of replacement. This account funds the recapitalization of these failing systems on an as needed basis.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Governance and Engagement (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Replacement and upgrades of mechanical equipment including Halifax Regional Police Headquarter's chiller and miscellaneous air handling units and controls replacements.	167,000	-
<b>Total Estimated Work Plan</b>	<b>167,000</b>	-
Less: Projected Carry Forward from Previous Years	167,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Metropark Upgrades
<b>Project Number:</b>	CB000073
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Recapitalization of the Metropark structure based upon the recommendations from the operator. The facility is owned by HRM and is operated by the Hardman Group Limited under a Management Agreement. Revenues from the parkade fund the Building Recapitalization and Replacement Reserve (Q541) which in turn funds the capital improvements.

**Total Capital Budget Request: (5 Years) \$**

500,000

**Supports Outcome Area:**

Governance and Engagement (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+/-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000
<b>Funding Source:</b>					
Reserve Q541 - Building Recapitalization and Replacement Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-
<b>Total Funding:</b>	100,000	100,000	100,000	100,000	100,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000
<b>Funding Source:</b>					
Reserve Q541 - Building Recapitalization and Replacement Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-
<b>Total Funding:</b>	100,000	100,000	100,000	100,000	100,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Work plan is based upon maintenance items as recommended to HRM by the operator	100,000	100,000
<b>Total Estimated Work Plan</b>	<b>100,000</b>	<b>100,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>100,000</b>	<b>100,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Multi-District Facilities (MDF)-Upgrades
<b>Project Number:</b>	CB000002
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

The continuation of the multi-year recapitalization of HRM Multi-District facilities and other recreation facilities that do not have discrete account for the improving of the state of good repair. Due to the age of many of the facilities, they require improvements to the major building systems to continue to provide service to the residents of HRM.

**Total Capital Budget Request: (5 Years) \$** 6,010,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,980,000	1,000,000	1,000,000	1,000,000	1,030,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,980,000	1,000,000	1,000,000	1,000,000	1,030,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	1,060,000	1,090,000	1,125,000	1,160,000	1,160,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,060,000	1,090,000	1,125,000	1,160,000	1,160,000

**Detailed Work Plan:**

	2018/19	2019/20
St. Margaret's Centre pool	180,000	-
Spryfield Lions Arena structural upgrade	1,800,000	-
Work plan to be developed in 2018/19	-	1,000,000
<b>Total Estimated Work Plan</b>	<b>1,980,000</b>	<b>1,000,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>1,980,000</b>	<b>1,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Musquodoboit Harbour Library Refurbishment
<b>Project Number:</b>	CB000070
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Terry Gallagher

**Project Summary:**

This twenty year old library requires a renovation and refurbishment to more efficiently and effectively meet customer demands. A new layout and redesign will ensure Musquodoboit Harbour Library continues to play an integral role in the community as a community gathering place offering technology, programming and collections.

**Total Capital Budget Request: (5 Years) \$**

250,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Conceptual

**Approximate accuracy of budget estimate**

+-50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	250,000	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	250,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
<b>Total Estimated Work Plan</b>	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Needham Community Centre Recapitalization
<b>Project Number:</b>	CB000009
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

The Needham Community Centre was built in 1975 and for some time has not met community needs. The current building is not accessible, costly to maintain and would require significant renovations to meet current standards. The Peninsula Recreation Review, completed in 2011, supported the needs for a recreation centre in that area and recommended the replacement of this aging and inefficient facility.

**Total Capital Budget Request: (5 Years) \$** 23,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	1,000,000	2,000,000	20,000,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	1,000,000	2,000,000	20,000,000	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
Request for proposal design services	-	1,000,000
<b>Total Estimated Work Plan</b>	-	<b>1,000,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>1,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Police Headquarters
<b>Project Number:</b>	CB000022
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Determine the most operationally effective, cost-effective and efficient configuration and location of police facilities to support the long-term delivery of policing service in the Regional Municipality. A business case will present options for replacement facilities.

**Total Capital Budget Request: (5 Years) \$**

5,000,000

**Supports Outcome Area:**

Governance and Engagement (Council Priority)

**Project Status:**

Conceptual

**Approximate accuracy of budget estimate**

+/-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	5,000,000	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	5,000,000	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	5,000,000	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	45,000,000	30,000,000
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	45,000,000	30,000,000
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	45,000,000	30,000,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
<b>Total Estimated Work Plan</b>	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Power House Recapitalization
<b>Project Number:</b>	CB000032
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

The Power House was built between 1902-1903 for Richard Power, the Superintendent of the Halifax Public Gardens. The building is ornately decorated with Dutch gable dormers with curved parapets; and has patterned multi-colored brick work. It is the only heritage structure of its kind within HRM. Previous projects completed the exterior recapitalization of the building. These funds will be used to complete the interior recapitalization work.

**Total Capital Budget Request: (5 Years) \$**

250,000

**Supports Outcome Area:**

Economic Development (Council Priority)

**Project Status:**

Pre-Tender

**Approximate accuracy of budget estimate**

+-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	250,000	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	250,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Interior fit up including new reception area, meeting spaces, kitchen, washroom facilities and offices.	525,000	-
<b>Total Estimated Work Plan</b>	<b>525,000</b>	-
Less: Projected Carry Forward from Previous Years	275,000	N/A
<b>Gross Budget Request</b>	<b>250,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Regional Heritage Museum
<b>Project Number:</b>	CB000076
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

On January 28, 2014, Regional Council passed a motion directing funding from the sale of 90 Alderney Drive to be used towards development of a regional heritage museum to be located in Dartmouth as part of a cultural cluster. Subsequently, Council directed staff to incorporate a Regional Museum Strategy as part of the cultural spaces plan on March 22, 2016. That strategy will define the scope, scale and size of the regional heritage museum.

**Total Capital Budget Request: (5 Years) \$** 12,000,000

**Supports Outcome Area:** Economic Development (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	2,000,000	10,000,000	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	2,000,000	10,000,000	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	2,000,000	10,000,000	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
<b>Total Estimated Work Plan</b>	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Regional Library Facility Upgrade
<b>Project Number:</b>	CBX01165
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Terry Gallagher

**Project Summary:**

Halifax Public Libraries (HPL) currently provides approximately 300,000 gross square feet in 14 locations at a replacement value of approximately \$100,000,000. Priorities for 2018/19 include various interior renovations at the locations listed in the work plan below. Building Code analysis and Building Condition Assessment indicate issues that require prompt attention to improve the state of repair. Funding is required to address issues inside the building such as functional planning, improved program and state of good repair.

**Total Capital Budget Request: (5 Years) \$** 1,200,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,200,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,200,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Keshen Goodman - consultant services, interior renovations, outdoor library, interior and exterior furniture	125,000	-
Halifax North Memorial - consultant services, entry doors, interior renovations, procurement of furniture	300,000	-
Alderney Gate - consultant services, interior renovations, procurement of interior and exterior furniture	200,000	-
Dartmouth North - interior renovations, procurement of interior furniture	400,000	-
Various branches - improvements to interior welcome desks, interior finishes, flooring, consultant services	100,000	-
Various branches - improvements to technology and mechanical systems	75,000	-
<b>Total Estimated Work Plan</b>	<b>1,200,000</b>	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>1,200,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Regional Park Washrooms
<b>Project Number:</b>	CB000010
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

The Regional Park Washrooms program will support the construction of washroom facilities in HRM parks and sport fields. Parks and Recreation will be conducting a Regional Park Washrooms Strategy for 2017/18 and subsequent funding will be used to construct the facilities.

**Total Capital Budget Request: (5 Years) \$**

1,600,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+-25%

**Capital Costs - Cash Flow**

**Fiscal Year**

	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	400,000	400,000	400,000	400,000

**Funding Source:**

	-	-	-	-	-
	-	-	-	-	-

**Total Funding:**

	-	-	-	-	-
<b>Net Budget:</b>	-	400,000	400,000	400,000	400,000

**Fiscal Year**

	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	400,000	400,000	400,000	400,000	400,000

**Funding Source:**

	-	-	-	-	-
	-	-	-	-	-

**Total Funding:**

	-	-	-	-	-
<b>Net Budget:</b>	400,000	400,000	400,000	400,000	400,000

**Detailed Work Plan:**

	2018/19	2019/20
Washroom facilities as identified in the Regional Park Washroom Strategy	-	400,000
<b>Total Estimated Work Plan</b>	-	<b>400,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>400,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Roof Recapitalization
<b>Project Number:</b>	CBX01272
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

This project addresses roof recapitalization based on the short, medium and long term plans identified through the HRM re-roofing program.

**Total Capital Budget Request: (5 Years) \$**

4,795,000

**Supports Outcome Area:**

Governance and Engagement (Council Priority)

**Project Status:**

Preliminary

**Approximate accuracy of budget estimate**

+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	750,000	1,000,000	1,500,000	1,545,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	750,000	1,000,000	1,500,000	1,545,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	1,590,000	1,640,000	1,690,000	1,740,000	1,740,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,590,000	1,640,000	1,690,000	1,740,000	1,740,000

**Detailed Work Plan:**

	2018/19	2019/20
Recapitalization of various roofs identified through the HRM re-roofing program	700,000	-
Continuation of re-roofing program	-	750,000
<b>Total Estimated Work Plan</b>	<b>700,000</b>	<b>750,000</b>
Less: Projected Carry Forward from Previous Years	<b>700,000</b>	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>750,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Sackville Sports Stadium
<b>Project Number:</b>	CB000060
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Nick Allen

**Project Summary:**

Sackville Sports Stadium was constructed in the 1980s and has undergone recent renovations including interior refresh, roof replacement and mechanical upgrades. The next phase of work will address upgrades to the change rooms and pool tiles.

**Total Capital Budget Request: (5 Years) \$**

875,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	540,000	335,000	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	540,000	335,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Front desk upgrades	40,000	-
Hard tile pool area	195,000	-
Change room upgrade	300,000	-
Paint over ice structural ceiling joists	80,000	-
Oil fired boilers replacement	-	185,000
Renovate old tenant space	-	150,000
<b>Total Estimated Work Plan</b>	<b>615,000</b>	<b>335,000</b>
Less: Projected Carry Forward from Previous Years	<b>75,000</b>	N/A
<b>Gross Budget Request</b>	<b>540,000</b>	<b>335,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Sambro/Harrietsfield Fire Station
<b>Project Number:</b>	CB000079
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Replace the damaged Fire Station #62 (Harrietsfield) and improve response times by constructing a new fire station to combine Fire Station #62 (Harrietsfield) and Fire Station #63 (Sambro) at a cost of approximately \$4.5 million.

**Total Capital Budget Request: (5 Years) \$** 2,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,500,000	500,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,500,000	500,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Design-Build new replacement fire station	4,000,000	500,000
<b>Total Estimated Work Plan</b>	<b>4,000,000</b>	<b>500,000</b>
Less: Projected Carry Forward from Previous Years	2,500,000	N/A
<b>Gross Budget Request</b>	<b>1,500,000</b>	<b>500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Scotiabank Centre
<b>Project Number:</b>	CB000028
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

This funding will support the ongoing capital requirements and enhancements of the Scotiabank Centre. Projects for 2017/18 will include recapitalization of the facility with focus on exterior concrete and brick repairs, replacement basketball floor and planning efforts for an ice slab replacement in 2018/19. Enhancements should help attract more events and improve customer satisfaction, helping with revenue generation at the facility.

**Total Capital Budget Request: (5 Years) \$** 7,050,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,850,000	2,500,000	1,500,000	100,000	100,000

**Funding Source:**

Reserve Q546 - Multi-District Facilities Reserve	2,850,000	2,500,000	1,500,000	100,000	100,000
	-	-	-	-	-

<b>Total Funding:</b>	2,850,000	2,500,000	1,500,000	100,000	100,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000

**Funding Source:**

Reserve Q546 - Multi-District Facilities Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-

<b>Total Funding:</b>	100,000	100,000	100,000	100,000	100,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Replace ice slab	2,000,000	-
Exterior repairs	850,000	-
Completion of prior year's projects	300,000	-
Replacement clock and associated audio visual system	-	2,100,000
Replacement switchgear	-	4,000,000
<b>Total Estimated Work Plan</b>	<b>3,150,000</b>	<b>6,100,000</b>
Less: Projected Carry Forward from Previous Years	300,000	N/A
<b>Gross Budget Request</b>	<b>2,850,000</b>	<b>6,100,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Sheet Harbour Rec Centre
<b>Project Number:</b>	CB000080
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Replacement of the Sheet Harbour Recreation Centre provides solutions for the Centre which is currently not usable year-round.

**Total Capital Budget Request: (5 Years) \$** 2,515,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	100,000	2,415,000	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	100,000	2,415,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Concept planning	100,000	-
Construction	-	2,415,000
<b>Total Estimated Work Plan</b>	<b>100,000</b>	<b>2,415,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>100,000</b>	<b>2,415,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Site Work
<b>Project Number:</b>	CBX01271
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

This is the fourth year of a multi-year program to improve the existing site drainage, site grading, underground services, asphalt paving and landscaping surrounding existing HRM facilities. The improvements are planned on a priority basis and include administration buildings, recreational facilities and fire stations.

**Total Capital Budget Request: (5 Years) \$** 1,285,000

**Supports Outcome Area:** Governance and Engagement (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	300,000	325,000	325,000	335,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	300,000	325,000	325,000	335,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	345,000	355,000	365,000	375,000	375,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	345,000	355,000	365,000	375,000	375,000

**Detailed Work Plan:**

	2018/19	2019/20
Paving and landscaping projects at depots and recreations facilities	140,000	300,000
<b>Total Estimated Work Plan</b>	<b>140,000</b>	<b>300,000</b>
Less: Projected Carry Forward from Previous Years	140,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>300,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	South Peninsula School Gym Enhancement
<b>Project Number:</b>	CB000084
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

On February 16, 2016, Regional Council approved entering into a partnership with the Province of Nova Scotia, to facilitate enhancements to the P-6 South Peninsula School. The proposed enhancement of the gymnasium for the school creates a junior high (6580 sq. ft.) gym in the school. Payment for the enhancement will occur after approval of a joint use agreement outlining usage of the gym between HRM, Province of Nova Scotia and Halifax Regional School Board.

**Total Capital Budget Request: (5 Years) \$** 460,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Project Underway

**Approximate accuracy of budget estimate** +5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	460,000	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	460,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
<b>Total Estimated Work Plan</b>	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	St. Andrew's Community Centre Renovation
<b>Project Number:</b>	CB000011
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

### Project Summary:

Program and option analysis indicated that it was be more effective to demolish the Community Centre and construct a purpose built facility. In 2016, an Architectural Program was completed and an RFP for consultants was awarded and community engagement was conducted. When complete, the facility will be designed to be welcoming to the diverse neighborhoods that surround the building and incorporate outdoor spaces and be constructed to a high standard for universal design.

**Total Capital Budget Request: (5 Years) \$**

8,000,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+/-25%

### Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,800,000	5,200,000	-	-	-
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	1,809,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	1,809,000	-	-	-	-
<b>Net Budget:</b>	991,000	5,200,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

### Detailed Work Plan:

	2018/19	2019/20
Demolition of existing building	300,000	-
Issue construction tender and begin construction	2,800,000	5,200,000
<b>Total Estimated Work Plan</b>	<b>3,100,000</b>	<b>5,200,000</b>
Less: Projected Carry Forward from Previous Years	300,000	N/A
<b>Gross Budget Request</b>	<b>2,800,000</b>	<b>5,200,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	St. Mary's Boat Club
<b>Project Number:</b>	CB000004
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

St. Mary's Boat Club currently offers recreational programs from April until December each year. The facility requires major investment to improve accessibility, stabilize the foundation system and improve program opportunities.

**Total Capital Budget Request: (5 Years) \$** 3,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	3,000,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	3,000,000	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
<b>Total Estimated Work Plan</b>	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Stadium
<b>Project Number:</b>	CB000012
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

On July 29, 2014, Regional Council approved the Strategic Capital Projects Plan because of the number of large scale projects being proposed for the Municipality. These projects could not be absorbed in the existing capital planning process being infrastructure related, involving multiple business units and affecting all communities. Regional Council believed the Municipality, being a Capital City, and experiencing continued growth should plan for projects such as stadiums, commuter rails, and performing arts centers. Timelines for these projects are within the new 10 year Capital Budget frame.

The Strategic Reserve will be the primary source for funding these complex infrastructure projects. The strategic reserve has been created and maintained with proceeds from municipal property disposals, and through a one cent tax rate increase. In addition to the strategic reserve, funding partners will be sought to support the projects' financial requirements.

The Stadium project is estimated at \$105M, including land and design costs. Conceptually, the Stadium is multi-purpose, suitable for a variety of sports, designed to attract professional level sports teams, and can be utilized for large-scale entertainment.

A business case is required for Council to initiate the Stadium project, including evaluations on the need, cost-benefit, risk, economic impact, partnership opportunities and updated cost estimates.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Other	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	105,000,000	-
<b>Funding Source:</b>					
Other	-	-	-	70,000,000	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	70,000,000	-
<b>Net Budget:</b>	-	-	-	35,000,000	-

<b>Detailed Work Plan:</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Total Estimated Work Plan</b>	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Structural Upgrades
<b>Project Number:</b>	CBX01270
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

Address building and site structural issues that are in need of immediate repair. This account typically addresses foundations, structural framing systems, and structural support systems.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Governance and Engagement (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Completion of prior year's projects	250,000	-
<b>Total Estimated Work Plan</b>	<b>250,000</b>	-
Less: Projected Carry Forward from Previous Years	250,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Wharf Recapitalization
<b>Project Number:</b>	CB000087
<b>Budget Category:</b>	Buildings
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

This project will address structural improvements to the Alderney Landing, Alderney Ferry Terminal and Chebucto wharves.

**Total Capital Budget Request: (5 Years) \$** 3,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	200,000	2,800,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	200,000	2,800,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Preparation of tender package for construction in 2020/21	-	200,000
<b>Total Estimated Work Plan</b>	-	<b>200,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>200,000</b>



Page #	Project Name	Project #	2018/19 Work Plan	2018/19 Carry Forward	2018/19 Gross	2018/19 Funding	2018/19 Net
S1	Application Recapitalization	CI000002	1,200,000	400,000	800,000	-	800,000
S2	Business Intelligence (BI) Program	CI990001	500,000	500,000	-	-	-
S3	Corporate Scheduling	CI000015	1,102,000	307,000	795,000	-	795,000
S4	Corporate Vehicle Fuel Management	CI000018	-	-	-	-	-
S5	Council Chambers Technology Upgrade	CI990019	690,000	690,000	-	-	-
S6	CRM Software Replacement	CI990020	750,000	274,000	476,000	-	476,000
S7	Employee Self-Service/Manager Self-Service	CI990032	490,000	490,000	-	-	-
S8	Enterprise Content Management Program	CI990018	500,000	-	500,000	-	500,000
S9	HRFE Dispatch Project	CI990027	285,800	285,800	-	-	-
S10	HRFE Fire Department Management (FDM) Review & Enhancements	CI990028	462,900	312,900	150,000	-	150,000
S11	HRFE Mobility	CI000019	-	-	-	-	-
S12	HRP Records Management System Optimization	CI990023	200,000	-	200,000	-	200,000
S13	ICT Business Tools	CI990004	300,000	60,000	240,000	-	240,000
S14	ICT Infrastructure Recapitalization	CI000004	1,010,000	210,000	800,000	-	800,000
S15	ICT Service Management	CI990002	226,000	101,000	125,000	-	125,000
S16	Parking Technology	CI990031	1,800,000	240,000	1,560,000	1,560,000	-
S17	Permitting, Licensing, and Compliance Replacement Solution	CI990013	2,942,500	324,200	2,618,300	-	2,618,300
S18	Recreation Services Software	CI000005	1,950,000	-	1,950,000	-	1,950,000
S19	Revenue Management Solution	CI990009	2,415,000	350,000	2,065,000	-	2,065,000
S20	SAP Optimization	CIN00200	250,000	-	250,000	-	250,000
S21	Web Transformation Program	CI000001	-	-	-	-	-
			17,074,200	4,544,900	12,529,300	1,560,000	10,969,300

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Application Recapitalization
<b>Project Number:</b>	CI000002
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Corinne MacCormack

**Project Summary:**

Implementing best practices in lifecycle management of all technology application assets to ensure they are maintained in a state of good repair. This project consolidates the regular maintenance, upgrading, and continuous improvement activities related to HRM's 180+ IT applications.

**Total Capital Budget Request: (5 Years) \$** 5,600,000

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Design

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	800,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	800,000	1,200,000	1,200,000	1,200,000	1,200,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000

**Detailed Work Plan:**

	2018/19	2019/20
License increases for Microsoft, Adobe, Esri	280,000	-
ServiceNow enhancements and IT Process Automation	290,000	-
Elements Telephony Implementation for ServiceDesk	158,000	-
Road Disruption Network Project	100,000	-
Learning Management System (LMS) License increase for corporate rollout.	250,000	-
Application Enhancements & Process Maturity (test lab build, integrations, upgrades, database transitions from Oracle to Standard Query Language (SQL))	42,000	-
Mobility Project	80,000	-
Application upgrades, incremental license purchases, professional services for tool development, testing automation software	-	1,200,000
<b>Total Estimated Work Plan</b>	<b>1,200,000</b>	<b>1,200,000</b>
Less: Projected Carry Forward from Previous Years	400,000	N/A
<b>Gross Budget Request</b>	<b>800,000</b>	<b>1,200,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Business Intelligence (BI) Program
<b>Project Number:</b>	C1990001
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Greg Da Ros

**Project Summary:**

The Business Intelligence (BI) Program supports HRM business unit needs for improved analytical capabilities in support of evidence based decision making. Data from HRM operational systems is validated, structured, and organized in ways that make sense to the business units, to enhance operational, tactical, and strategic decision making capabilities across the organization. The key objectives of this program are to: improve quality and access to reporting data; increase response time to information in support of transparency; improve ability to measure outcomes and reduce risk; provide better, more timely, information to improve processes and decision making; increase the number of staff accessing information and using analytical capabilities; reduce manual time collecting, integrating and manipulating data.

Over time, BI solutions will assist in improving the efficiency and effectiveness of HRM processes and services provided to citizens and staff. In 2018-19 key areas of focus will include BI initiatives for HR Attendance; Municipal Benchmarking Network Canada (MBN Canada BI, Position Management Analysis, and SAP data mart implementation.

**Total Capital Budget Request: (5 Years) \$** 1,600,000

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Design

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	600,000	400,000	300,000	300,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	600,000	400,000	300,000	300,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	300,000	200,000	2,000,000	200,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	300,000	200,000	2,000,000	200,000	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
HR Attendance Iteration 3 - Management Rollout	125,000	-
MBN Canada Business Intelligence	125,000	-
Position Management Analysis	125,000	-
Implementation of SAP datamarts	125,000	-
Continued development on the SAP datamarts and analytics, includes resources and licenses	-	100,000
Capability Project - Permitting and licensing data and analytics (resources & licenses)	-	100,000
Capability Project - Revenue datamart and analytics (resources & licenses)	-	100,000
Continued development on MBN Canada datamarts and analytics	-	100,000
<b>Total Estimated Work Plan</b>	<b>500,000</b>	<b>400,000</b>
Less: Projected Carry Forward from Previous Years	500,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>600,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Corporate Scheduling
<b>Project Number:</b>	CI000015
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	George Hayman

**Project Summary:**

The Corporate Scheduling project will provide an online tool to help management ensure staff workloads are scheduled appropriately. Any scheduling inefficiencies will be clearly identified within the solution to allow resolution of the issues in a timely and efficient manner, which will avoid negative service level impacts. The solution will integrate with SAP to provide a streamlined experience with minimal data entry points to maintain work and absence times for employees with manager approvals. Scheduling changes and approvals are tracked and can be audited to ensure employees and managers can be held accountable for scheduling impacts on service levels. This solution will help ensure that HRM services are appropriately staffed to meet HRM's commitments to citizens.

<b>Total Capital Budget Request: (5 Years) \$</b>	3,290,000
<b>Supports Outcome Area:</b>	Service Excellence (Strategic Pillar)
<b>Project Status:</b>	Preliminary
<b>Approximate accuracy of budget estimate</b>	+50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	795,000	1,275,000	1,220,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	795,000	1,275,000	1,220,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Project planning and procurement of the corporate scheduling software		
Change management activities		
Implementation Activities (design/configuration, testing, training) for the corporate scheduling deployment to the HRFE Business Unit.		
Development, testing, and deployment of time tracking and reporting for HRM non-union staff		
Development, testing, and deployment of SAP Payroll and FDM Interfaces		
Documenting corporate scheduling solution requirements for other HRM Business units	1,102,000	-
Phase 2 Implementation activities for other Business Units.	-	1,275,000
<b>Total Estimated Work Plan</b>	<b>1,102,000</b>	<b>1,275,000</b>
Less: Projected Carry Forward from Previous Years	307,000	N/A
<b>Gross Budget Request</b>	<b>795,000</b>	<b>1,275,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Corporate Vehicle Fuel Management
<b>Project Number:</b>	CI000018
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John Kleronomos

**Project Summary:**

Halifax operates over 1,000 vehicles including the Corporate Fleet and Halifax Transit. Annual costs for gasoline and diesel fuel amount to \$14M. Fuel is purchased in bulk and stored at 12 fueling facilities across the city. Halifax is investigating options and investment, for improving fuel handling practices and supporting technology to adhere to current Petroleum Management Regulations. In May 2016, ICT completed an Idea Assessment (IA), providing an initial understanding of the business context and anticipated benefits. An Opportunity Assessment (business case) has since been completed, providing recommendations for the selection, implementation and anticipated investment for a new Fuel Management Solution.

**Total Capital Budget Request: (5 Years) \$** 125,000

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	125,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	125,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	<b>2018/19</b>	<b>2019/20</b>
Phase 1 - Planning the project and defining business requirements	-	125,000
<b>Total Estimated Work Plan</b>	-	<b>125,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>125,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Council Chambers Technology Upgrade
<b>Project Number:</b>	CI990019
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Julie Everett

**Project Summary:**

The purpose of this project is to update key technology in the HRM Regional Council chambers. The current technology needs to be upgraded. Key technologies being upgraded include the systems that are managing the speaking, voting, and presenting processes.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Implement Regional Council chambers technology upgrades (installation of equipment)	630,000	-
Temporary relocation of Regional Council during renovations	60,000	-
<b>Total Estimated Work Plan</b>	<b>690,000</b>	-
Less: Projected Carry Forward from Previous Years	690,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	CRM Software Replacement
<b>Project Number:</b>	CI990020
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John Kleronomos

**Project Summary:**

Halifax requires a new Customer Relationship Management (CRM) solution to replace its existing CRM which is currently integrated as part of the Hansen technology suite. Hansen and, by default, CRM, is at end-of-life; and will not meet the future needs of the organization, in particular, the provision of more and better citizen-facing services.

The current solution is very limited in its capability to integrate with new modern operational systems being brought on-line in support of increased efficiencies across the organization including achieving greater levels of customer self-service capability.

A corporate CRM Strategy and Roadmap is expected to be completed very early in the first quarter of 2018-19.

Approved transformational project related initiatives identified in the CRM roadmap will drive the CRM Software Replacement Project which will kick-off in summer of 2018. The project is expected to be a multi-year project with multiple implementation phases..

<b>Total Capital Budget Request: (5 Years) \$</b>	2,476,000
<b>Supports Outcome Area:</b>	Service Excellence (Strategic Pillar)
<b>Project Status:</b>	Conceptual
<b>Approximate accuracy of budget estimate</b>	+-50%

<b>Capital Costs - Cash Flow</b>					
<b>Fiscal Year</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Gross Budget:</b>	476,000	1,500,000	500,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	476,000	1,500,000	500,000	-	-

<b>Fiscal Year</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	<b>2018/19</b>	<b>2019/20</b>
Phase 1 - Detailed work plan will include all typical project delivery start up activities (e.g. kickoff, charter, plan, etc.) as well as all approved and prioritized CRM roadmap initiatives. Details to be determined after completion of the CRM Strategy and Roadmap.	750,000	-
Work plan will be developed in 2018/19	-	1,500,000
<b>Total Estimated Work Plan</b>	<b>750,000</b>	<b>-</b>
Less: Projected Carry Forward from Previous Years	274,000	N/A
<b>Gross Budget Request</b>	<b>476,000</b>	<b>1,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Employee Self-Service/Manager Self-Service
<b>Project Number:</b>	CI990032
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Sarah Teal

**Project Summary:**

Employee Self-Service/Manager Self-Service (ESS/MSS) (Formally Corporate Time Entry-Payroll Optimization)  
 Development of online apps that will enable employees and managers to interact with SAP from computers and mobile devices. The solution will provide easy access to information and streamline functionality. Initial development will include a pilot rollout of pay advisories and benefit statements. Future apps under consideration will include apps for travel, finance, procurement as well as for manager approved employee actions.  
 Note: Electronic time entry function, previously included as part of this project, is now shifted to be included as part of the Corporate Scheduling Project; all related and applicable funding has been reallocated to the Corporate Scheduling project, as required.

<b>Total Capital Budget Request: (5 Years) \$</b>	500,000
<b>Supports Outcome Area:</b>	Service Excellence (Strategic Pillar)
<b>Project Status:</b>	Preliminary
<b>Approximate accuracy of budget estimate</b>	+50%

Capital Costs - Cash Flow	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Fiscal Year</b>					
<b>Gross Budget:</b>	-	500,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	500,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Detailed Work Plan:	2018/19	2019/20
Phase 1		
- Project planning		
- Business Requirements gathering		
- Development and rollout of apps for pay and benefit statement Pilot	490,000	-
Phase 2		
- Further development of pay and benefits statement apps		
- Rollout of apps to all applicable users in the municipality	-	500,000
<b>Total Estimated Work Plan</b>	<b>490,000</b>	<b>500,000</b>
Less: Projected Carry Forward from Previous Years	490,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Enterprise Content Management Program
<b>Project Number:</b>	CI990018
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Janice Oakley

**Project Summary:**

Enterprise Content Management (ECM) is the term used to describe the technologies, tools, and methods used to capture, store, preserve, and deliver "content" or "information" across an organization. As an organization matures and undertakes more major business/IT initiatives, this underlying technology is required to support the management of information. Halifax has already made significant investments in ECM related technologies (i.e. "Opentext", "SharePoint"), but has not leveraged them across the organization to a large degree. More recently, a number of Halifax's Business Units (Planning & Development, HR, HRFE and HRP) have identified a need to use these technologies to better manage their information. An RFP for the ECM Governance and Implementation Plan was awarded in 2017/18, with an expectation that the plan will be completed in Q2 of 2018/19. The ECM Governance and Implementation Plan will include business and technology blueprints, governance models, and implementation plan, and a benefits realization plan. It is also anticipated that stage 1 of a new Employee Intranet will be completed by Q2. Funding of this project will enable initiation of this plan in 2018/19, ensuring alignment with implementation of interdependent projects, such as enterprise asset management, Fire Department Management (FDM) enhancements, and permitting, licencing, and compliance.

**Total Capital Budget Request: (5 Years) \$** 2,500,000

**Supports Outcome Area:** Governance and Communication (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	500,000	500,000	500,000	500,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	500,000	500,000	500,000	500,000	500,000

<b>Detailed Work Plan:</b>	<b>2018/19</b>	<b>2019/20</b>
ECM Business and Technology Blueprints	-	-
ECM Governance Models	-	-
ECM Implementation Plan	-	-
Business Case and Benefits Realization Plan	-	-
Stage 1: Employee Intranet	500,000	-
Work plan will be developed in 2018/19	-	500,000
<b>Total Estimated Work Plan</b>	<b>500,000</b>	<b>500,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>500,000</b>	<b>500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	HRFE Dispatch Project
<b>Project Number:</b>	CI990027
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	John Fenton

**Project Summary:**

In 2015, a report was completed identifying a number of technology and process changes to improve how Halifax Regional Fire and Emergency (HRFE) dispatches staff to calls for service. These improvements, integrated into HRFE's technology roadmap, are to be rolled out over a number of years. Initiatives identified include: volunteer notification, printer alarm, dispatch policies and procedures, implementation of Mobile Data Terminals (MDTs) and smartphone application for Computer Aided Dispatch (CAD) information, CAD to Fire Department Management (FDM) interface, automatic alarm assignments, and move ups. These changes are aligned to improve HRFE's response times, providing HRFE operational staff with quality information and improved reporting capabilities on the level of service being provided to the citizens. In 2018-19, planned project activities include quality assurance, service level agreement, customer service, agency agreement, and Automatic Vehicle Locator (AVL) devices.

<b>Total Capital Budget Request: (5 Years) \$</b>	600,000
<b>Supports Outcome Area:</b>	Service Excellence (Strategic Pillar)
<b>Project Status:</b>	Pre-Tender
<b>Approximate accuracy of budget estimate</b>	+-25%

Capital Costs - Cash Flow	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Fiscal Year</b>					
<b>Gross Budget:</b>	-	300,000	300,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	300,000	300,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Detailed Work Plan:	2018/19	2019/20
Plan to implement quality assurance, service level agreement, customer quality service, agency agreement, and AVL devices.	285,800	-
Project plan to start - station alerting, pre-incident planning, and Emergency Management Services (EMS)/CAD integration	-	300,000
<b>Total Estimated Work Plan</b>	<b>285,800</b>	<b>300,000</b>
Less: Projected Carry Forward from Previous	285,800	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>300,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	HRFE Fire Department Management (FDM) Review & Enhancements
<b>Project Number:</b>	CI990028
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John Fenton

**Project Summary:**

Halifax Regional Fire and Emergency Services (HRFE) relies on the Fire Department Management (FDM) system to run most aspects of their operations. With a commitment to ensure operations are optimally positioned, HRFE launched its FDM Review and Enhancements project. As part of the initiative, an initial review of MDF modules was completed which identified areas needing process and/or technology upgrades and enhancements. The highest priority areas, Personnel, Training and Property modules, are in progress for being upgraded. Other priority modules targeted for upgrades include, Incident & Investigation, Station log, Inspections, Asset & Preventative Maintenance, Hydrant and Permit & Licensing. In 2018-19 planned project activities will include upgrades/enhancements to Incidents and investigations (including enhanced reporting capabilities), Station Log and Inspections modules.

**Total Capital Budget Request: (5 Years) \$** 550,000

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	150,000	295,000	105,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	150,000	295,000	105,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Incidents/investigations module implementation	191,800	-
Station log implementation	76,100	-
Inspections module implementation	140,000	-
Dry hydrant implementation	55,000	-
Asset management & preventative maintenance implementation	-	295,000
<b>Total Estimated Work Plan</b>	<b>462,900</b>	<b>295,000</b>
Less: Projected Carry Forward from Previous Years	312,900	N/A
<b>Gross Budget Request</b>	<b>150,000</b>	<b>295,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	HRFE Mobility
<b>Project Number:</b>	CI000019
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John Fenton

**Project Summary:**

Halifax Regional Fire and Emergency (HRFE) is becoming increasingly mobile and needs to be able to access fire related software while not in the office. This project seeks to provide the HRFE staff with the devices required to improve their abilities to access pertinent information in the field.

**Total Capital Budget Request: (5 Years) \$**

555,000

**Supports Outcome Area:**

Service Excellence (Strategic Pillar)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+-50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	300,000	255,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	300,000	255,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Deployment of mobile devices to HRFE non-operational staff (Fire Prevention, Training Division, and Logistics), and expansion of the deployment to volunteer units.	-	300,000
<b>Total Estimated Work Plan</b>	-	300,000
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>300,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	HRP Records Management System Optimization
<b>Project Number:</b>	CI990023
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	George Hayman

**Project Summary:**

The Halifax Regional Police (HRP) Records Management System (RMS) Optimization project will improve how HRP collects, shares and uses RMS information in the delivery of its day-to-day service. This will include a thorough look at: existing business processes; examination of existing modules and features available within RMS; an audit of data quality / integrity; identification of how to securely share data with external partners; and, an investigation of other technologies that will assist in achieving these objectives. The focus is on data with a primary objective(s) to enhance and / or re-engineer business processes (as necessary), clean up data, increase data integrity, increase operational efficiencies, and ultimately empower users by providing necessary tools to analyze data. In 2018-19, planned project activities will include work related to improving quality and data efficiency, as well as the implementation of software that supports aggregation of data from the RMS.

**Total Capital Budget Request: (5 Years) \$** 600,000

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	200,000	200,000	200,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	200,000	200,000	200,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Implement delivery of phase 1 activities:		
- Changes to RMS Optimization - (Quality and efficiency of Go Reports and Street Check Data)		
- eDiscovery software implementation (data and information aggregation out of RMS)	200,000	-
Phase 2 implementation	-	200,000
<b>Total Estimated Work Plan</b>	<b>200,000</b>	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>200,000</b>	<b>200,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	ICT Business Tools
<b>Project Number:</b>	CI990004
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Duncan Gillis

**Project Summary:**

The ICT Business Tools account is used for planning purposes and for the delivery and implementation of smaller business technology initiatives. It funds the creation of Opportunity Assessments (business cases) and multi-year strategies and roadmaps that provide direction on the relative costs and benefits of business technology solutions and enable prioritization against other initiatives as part of the Capital Budget Process. The planning activities supported by this account ensure alignment of ICT strategic planning with business strategy and fact-based prioritization of technology investments. The ICT Business Tools bundle also has a small amount of capital funding dedicated to unforeseen small strategic projects that are requested mid-year.

<b>Total Capital Budget Request: (5 Years) \$</b>	1,440,000
<b>Supports Outcome Area:</b>	Service Excellence (Strategic Pillar)
<b>Project Status:</b>	Design
<b>Approximate accuracy of budget estimate</b>	+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	240,000	300,000	300,000	300,000	300,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	240,000	300,000	300,000	300,000	300,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	300,000	300,000	300,000	300,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	300,000	300,000	300,000	300,000	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
2-3 opportunity assessments	150,000	150,000
1-2 strategies/roadmaps	150,000	150,000
<b>Total Estimated Work Plan</b>	<b>300,000</b>	<b>300,000</b>
Less: Projected Carry Forward from Previous Years	60,000	N/A
<b>Gross Budget Request</b>	<b>240,000</b>	<b>300,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	ICT Infrastructure Recapitalization
<b>Project Number:</b>	CI000004
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Phillip Evans

**Project Summary:**

ICT is implementing best practices in the lifecycle management of its infrastructure assets to ensure they are maintained in a state of good repair. The ICT Infrastructure Recapitalization project is a year-over-year set of initiatives that allows for ICT's infrastructure assets (data centres, networks, servers, backup and security technologies, etc.) to be properly maintained, upgraded and when necessary replaced. This project will ensure technology required to run the business of the municipality is highly available and the information contained therein is secure. These assets are in various stages of their respective lifecycles; some have been recently implemented and are undergoing initial maintenance or initial upgrade. Others are nearing the end of life and are either being replaced or a plan is being developed to extend their useful life through maintenance.

**Total Capital Budget Request: (5 Years) \$**

5,275,000

**Supports Outcome Area:**

Service Excellence (Strategic Pillar)

**Project Status:**

Design

**Approximate accuracy of budget estimate**

+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	800,000	1,625,000	950,000	950,000	950,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	800,000	1,625,000	950,000	950,000	950,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	950,000	950,000	950,000	950,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	950,000	950,000	950,000	950,000	-

**Detailed Work Plan:**

	2018/19	2019/20
Threat Risk Assessment	50,000	100,000
Storage Area Network (SAN) Replacement Dartmouth	600,000	-
Server Recapitalization	100,000	150,000
Network Recapitalization	100,000	175,000
Disaster Recovery/Business Continuity	20,000	-
Office 365 Migration	140,000	-
Network Access Control (NAC)	-	100,000
Fibre Network Expansion	-	100,000
SIEM (Security Information and Event Management) System	-	200,000
SAN Replacement Halifax	-	600,000
Backup growth	-	100,000
Upgrade security tools	-	100,000
<b>Total Estimated Work Plan</b>	<b>1,010,000</b>	<b>1,625,000</b>
Less: Projected Carry Forward from Previous Years	210,000	N/A
<b>Gross Budget Request</b>	<b>800,000</b>	<b>1,625,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	ICT Service Management
<b>Project Number:</b>	CI990002
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Jennifer MacLeod

**Project Summary:**

This program underpins the adoption of best practices being implemented by ICT to plan, design, deliver, operate, and control services delivered to HRM staff. The ICT Service Management (ITSM) project is a year-over-year set of initiatives that ensures ICT services are highly available and continually improved, assets are managed, the cost of service delivery and operations is understood, and ICT develops ICT service continuity plans in support of HRM Business Unit's continuity plans.

**Total Capital Budget Request: (5 Years) \$** 360,000

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Design

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	125,000	135,000	100,000	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	125,000	135,000	100,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Redesign Configuration Management Database (IT Asset inventory) with a revised structure, accurate data and relationships, and build a governance structure to maintain the database.	226,000	-
Continue ITSM improvements in 19/20	-	135,000
<b>Total Estimated Work Plan</b>	<b>226,000</b>	<b>135,000</b>
Less: Projected Carry Forward from Previous Years	101,000	N/A
<b>Gross Budget Request</b>	<b>125,000</b>	<b>135,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Parking Technology
<b>Project Number:</b>	C1990031
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Janice Oakley

**Project Summary:**

The Parking Technology initiative will replace the existing technology and functionality that supports parking payment, enforcement of parking, and parking ticket payment. The project includes the procurement and implementation of an end-to-end integrated parking solution that includes parking payment (meter replacement), monitoring of parking (parking handhelds), enforcement, and payment of parking fines, and reporting. Current parking meters are no longer available. A new parking technology solution will improve the citizen experience, aligning with expectations for more convenient means to access services such as payment for parking. For HRM, the new solution will provide efficiencies in managing parking related business processes, and will better support the operations, planning, and strategic decision making pertaining to parking.

**Total Capital Budget Request: (5 Years) \$** 4,200,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +-50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,560,000	2,060,000	580,000	-	-
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	1,560,000	2,060,000	580,000	-	-
<b>Total Funding:</b>	1,560,000	2,060,000	580,000	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
<b>Phase 1 - Solution Procurement and Phase 2 Planning and Preparations:</b> Key work packages	-	-
- Development of parking solution requirements	80,000	-
- Development of business architecture for parking services	80,000	-
- Development of solution architecture for parking technologies	75,000	-
- Parking technology solution procurement and vendor contract negotiations	225,000	-
- Development of parking technology implementation strategy	25,000	-
- Development of phase 2 implementation plan	50,000	-
- Phase 2 - parking technology solution technology procurement	1,265,000	-
<b>Phase 2 - Parking Solution Implementation:</b>		
Key work packages included in this period:	-	2,060,000
- Parking technology solution design, planning and integration	-	-
- Development of parking service delivery model and parking governance	-	-
- Implementation of parking technology	-	-
<b>Total Estimated Work Plan</b>	<b>1,800,000</b>	<b>2,060,000</b>
Less: Projected Carry Forward from Previous Years	240,000	N/A
<b>Gross Budget Request</b>	<b>1,560,000</b>	<b>2,060,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Permitting, Licensing, and Compliance Replacement Solution
<b>Project Number:</b>	CI990013
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Janice Oakley

**Project Summary:**

The existing Permitting, Licensing, and Compliance (PL&C) technology system, Hansen, is at the end of its useful life. The objective of this project is to select and implement a new corporate technology solution that will improve Permitting, Licensing, Land Management and Compliance services for staff, clients, and the general public. The new solution will include improved access to online services for citizens, allowing for online payment and an ability to monitor progress on applications. For staff across the organization, the new solution will streamline and standardize business processes, and will provide increased capabilities and access to information. The new solution will also provide improved access to information to support community engagement, strategic planning, records management, document management, performance metrics, and decision making.

**Total Capital Budget Request: (5 Years) \$**

5,473,500

**Supports Outcome Area:**

Service Excellence (Strategic Pillar)

**Project Status:**

Design

**Approximate accuracy of budget estimate**

+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,618,300	2,855,200	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,618,300	2,855,200	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
PL&C Phase 2 - Detailed planning, detailed requirements verification (fit-gap analysis), solution configuration, testing, system & business process improvement for Release 1: Building Permit, Plan Review & Inspections	2,942,500	-
PL&C Phase 2 - Testing, training and implementation of Release 1		
Detailed planning, detailed requirements verification (fit-gap analysis), solution deployment, system & business process improvement, testing, training and implementation for Release 2		
Planning and Release 3: Code Enforcement, Community Engagement & Licensing	-	2,855,200
<b>Total Estimated Work Plan</b>	<b>2,942,500</b>	<b>2,855,200</b>
Less: Projected Carry Forward from Previous Years	324,200	N/A
<b>Gross Budget Request</b>	<b>2,618,300</b>	<b>2,855,200</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Recreation Services Software
<b>Project Number:</b>	CI000005
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Janice Oakley

**Project Summary:**

HRM has selected Legend Recreation Software (Legend) to upgrade its recreation management registration solution. The new system will allow the Municipality to better serve customers accessing its arenas, parks, recreation facilities, and fields. HRM currently has many recreational facilities that offer programs and services to citizens. These include Municipality-owned and operated facilities, Municipality-owned and contracted facilities and Multi-District Facilities (MDF). The implementation of one consistent and centralized recreation management solution across these various facility types will provide improved customer service and analytics. Specifically, the Recreation Software Services Project will provide the following functionality: Program set-up and multi-channel registration; membership management; facility scheduling; customer account management; payment; equipment loans and operational reporting. This project includes implementation of Legend which encompasses activities for analysis, business process review, configuration, interface design, testing, training, planning, change management, deployment planning, and support.

**Total Capital Budget Request: (5 Years) \$** 1,950,000

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Design

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,950,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,950,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Recreation Software deployment (Legend) will begin in Q1/Q2 (18/19) for HRM owned/operated facilities. Upon a complete deployment to these sites, the recreation technology will be deployed to the Municipality's Multi-District Facilities over the remainder of the fiscal year (18/19) and into the next fiscal year (19/20). The order of deployment for MDF's is still to be determined.	1,950,000	-
The recreation services system will be implemented in the remaining MDF's.	-	875,890
<b>Total Estimated Work Plan</b>	<b>1,950,000</b>	<b>875,890</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>1,950,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Revenue Management Solution
<b>Project Number:</b>	CI990009
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	George Hayman

**Project Summary:**

Replacement of Revenue Management Solution, Hansen, with a new more modern revenue management solution from SAP. The new solution will provide enhanced capability with many revenue related functions including taxation, billing, cash management, and cashing.

**Total Capital Budget Request: (5 Years) \$** 3,565,000

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,065,000	1,500,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,065,000	1,500,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Engage IBM Implementation Services to procure and implement the SAP IS-Utilities (ISU) and Customer Relationship & Billing (CR&B) Modules for HRM's Revenue Management technology needs. This will replace the current Revenue Management Solution, Hansen, which is end of life with a more modern, sustainable, and capable solution. Project will also include detailed requirements documentation, change management planning, and project delivery activities (design, configuration, testing, and training).	2,415,000	-
Continued implementation activities for the ISU and C&RB SAP Modules including "Go-live" and transition to operations.	-	1,500,000
<b>Total Estimated Work Plan</b>	<b>2,415,000</b>	<b>1,500,000</b>
Less: Projected Carry Forward from Previous Years	350,000	N/A
<b>Gross Budget Request</b>	<b>2,065,000</b>	<b>1,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	SAP Optimization
<b>Project Number:</b>	CIN00200
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Sarah Teal

**Project Summary:**

This SAP Optimization project is intended to enable continuous planning and implementation of SAP enhancements for internal and external service delivery with an objective of providing greater efficiencies and enhancements in areas such as: Integrated recruitment and succession planning, reporting, governance, risk and compliance. Projects will include: HR Service Request Management, Training and Events, Finance and Materials Management, Supplier Management as well as Enhanced SAP Configuration for HR and Payroll. In 2018-19 planned project initiatives include selection and implementation of an HR Request Management solution.

**Total Capital Budget Request: (5 Years) \$** 3,400,000

**Supports Outcome Area:** Service Excellence (Strategic Pillar)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	250,000	900,000	750,000	750,000	750,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	250,000	900,000	750,000	750,000	750,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	750,000	750,000	750,000	750,000	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	750,000	750,000	750,000	750,000	-

**Detailed Work Plan:**

	2018/19	2019/20
A Service Request Management technology solution for Human Resources will be procured and implemented in 2018/19. This solution will aid in the management and tracking of service requests from the Business Units, which will allow HR to provide better service to the organization.	250,000	-
SAP optimizing enhancements continued in 2019-20.	-	900,000
<b>Total Estimated Work Plan</b>	<b>250,000</b>	<b>900,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>250,000</b>	<b>900,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Web Transformation Program
<b>Project Number:</b>	CI000001
<b>Budget Category:</b>	Business Tools
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Sarah Teal

**Project Summary:**

The Web and Digital Transformation Strategy and Roadmap defined 16 multi-phased projects to be undertaken that would result in a transformed online presence to better service citizens and businesses. A Request for Proposal (RFP) was awarded to FCV Technologies Ltd. to implement, host, manage and support the new website solution in a Microsoft Cloud environment for an initial 3 year term with options to extend the contract for an additional period. The RFP defined 6 initiatives of which 3 have been completed. The remaining 3 initiatives: Service Design Framework(s), Online Service Implementation and the Mobile Application Strategy, are to be funded from the remaining capital funding. Once the defined initiatives are completed, Halifax.ca will be a convenient web and mobile self-serve channel for citizens and businesses that will result in improved efficiency and reduction of administrative burden.

<b>Total Capital Budget Request: (5 Years) \$</b>	1,554,000
<b>Supports Outcome Area:</b>	Service Excellence (Strategic Pillar)
<b>Project Status:</b>	Design
<b>Approximate accuracy of budget estimate</b>	+-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	804,000	250,000	250,000	250,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	804,000	250,000	250,000	250,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
Implement new online services	-	250,000
<b>Total Estimated Work Plan</b>	-	<b>250,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>804,000</b>

Equipment Fleet

Page #	Project Name	Project #	2018/19 Work Plan	2018/19 Carry Forward	2018/19 Gross	2018/19 Funding	2018/19 Net
T1	Fire Apparatus Fleet Expansion	CE010004	1,400,000	1,400,000	-	-	-
T2	Fire Apparatus Replacement	CVJ01088	3,036,000	581,000	2,455,000	-	2,455,000
T3	Fire Services Equipment Replacement	CE010001	1,250,000	-	1,250,000	-	1,250,000
T4	Fire Services Water Supply	CE010002	50,000	50,000	-	-	-
T5	Fleet Expansion	CE020002	280,000	145,000	135,000	100,000	35,000
T6	Fleet Vehicle Replacement	CVD01087	2,355,000	1,055,000	1,300,000	-	1,300,000
T7	Ice Resurfacer Replacement	CVU01207	255,000	130,000	125,000	-	125,000
T8	Police Fleet	CVK01090	2,445,000	1,445,000	1,000,000	-	1,000,000
T9	Police Services Replacement Equipment	CE020001	460,000	-	460,000	-	460,000
T10	Police Vehicle Equipment	CVK01207	310,000	135,000	175,000	-	175,000
			11,841,000	4,941,000	6,900,000	100,000	6,800,000

## 2018/2019 Capital Budget Form

**Project Name:** Fire Apparatus Fleet Expansion  
**Project Number:** CE010004  
**Budget Category:** Equipment & Fleet  
**Project Type:** Service Improvements  
**Discrete/Bundled:** Bundled  
**Project Manager:** Rajiv Massey

**Project Summary:**

Council directed that volunteer firefighters be placed at Station 4 (5830 Duffus Street, Halifax) and Station 13 (86 King Street, Dartmouth). As a result, one additional fire apparatus (engine) will be required at each of these stations.

**Total Capital Request: (5 Years) \$** -

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
2 engines for Fire Stations 4 and 13	1,230,000	-
Cost to fully equip 2 engines	170,000	-
<b>Total Estimated Work Plan</b>	<b>1,400,000</b>	-
Less: Projected Carry Forward from Previous Years	<b>1,400,000</b>	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fire Apparatus Replacement
<b>Project Number:</b>	CVJ01088
<b>Budget Category:</b>	Equipment & Fleet
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Rajiv Massey

**Project Summary:**

The replacement of the Fire Services Apparatus Fleet is necessary to support operations. The apparatus fleet is comprised of aerials, pumpers, tankers, rescues, de-con units, etc. totalling 188 units. These units are used to support all areas of the Fire Service for both rural and urban operations. Regular replacement of these units is necessary to support continued operations. Units that are being replaced are first stripped of any salvageable equipment that HRM may be able to reuse and then, depending on condition, will be sold at auction and the revenue assigned to the appropriate reserve(s).

**Total Capital Request: (5 Years) \$** 20,305,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Tender Awarded

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,455,000	7,350,000	4,500,000	3,000,000	3,000,000

Funding Source:	2018/19	2019/20	2020/21	2021/22	2022/23
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,455,000	7,350,000	4,500,000	3,000,000	3,000,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000

Funding Source:	2023/24	2024/25	2025/26	2026/27	2027/28
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000

**Detailed Work Plan:**

	2018/19	2019/20
2 Rescue pumpers	1,225,000	-
2 Tankers	1,275,000	-
Light support vehicles	536,000	-
2 Rescue pumpers	-	1,240,000
1 Platform	-	1,500,000
7 Engines	-	4,490,000
Light support vehicles	-	120,000
<b>Total Estimated Work Plan</b>	<b>3,036,000</b>	<b>7,350,000</b>
Less: Projected Carry Forward from Previous Years	<b>581,000</b>	N/A
<b>Gross Budget Request</b>	<b>2,455,000</b>	<b>7,350,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fire Services Equipment Replacement
<b>Project Number:</b>	CE010001
<b>Budget Category:</b>	Equipment & Fleet
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	David Clement

**Project Summary:**

Replace personal and apparatus firefighting equipment including personal protective equipment (bunker gear), truck ladders, fire hoses, nozzles and couplings, thermal imaging cameras, exhaust fans, gas detectors, heavy rescue tools, etc. The heavy lift bags have reached their expiry date and require replacement. Additional funding is required in 2018-19 for the mid-life refit of Self-Contained Breathing Apparatus (SCBA).

**Total Capital Request: (5 Years) \$** 6,050,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,250,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,250,000	1,200,000	1,200,000	1,200,000	1,200,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000

**Detailed Work Plan:**

	2018/19	2019/20
Truck ladders (30) replacement	90,000	-
Fire hoses replacement	250,000	-
Thermal imaging cameras (5) replacement	35,000	-
Exhaust fans (10) replacement	40,000	-
Personal Protective Equipment replacement (bunker gear) (150)	390,000	-
Boots, flash hoods, gloves and helmets replacement	145,000	-
Heavy lift bags (12) replacement:	35,000	-
Equipment for new trucks	115,000	-
Mid-life Refit of self-contained breathing apparatus (SCBA)	150,000	-
Work plan to be developed in 18/19	-	1,200,000
<b>Total Estimated Work Plan</b>	<b>1,250,000</b>	<b>1,200,000</b>
<b>Less: Projected Carry Forward from Previous Years</b>	<b>-</b>	N/A
<b>Gross Budget Request</b>	<b>1,250,000</b>	<b>1,200,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fire Services Water Supply
<b>Project Number:</b>	CE010002
<b>Budget Category:</b>	Equipment & Fleet
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Gord West

**Project Summary:**

Maintenance of existing dry hydrants and cisterns. Fire Stations located in areas where there are no municipal hydrants depend on a dry hydrant for a fire fighting water supply. Halifax Regional Fire and Emergency Services conducts annual evaluations of current dry hydrant locations and where permitted, pursue adding additional dry hydrants meeting NS Department of Environment regulations for work near lakes and streams.

**Total Capital Request: (5 Years) \$** 600,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	150,000	150,000	150,000	150,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	150,000	150,000	150,000	150,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	150,000	150,000	150,000	150,000	150,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	150,000	150,000	150,000	150,000	150,000

<b>Detailed Work Plan:</b>	2018/19	2019/20
Maintenance/replacement of old hydrants and installation of new hydrants when needed	50,000	150,000
<b>Total Estimated Work Plan</b>	<b>50,000</b>	<b>150,000</b>
<b>Less: Projected Carry Forward from Previous Years</b>	<b>50,000</b>	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>150,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fleet Expansion
<b>Project Number:</b>	CE020002
<b>Budget Category:</b>	Equipment & Fleet
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Rajiv Massey

**Project Summary:**

HRM maintains its current fleet inventory levels through a vehicle replacement program that ensures each vehicle added to the fleet replaces one that has reached the end of its scheduled life. However, expansion of the fleet inventory is sometimes required to meet changing operational needs. In 18/19, pump testing apparatus is required for the Emergency Fleet garage. As well, four (4) new light vehicles are required for Parking Enforcement as this service will be delivered by HRM staff.

**Total Capital Request: (5 Years) \$** 135,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	135,000	-	-	-	-
<b>Funding Source:</b>					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	100,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	100,000	-	-	-	-
<b>Net Budget:</b>	35,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
1 pump testing apparatus	180,000	-
4 vehicles for Parking Enforcement	100,000	-
<b>Total Estimated Work Plan</b>	<b>280,000</b>	-
<b>Less: Projected Carry Forward from Previous Years</b>	<b>145,000</b>	N/A
<b>Gross Budget Request</b>	<b>135,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fleet Vehicle Replacement
<b>Project Number:</b>	CVD01087
<b>Budget Category:</b>	Equipment & Fleet
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Rajiv Massey

**Project Summary:**

Vehicles used by Transportation & Public Works, Finance & Asset Management, Parks & Recreation, Planning & Development, Corporate & Customer Services, and Library are held in this portion of the Corporate Fleet inventory. There are approximately 441 vehicles, with approximately 15 types of vehicles ranging from cars to large snow removal vehicles like loaders and tandem trucks. The scheduled useful life of these vehicles runs from 7 to 20 years. Vehicles that have reached the end of their scheduled life are reviewed with the client groups and the vehicles that are either the oldest or that are in most need of replacement are removed from service and new units are purchased.

**Total Capital Request: (5 Years) \$** 9,250,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Project Underway

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,300,000	1,700,000	1,700,000	2,250,000	2,300,000

Funding Source:	2018/19	2019/20	2020/21	2021/22	2022/23
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,300,000	1,700,000	1,700,000	2,250,000	2,300,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	2,350,000	2,350,000	2,200,000	2,200,000	2,200,000

Funding Source:	2023/24	2024/25	2025/26	2026/27	2027/28
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,350,000	2,350,000	2,200,000	2,200,000	2,200,000

**Detailed Work Plan:**

	2018/19	2019/20
2 Heavy snow trucks; 1 Articulating loader; Other vehicles	1,055,000	-
4 Heavy snow trucks and various other vehicles & equipment as required	1,300,000	-
Various heavy, medium, and light vehicles & equipment, including snow equipment	-	1,700,000
<b>Total Estimated Work Plan</b>	<b>2,355,000</b>	<b>1,700,000</b>
<b>Less: Projected Carry Forward from Previous Years</b>	<b>1,055,000</b>	N/A
<b>Gross Budget Request</b>	<b>1,300,000</b>	<b>1,700,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Ice Resurfacer Replacement
<b>Project Number:</b>	CVU01207
<b>Budget Category:</b>	Equipment & Fleet
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Rajiv Massey

**Project Summary:**

HRM operates directly or supports the operation of many of the ice surfaces in HRM. This project is for the replacement of one ice resurfacer per year. Corporate Fleet and Parks & Recreation staff meet annually to determine which unit is in need of replacement. This will ensure that the operation with the greatest need will receive the required replacement unit. HRM currently owns 10 ice resurfacers; this account allows one unit to be replaced each year, on average.

**Total Capital Request: (5 Years) \$** 625,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Project Underway

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	125,000	125,000	125,000	125,000	125,000
<b>Funding Source:</b>	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	125,000	125,000	125,000	125,000	125,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	125,000	125,000	125,000	125,000	125,000
<b>Funding Source:</b>	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	125,000	125,000	125,000	125,000	125,000

**Detailed Work Plan:**

	2018/19	2019/20
Replacement of one ice resurfacer at St. Margaret's Centre	125,000	-
Replacement of one ice resurfacer at Cole Harbour Place	130,000	-
Replacement of one ice resurfacer	-	125,000
<b>Total Estimated Work Plan</b>	<b>255,000</b>	<b>125,000</b>
<b>Less: Projected Carry Forward from Previous Years</b>	<b>130,000</b>	N/A
<b>Gross Budget Request</b>	<b>125,000</b>	<b>125,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Police Fleet
<b>Project Number:</b>	CVK01090
<b>Budget Category:</b>	Equipment & Fleet
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Rajiv Massey

**Project Summary:**

HRM Police Services has a fleet of 275 vehicles to provide services to the public. The current fleet is comprised of vehicles used for patrol, investigation, SWAT surveillance and a variety of other services. This project is for the annual replacement of Police fleet vehicles that have reached the end of their useful life. The majority of the fleet are patrol vehicles that require heavy use and typically only last two to three years. Units that are being replaced are first stripped of any salvageable equipment that HRM may be able to reuse and then, depending on condition, will be sold at auction and the revenue assigned to the appropriate reserve(s).

**Total Capital Request: (5 Years) \$** 7,450,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Project Underway

**Approximate accuracy of budget estimate** +5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,000,000	1,500,000	1,100,000	1,900,000	1,950,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,000,000	1,500,000	1,100,000	1,900,000	1,950,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

**Detailed Work Plan:**

	2018/19	2019/20
Replacement of approximately 40 police vehicles both marked and unmarked and bomb truck	1,445,000	-
Replacement of approximately 30 police vehicles both marked and unmarked	1,000,000	-
Replacement of approximately 50 police vehicles both marked and unmarked	-	1,500,000
<b>Total Estimated Work Plan</b>	<b>2,445,000</b>	<b>1,500,000</b>
<b>Less: Projected Carry Forward from Previous Years</b>	<b>1,445,000</b>	N/A
<b>Gross Budget Request</b>	<b>1,000,000</b>	<b>1,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Police Services Replacement Equipment
<b>Project Number:</b>	CE020001
<b>Budget Category:</b>	Equipment & Fleet
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Craig Horton

**Project Summary:**

Replacement of police services equipment that has reached the end of its useful life. This equipment includes several forms of personal protective equipment (PPE) including ballistic vests, helmets, shields, and firearms all worn or used by officers in the line of duty. There are several forms of firearms, and firearm accessories used by officers to carry out their duties. In addition, specific investigative police equipment and training equipment that will be funded through this project.

**Total Capital Request: (5 Years) \$** 2,370,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	460,000	490,000	420,000	500,000	500,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	460,000	490,000	420,000	500,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	500,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	500,000	500,000	500,000	500,000	500,000

<b>Detailed Work Plan:</b>	2018/19	2019/20
Equipment purchases	460,000	490,000
<b>Total Estimated Work Plan</b>	<b>460,000</b>	<b>490,000</b>
<b>Less: Projected Carry Forward from Previous Years</b>	-	N/A
<b>Gross Budget Request</b>	<b>460,000</b>	<b>490,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Police Vehicle Equipment
<b>Project Number:</b>	CVK01207
<b>Budget Category:</b>	Equipment & Fleet
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Rajiv Massey

**Project Summary:**

Project is used to replace police services vehicle equipment. Vehicle equipment purchases will be prioritized based on need, and as older equipment reaches the end of its useful life. This vehicle equipment is associated with specific vehicles and typically includes items such as lighting, weapons security, electrical and mechanical systems, and officer and prisoner containment.

**Total Capital Request: (5 Years) \$** 1,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Project Underway

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	175,000	225,000	200,000	200,000	200,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	175,000	225,000	200,000	200,000	200,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	200,000	200,000	200,000	200,000	200,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	200,000	200,000	200,000	200,000	200,000

<b>Detailed Work Plan:</b>	2018/19	2019/20
Vehicle equipment purchases	310,000	225,000
<b>Total Estimated Work Plan</b>	<b>310,000</b>	<b>225,000</b>
<b>Less: Projected Carry Forward from Previous Years</b>	<b>135,000</b>	N/A
<b>Gross Budget Request</b>	<b>175,000</b>	<b>225,000</b>



## Halifax Transit

Page #	Project Name	Project #	2018/19 Work Plan	2018/19 Carry Forward	2018/19 Gross	2018/19 Funding	2018/19 Net
U1	Access-A-Bus Expansion	CVD00429	600,000	500,000	100,000	-	100,000
U2	Access-A-Bus Replacement	CVD00430	315,000	315,000	-	-	-
U3	Biennial Ferry Refit	CVD00436	310,000	310,000	-	-	-
U4	Burnside Transit Centre Roof Repairs	CB000082	2,450,000	450,000	2,000,000	-	2,000,000
U5	Bus Maintenance Equipment Replacement	CM000005	625,000	-	625,000	-	625,000
U6	Bus Stop Accessibility & Improvements	CM000012	235,000	-	235,000	-	235,000
U7	Commuter Rail	CM000018	500,000	-	500,000	-	500,000
U8	Conventional Bus Expansion	CV020003	4,850,000	3,950,000	900,000	-	900,000
U9	Conventional Bus Replacement	CV020004	9,022,000	-	9,022,000	-	9,022,000
U10	Electric Bus Pilot	CM000011	1,000,000	1,000,000	-	-	-
U11	Ferry Replacement	CM000001	2,850,000	2,850,000	-	-	-
U12	Ferry Terminal Pontoon Rehabilitation	CBX01171	700,000	700,000	-	-	-
U13	Halifax Ferry Terminal	CB000039	665,000	565,000	100,000	-	100,000
U14	MetroX Expansion	CM000006	-	-	-	-	-
U15	Mid-Life Rebuild	CVD00431	685,000	-	685,000	-	685,000
U16	New Transit Technology	CM020005	11,230,000	7,130,000	4,100,000	2,000,000	2,100,000
U17	New/Expanded Transit Centre	CB000017	2,765,000	2,765,000	-	-	-
U18	Ragged Lake Transit Centre Expansion	CB000125	2,000,000	-	2,000,000	-	2,000,000
U19	Sustainable Fuel Study	CM180001	200,000	-	200,000	-	200,000
U20	Transit Facility Investment Strategy	CB000016	250,000	250,000	-	-	-
U21	Transit Priority Measures	CM000009	700,000	350,000	350,000	-	350,000
U22	Transit Priority Measures Corridors Study	CM000014	70,000	70,000	-	-	-
U23	Transit Security	CMU00982	-	-	-	-	-
U24	Transit Strategy	CMU01095	250,000	-	250,000	-	250,000
U25	Transit Support Vehicle Replacement	CV000004	130,000	40,000	90,000	-	90,000
U26	West Bedford Park & Ride	CM000010	-	-	-	-	-
U27	Woodside Ferry Terminal Upgrades	CB000042	1,145,000	1,145,000	-	-	-
U28	Wrights Cove Terminal	CR000007	125,000	125,000	-	-	-
			<b>43,672,000</b>	<b>22,515,000</b>	<b>21,157,000</b>	<b>2,000,000</b>	<b>19,157,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Access-A-Bus Expansion
<b>Project Number:</b>	CVD00429
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Wendy Lines

**Project Summary:**

Halifax Transit is the primary accessible transportation provider. Demographic trends continue to indicate a steadily increasing demand for this service, thereby increasing pressure on limited resources in the para-transit fleet. In order to address demand and meet the needs of increasing ridership, a continuous expansion of the number of fleet vehicles is required.

**Total Capital Budget Request: (5 Years) \$** 1,050,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	100,000	200,000	240,000	250,000	260,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	100,000	200,000	240,000	250,000	260,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	265,000	275,000	280,000	290,000	295,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	265,000	275,000	280,000	290,000	295,000

**Detailed Work Plan:**

	2018/19	2019/20
Purchase of 6 expansion vehicles and requisite electronic fit-up	600,000	-
Purchase of 2 expansion vehicles and requisite electronic fit-up	-	200,000
<b>Total Estimated Work Plan</b>	<b>600,000</b>	<b>200,000</b>
Less: Projected Carry Forward from Previous Years	500,000	N/A
<b>Gross Budget Request</b>	<b>100,000</b>	<b>200,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Access-A-Bus Replacement
<b>Project Number:</b>	CVD00430
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Wendy Lines

**Project Summary:**

Replace the para-transit fleet vehicles at the end of their useful life. Replacement of older Access-A-Bus vehicles, ensures safe and reliable para-transit service delivery; reduces maintenance costs and provides for a more environmentally friendly public transportation system.

**Total Capital Budget Request: (5 Years) \$** 4,620,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	630,000	1,275,000	990,000	1,725,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	630,000	1,275,000	990,000	1,725,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	460,000	960,000	1,750,000	1,750,000	1,300,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	1,725,000	960,000	940,000	940,000	1,675,000

**Detailed Work Plan:**

	2018/19	2019/20
3 replacement vehicles	315,000	-
6 replacement vehicles	-	630,000
<b>Total Estimated Work Plan</b>	<b>315,000</b>	<b>630,000</b>
Less: Projected Carry Forward from Previous Years	315,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>630,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Biennial Ferry Refit
<b>Project Number:</b>	CVD00436
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Steve Gillis

**Project Summary:**

This project supports a regular program of preventative maintenance and permits inspections and work that can only be conducted while a vessel is in dry dock. Typical work includes steel work, propeller maintenance, hull and superstructure paint work, and engine repair or replacement. One of Halifax Transit's five ferries is scheduled for this work each calendar year on a rotating basis.

**Total Capital Budget Request: (5 Years) \$** 2,420,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	600,000	600,000	600,000	620,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	600,000	600,000	600,000	620,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	635,000	655,000	675,000	695,000	715,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	635,000	655,000	675,000	695,000	715,000

**Detailed Work Plan:**

	2018/19	2019/20
Christopher Stannix engine rebuild	250,000	-
Christopher Stannix dry docking and refit	350,000	-
Ferry refit	-	600,000
<b>Total Estimated Work Plan</b>	<b>600,000</b>	<b>600,000</b>
Less: Projected Carry Forward from Previous Years	310,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>600,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Burnside Transit Centre Roof Repairs
<b>Project Number:</b>	CB000082
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John MacPherson

**Project Summary:**

The Burnside Transit Centre provides for maintenance and storage of buses. The roof and rooftop air handling units have reached the end of their useful life and require replacement to achieve an extended life while the plans for the new transit centre are developed. This project will allow for necessary repairs to maintain a dry and safe working environment.

**Total Capital Budget Request: (5 Years) \$** 4,000,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,000,000	2,000,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,000,000	2,000,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	<b>2018/19</b>	<b>2019/20</b>
Roof and RTU Replacement Phase 1	2,450,000	-
Roof and RTU Replacement Phase 2	-	2,000,000
<b>Total Estimated Work Plan</b>	<b>2,450,000</b>	<b>2,000,000</b>
Less: Projected Carry Forward from Previous Years	450,000	N/A
<b>Gross Budget Request</b>	<b>2,000,000</b>	<b>2,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Bus Maintenance Equipment Replacement
<b>Project Number:</b>	CM000005
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Wendy Lines

**Project Summary:**

There are a number of larger pieces of equipment used in the maintenance and repair of public transit vehicles: 1) Replacement of vehicle hoists that are at the end of their expected life at the Ragged Lake Transit Centre (RLTC) and Burnside Transit Centre (BTC) garages. Vehicle hoists are required to lift transit vehicles so the under carriage is exposed and inspections and repairs can be undertaken. Many of the hoists are at the end of their useful lives and require replacement. An inadequate number of hoists means that an optimum number of repairs cannot be undertaken on a daily basis, this can negatively impact service delivery. 2) Other larger capital replacement items include: mules/shunts required to move dead buses; tire machines used to change and balance tires; and fork lifts required to move materials.

**Total Capital Budget Request: (5 Years) \$** 1,825,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	625,000	300,000	300,000	300,000	300,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	625,000	300,000	300,000	300,000	300,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	300,000	300,000	300,000	300,000	300,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	300,000	300,000	300,000	300,000	300,000

**Detailed Work Plan:**

	2018/19	2019/20
Two hoists will be replaced, one at each facility	625,000	300,000
<b>Total Estimated Work Plan</b>	<b>625,000</b>	<b>300,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>625,000</b>	<b>300,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Bus Stop Accessibility & Improvements
<b>Project Number:</b>	CM000012
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Amy Power

**Project Summary:**

This is a consolidation and expansion of previous bus shelter and bus stop accessibility accounts. This project will enhance and improve the accessibility of transit stops to provide safe entry to the conventional transit system through the installation of the new concrete landing pads, repairing, replacing and upgrading existing pads, and other physical changes required to improve accessibility. The scope will also include other enhancements to bus stops, including replacement of shelters, installation of new shelters, installation of benches, and potentially additional schedule information/maps.

**Total Capital Budget Request: (5 Years) \$** 1,180,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	235,000	235,000	235,000	235,000	240,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	235,000	235,000	235,000	235,000	240,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	250,000	255,000	265,000	270,000	275,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	250,000	255,000	265,000	270,000	275,000

**Detailed Work Plan:**

	2018/19	2019/20
New and replacement shelters	110,000	110,000
Accessibility improvements to landing pads	125,000	125,000
<b>Total Estimated Work Plan</b>	<b>235,000</b>	<b>235,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>235,000</b>	<b>235,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Commuter Rail
<b>Project Number:</b>	CM000018
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Patricia Hughes

**Project Summary:**

Subject to the completion of a capacity study, and further direction from Regional Council, this funding has been allocated to allow Halifax Transit to begin developing an implementation plan for commuter rail service.

**Total Capital Budget Request: (5 Years) \$** 49,500,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	500,000	1,000,000	24,000,000	24,000,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	500,000	1,000,000	24,000,000	24,000,000	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Developing an implementation plan	500,000	-
Begin implementation	-	1,000,000
<b>Total Estimated Work Plan</b>	<b>500,000</b>	<b>1,000,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>500,000</b>	<b>1,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Conventional Bus Expansion
<b>Project Number:</b>	CV020003
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Wendy Lines

**Project Summary:**

This project is for the purchase of new buses for the expansion and improvement of conventional transit service. Service expansion could include service to new areas and increased frequency on existing routes as outlined in Halifax Transit's Service Plan. In 2018/19, an additional eight buses will be added to the fleet to implement year 3 of the Moving Forward Together Plan.

**Total Capital Budget Request: (5 Years) \$** 21,695,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	900,000	6,190,000	7,575,000	3,480,000	3,550,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	900,000	6,190,000	7,575,000	3,480,000	3,550,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	3,620,000	3,690,000	3,765,000	3,765,000	3,765,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	3,620,000	3,690,000	3,765,000	3,765,000	3,765,000

**Detailed Work Plan:**

	2018/19	2019/20
Purchase of 8 vehicles	4,850,000	-
Purchase of 10 vehicles	-	6,190,000
<b>Total Estimated Work Plan</b>	<b>4,850,000</b>	<b>6,190,000</b>
Less: Projected Carry Forward from Previous Years	3,950,000	N/A
<b>Gross Budget Request</b>	<b>900,000</b>	<b>6,190,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Conventional Bus Replacement
<b>Project Number:</b>	CV020004
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Wendy Lines

**Project Summary:**

Recapitalization of the Halifax Transit Fleet includes the acquisition of transit buses to replace an aging fleet. The buses are replaced on a 14 year replacement cycle. Replacement on this cycle mitigates costly rebuilds to engines and structures and reduces maintenance costs, increases service reliability and reduces carbon emissions.

**Total Capital Budget Request: (5 Years) \$** 85,772,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	9,022,000	15,400,000	20,000,000	20,500,000	20,850,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	9,022,000	15,400,000	20,000,000	20,500,000	20,850,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	16,700,000	10,200,000	12,000,000	16,000,000	16,000,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	16,700,000	10,200,000	12,000,000	16,000,000	16,000,000

**Detailed Work Plan:**

	2018/19	2019/20
Replacement of 15 conventional vehicles	9,022,000	-
Replacement of 25 conventional vehicles	-	15,400,000
<b>Total Estimated Work Plan</b>	<b>9,022,000</b>	<b>15,400,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>9,022,000</b>	<b>15,400,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Electric Bus Pilot
<b>Project Number:</b>	CM000011
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Wendy Lines

**Project Summary:**

This project is for the procurement of two electrical bus and charging infrastructure to pilot the use of electrical vehicles in the Halifax Transit fleet. The benefits of electric vehicles are reduction of greenhouse gas, diesel particulate and noise in the environment and operational savings resulting in reduction of diesel fuel costs and reduced maintenance. An 18-month pilot will produce the information to support a business case for further expansion of this technology.

**Total Capital Budget Request: (5 Years) \$** 1,000,000

**Supports Outcome Area:** Service Delivery (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>		1,000,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	1,000,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Construction and civil Works	1,000,000	
Procurement two electric vehicles	-	1,000,000
<b>Total Estimated Work Plan</b>	<b>1,000,000</b>	<b>1,000,000</b>
Less: Projected Carry Forward from Previous Years	1,000,000	N/A
<b>Gross Budget Request</b>	<b>1,000,000</b>	<b>1,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Ferry Replacement
<b>Project Number:</b>	CM000001
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Steve Gillis

**Project Summary:**

In order to support sustainable ferry operations into the future, the Ferry Replacement project represents the first major effort for capital replacement in the Ferry Division. In 2018, the last of the older ferries will be replaced. This work includes the completion of the construction, fit out and certification of one replacement ferry, the Rita Joe.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Project Underway

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Completion and delivery of Rita Joe	2,850,000	-
<b>Total Estimated Work Plan</b>	<b>2,850,000</b>	-
Less: Projected Carry Forward from Previous Years	2,850,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Ferry Terminal Pontoon Rehabilitation
<b>Project Number:</b>	CBX01171
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Steve Gillis

**Project Summary:**

Planned maintenance of the pontoons at all three terminals will continue to ensure they remain in a state of good repair. Corrective maintenance activities include steelwork, electrical work, repair and replacement of interior and exterior coatings, repairs to the cathodic protection system, and safety improvements.

**Total Capital Budget Request: (5 Years) \$** 1,000,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	250,000	250,000	250,000	250,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	250,000	250,000	250,000	250,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	250,000	250,000	250,000	250,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	250,000	250,000	250,000	250,000	-

**Detailed Work Plan:**

	2018/19	2019/20
Rehabilitation activities for Halifax and Alderney Ferry Terminal pontoons	550,000	-
Regular maintenance of pontoons	150,000	250,000
<b>Total Estimated Work Plan</b>	<b>700,000</b>	<b>250,000</b>
Less: Projected Carry Forward from Previous Years	700,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>250,000</b>

## 2018/2019 Capital Budget Form

**Project Name:** Halifax Ferry Terminal  
**Project Number:** CB000039  
**Budget Category:** Halifax Transit  
**Project Type:** State of Good Repair  
**Discrete/Bundled:** Discrete  
**Project Manager:** Erin Blay

**Project Summary:**

This project will fund roofing repairs to the Halifax Ferry Terminal in the 2018/19 fiscal year. It will also fund the completion of the Halifax Ferry Terminal Land Use Optimization Study. The goal of this study is to determine the optimal use of the land surrounding the Halifax Ferry Terminal. The intent of the plan is to support the growth of this site as an iconic & historic waterfront, an integrated mobility hub, and to further transportation, green space, and intensification goals as identified in the Regional Plan.

**Total Capital Budget Request: (5 Years) \$** 100,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Pre-Tender

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	100,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	100,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Reroofing Halifax Ferry Terminal	100,000	-
Halifax Ferry Terminal Land Use Optimization Study	130,000	-
Completion of Halifax Ferry Terminal refresh project	435,000	-
<b>Total Estimated Work Plan</b>	<b>665,000</b>	-
Less: Projected Carry Forward from Previous Years	565,000	N/A
<b>Gross Budget Request</b>	<b>100,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	MetroX Expansion
<b>Project Number:</b>	CM000006
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Erin Blay

**Project Summary:**

This project is to introduce MetroX (rural commuter express) service in Middle Sackville, originating from a Park & Ride lot on Margeson Drive at the Highway 101 interchange. Funding is to design and construct the Park & Ride and purchase the required vehicles. This service is planned to begin in 2020/21 fiscal year.

**Total Capital Budget Request: (5 Years) \$** 4,400,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	4,400,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	4,400,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Vehicles to operate Margeson MetroX Service	-	3,000,000
Design and construction of Park & Ride	-	1,400,000
<b>Total Estimated Work Plan</b>	-	<b>4,400,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>4,400,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Mid-Life Rebuild
<b>Project Number:</b>	CVD00431
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Wendy Lines

**Project Summary:**

The purpose of this initiative is to extend the life of conventional transit vehicles and defer the capital cost of new asset acquisition. This project is for component rebuild (engines, transmissions) and structural rebuilds.

**Total Capital Budget Request: (5 Years) \$** 3,425,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Project Underway

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	685,000	685,000	685,000	685,000	685,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	685,000	685,000	685,000	685,000	685,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	685,000	685,000	685,000	685,000	685,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	685,000	685,000	685,000	685,000	685,000

**Detailed Work Plan:**

	2018/19	2019/20
10 structural rebuilds and approximately 30 component rebuilds completed annually	685,000	685,000
<b>Total Estimated Work Plan</b>	<b>685,000</b>	<b>685,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>685,000</b>	<b>685,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	New Transit Technology
<b>Project Number:</b>	CM020005
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Marc Santilli

**Project Summary:**

Halifax Transit Technology Roadmap (Roadmap) recommended the sequence of 33 projects to be implemented over several years and the estimated cost to develop and implement best practice business processes through sector-leading technology solutions. The Roadmap also described a program management office structure, including Project Management Office (PMO) governance and organizational change management.

**Total Capital Budget Request: (5 Years) \$** 11,400,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Design

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	4,100,000	7,300,000	-	-	-
<b>Funding Source:</b>					
Provincial Government Cost Sharing	2,000,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	2,000,000	-	-	-	-
<b>Net Budget:</b>	2,100,000	7,300,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Provincial Government Cost Sharing	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Continuation of technology projects	11,230,000	7,300,000
<b>Total Estimated Work Plan</b>	<b>11,230,000</b>	<b>7,300,000</b>
Less: Projected Carry Forward from Previous Years	7,130,000	N/A
<b>Gross Budget Request</b>	<b>4,100,000</b>	<b>7,300,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	New/Expanded Transit Centre
<b>Project Number:</b>	CB000017
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Erin Blay

### Project Summary:

The existing Halifax Transit maintenance and storage facilities are nearing capacity. An additional or expanded facility is required to accommodate growth and transit service increases as identified in the Moving Forward Together Plan and anticipated in the Integrated Mobility Plan. As per the preliminary findings of the Burnside Transit Centre Opportunities Assessment and Transit Centre Opportunities Assessment (currently underway), detailed design will begin in 2018/19 and construction of the new or expanded facility is scheduled to begin in 2019/20.

**Total Capital Budget Request: (5 Years) \$** 30,000,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +50%

### Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	3,500,000	16,500,000	10,000,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	3,500,000	16,500,000	10,000,000	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

### Detailed Work Plan:

	2018/19	2019/20
Transit Centre Opportunities Assessment	200,000	-
Detailed Design of Transit Centre, including associated studies and land acquisition	2,565,000	-
Year 1 Construction - Transit Centre	-	3,500,000
<b>Total Estimated Work Plan</b>	<b>2,765,000</b>	<b>3,500,000</b>
Less: Projected Carry Forward from Previous Years	2,765,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>3,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Ragged Lake Transit Centre Expansion
<b>Project Number:</b>	CB000125
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Erin Blay

**Project Summary:**

Extend the Ragged Lake Transit Centre (RLTC) maintenance yard to provide for safer passage and additional bus storage, required to accommodate the 2019/20 planned expansion vehicles.

**Total Capital Budget Request: (5 Years) \$** 5,000,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,000,000	3,000,000	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,000,000	3,000,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Detailed design of garage expansion	400,000	-
Phase 1 - Construction of RLTC garage expansion	1,600,000	-
Phase 2 - Construction of RLTC garage expansion	-	3,000,000
<b>Total Estimated Work Plan</b>	<b>2,000,000</b>	<b>3,000,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>2,000,000</b>	<b>3,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Sustainable Fuel Study
<b>Project Number:</b>	CM180001
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Wendy Lines

**Project Summary:**

This project will fund a consultant's study on the types of fuels and technology used in power generation of public transit vehicles. Halifax Transit is seeking to understand the optimal mix of fuels and technology from both an environmental and return on investment perspective. This report will guide Halifax Transit's procurement strategy and infrastructure considerations associated with the 10 year capital plan.

**Total Capital Budget Request: (5 Years) \$** 200,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	200,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	200,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Consultant's Study	200,000	-
<b>Total Estimated Work Plan</b>	<b>200,000</b>	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>200,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Transit Facility Investment Strategy
<b>Project Number:</b>	CB000016
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Erin Blay

**Project Summary:**

A Transit Facility Investment Strategy will be completed in 18/19 to inform the strategic, long term investment in Halifax Transit infrastructure to improve customer service and service reliability. Anticipated improvements include improvements to Cobequid and Penhorn Terminals, and the construction of a new Mumford Terminal.

**Total Capital Budget Request: (5 Years) \$** 16,500,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	500,000	13,000,000	1,500,000	1,500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	500,000	13,000,000	1,500,000	1,500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Complete the Transit Facility Investment Strategy	250,000	-
Year 1 Implementation of the Facility Investment Strategy	-	500,000
<b>Total Estimated Work Plan</b>	<b>250,000</b>	<b>500,000</b>
Less: Projected Carry Forward from Previous Years	250,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Transit Priority Measures
<b>Project Number:</b>	CM000009
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Erin Blay

**Project Summary:**

In 2018/19, work on Transit Priority Measures will include the design of the Young Avenue and Robie Street Transit Priority Corridors, the implementation of the Gottingen Street Transit Priority Corridor, and the implementation of 2 to 3 additional measures recommended by Halifax Transit operators and the 2015/16 Transit Priority Measures study, pending final approval by the Halifax Traffic authority.

**Total Capital Budget Request: (5 Years) \$** 350,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	350,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	350,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Implementation of the Gottingen Street Transit Priority Corridor	270,000	-
Detailed design of the Robie and Young Ave Transit Priority Corridor	300,000	-
Detailed design and implementation of Portland St. at Woodlawn TPM	30,000	-
Design and construction of smaller Transit Priority Measures (ex. Main at Gordon in Dartmouth)	100,000	-
<b>Total Estimated Work Plan</b>	<b>700,000</b>	-
Less: Projected Carry Forward from Previous Years	350,000	N/A
<b>Gross Budget Request</b>	<b>350,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Transit Priority Measures Corridors Study
<b>Project Number:</b>	CM000014
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Erin Blay

**Project Summary:**

This project includes the identification of functional design options for Bayers Road, Gottingen Street, Young Street, and Robie Street, to consider the provision of transit priority through some of the busiest corridors in the city. It also includes the detailed design of the preferred option for Bayers Road and Gottingen Street. This project will be completed in the 2018/19 fiscal year.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-5%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Completion of the Transit Priority Corridors Study	70,000	-
<b>Total Estimated Work Plan</b>	<b>70,000</b>	-
Less: Projected Carry Forward from Previous Years	70,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Transit Security
<b>Project Number:</b>	CMU00982
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Ian Shawcross

### Project Summary:

Transit Security projects include augmentation and installation of security measures for transit assets. The project includes continual maintenance and upgrades of the security infrastructure at ferry service, to ensure compliance with Transport Canada's Domestic Ferry Security Regulations. Projects also include ongoing technical upgrades and enhancements, maintenance, and installation of security measures at transit facilities properties and on vehicles, as outlined in the Threat and Vulnerability Assessment Report, performed for HRM by Transportation Resource Associates Inc. These initiatives help HRM to mitigate risk and to increase security over the next number of years. Increased security has many added benefits such as increased comfort to passengers and protection of HRM employees and assets from issues such as vandalism, fraud, mischief and theft.

**Total Capital Budget Request: (5 Years) \$** 1,210,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +-10%

### Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	300,000	300,000	300,000	310,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	300,000	300,000	300,000	310,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	320,000	330,000	340,000	350,000	350,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	320,000	330,000	340,000	350,000	350,000

### Detailed Work Plan:

	2018/19	2019/20
Work plan being developed in 2018/19	-	300,000
<b>Total Estimated Work Plan</b>	-	<b>300,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>300,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Transit Strategy
<b>Project Number:</b>	CMU01095
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Erin Blay

**Project Summary:**

Based on the completion of a number of studies completed in 2017/18 including the Integrated Mobility Plan, the Bus Rapid Transit Study, and the Mumford Terminal Replacement Opportunities Assessment, a study will be undertaken by a consultant to review the Corridor Routes as identified in the Moving Forward Together Plan approved by Regional Council in 2016. This study will also require travel time mapping to show the impact on travel time provided by realigned corridor routes.

**Total Capital Budget Request: (5 Years) \$** 250,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	250,000	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	250,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Conduct a review of Corridor Routes	250,000	-
<b>Total Estimated Work Plan</b>	<b>250,000</b>	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>250,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Transit Support Vehicle Replacement
<b>Project Number:</b>	CV000004
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Wendy Lines

**Project Summary:**

Halifax Transit currently has a fleet of eight (8) supervisor vehicles that operate twenty two and a half (22.5) hours a day, all year round. In addition to this, Halifax operates a number of vans and service trucks (8) that provide mobile road repair service, transit shelter, sign repair, electronic component repair and the shuttling of parts between garages. These vehicles incur high mileage and this project will replace vehicles as they reach the end of their economic life.

**Total Capital Budget Request: (5 Years) \$** 1,540,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	90,000	270,000	60,000	-	1,120,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	90,000	270,000	60,000	-	1,120,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	245,000	340,000	340,000	70,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	245,000	340,000	340,000	70,000	-

**Detailed Work Plan:**

	2018/19	2019/20
Replacement of two service vehicles	130,000	-
Replacement of one service van and six service vehicles	-	270,000
<b>Total Estimated Work Plan</b>	<b>130,000</b>	<b>270,000</b>
Less: Projected Carry Forward from Previous Years	40,000	N/A
<b>Gross Budget Request</b>	<b>90,000</b>	<b>270,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	West Bedford Park & Ride
<b>Project Number:</b>	CM000010
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Erin Blay

**Project Summary:**

In 2015, Halifax Transit purchased land on Innovation Drive for the purposes of building a Park & Ride facility to accommodate a 350-400 car Park & Ride, and a four bay bus platform. It is anticipated that this site will open for service in 2020/2021 in conjunction with the last phase of implementation for the Moving Forward Together Plan.

**Total Capital Budget Request: (5 Years) \$** 2,500,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	2,500,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	2,500,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Design and construction of the Innovation Drive Park & Ride	-	2,500,000
<b>Total Estimated Work Plan</b>	-	<b>2,500,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>2,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Woodside Ferry Terminal Upgrades
<b>Project Number:</b>	CB000042
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Erin Blay

**Project Summary:**

The Woodside Ferry Terminal was constructed in 1986. The planned and corrective maintenance activities implemented in support of this structure over the years has been inadequate, and a significant effort is now required to correct serious deficiencies and improve passenger accessibility. Although scope was originally limited to customer service improvements, the rehabilitation project is now planned to include significant improvements to all aspects of the building, including the building envelope. Work is ongoing to determine the most appropriate way forward, in terms of the percentage of the existing building that can/should be re-used, and the sequencing of building and construction activities without disrupting passenger flow and the provision of ferry service. In 2017/18, design work was undertaken to address the immediate structural issues with the building envelope, and in 2018/19, it is the intent to complete the work associated with structural issues identified in 2017/18, complete all required design work and move forward with facility upgrades.

**Total Capital Budget Request: (5 Years) \$** 6,500,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	2,500,000	4,000,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	2,500,000	4,000,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Design for Woodside Ferry Terminal Recapitalization, initiate recapitalization work	1,145,000	-
Woodside Ferry Terminal Recapitalization Construction	-	2,500,000
<b>Total Estimated Work Plan</b>	<b>1,145,000</b>	<b>2,500,000</b>
Less: Projected Carry Forward from Previous Years	1,145,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>2,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Wrights Cove Terminal
<b>Project Number:</b>	CR000007
<b>Budget Category:</b>	Halifax Transit
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Erin Blay

**Project Summary:**

In 2018/19, work on the detailed design of the Wrights Cove Terminal will be initiated. This terminal will be located off of Windmill Road in Burnside and will provide improved connections for individuals travelling between Sackville, Dartmouth, and Burnside. It is anticipated that this terminal will be in service August 2020.

**Total Capital Budget Request: (5 Years) \$** 2,400,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	2,400,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	2,400,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Complete the detailed design of the Wrights Cove Terminal and associated studies	125,000	-
Construction of the Wrights Cove Terminal	-	2,400,000
<b>Total Estimated Work Plan</b>	<b>125,000</b>	<b>2,400,000</b>
Less: Projected Carry Forward from Previous Years	125,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>2,400,000</b>



Parks and Playgrounds

Page #	Project Name	Project #	2018/19 Work Plan	2018/19 Carry Forward	2018/19 Gross	2018/19 Funding	2018/19 Net
V1	Baker Drive Parkland Development	CP000017	1,000,000	1,000,000	-	-	-
V2	Beazley Field Complex	CP000018	250,000	250,000	-	-	-
V3	Cemetery Upgrades	CP000020	50,000	-	50,000	-	50,000
V4	Cornwallis Park Master Plan Implementation	CP000011	-	-	-	-	-
V5	Cultural Spaces	CD990003	370,000	120,000	250,000	250,000	-
V6	Fort Needham Master Plan Implementation	CP000012	700,000	700,000	-	-	-
V7	Halifax Common Upgrades	CP000013	300,000	300,000	-	-	-
V8	Park Land Acquisition	CPX01149	2,500,000	-	2,500,000	2,000,000	500,000
V9	Park Recapitalization	CP000002	3,185,000	-	3,185,000	435,000	2,750,000
V11	Point Pleasant Park Upgrades	CP000006	845,000	845,000	-	-	-
V12	Public Gardens Upgrades	CPX01193	600,000	-	600,000	-	600,000
V13	Regional Water Access/Beach Upgrades	CPX01331	900,000	400,000	500,000	100,000	400,000
V14	Sports Fields/Courts - State of Good Repair	CP000003	3,250,000	400,000	2,850,000	50,000	2,800,000
V15	Sports/Ball Fields/Courts - New	CP000004	223,500	-	223,500	223,500	-
V16	Western Common Master Plan Implementation	CP000014	50,000	-	50,000	-	50,000
			14,223,500	4,015,000	10,208,500	3,058,500	7,150,000

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Baker Drive Parkland Development
<b>Project Number:</b>	CP000017
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Margaret Soley

**Project Summary:**

Recreation Feasibility Study for the Baker Drive Community Park was completed in 2016. Included in this planning process was the development of a site master plan to identify future site opportunities. This plan reflects a growing community of families, and also the passive recreation requirements of an aging community. The scope of work includes the construction of a looping asphalt trail system, a paved parking lot, pathway lighting, tree planting, a playground, a gazebo, and other park amenities.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Design

**Approximate accuracy of budget estimates** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	<b>2018/19</b>	<b>2019/20</b>
Baker Drive Community Park - construction	1,000,000	-
<b>Total Estimated Work Plan</b>	<b>1,000,000</b>	-
Less Projected Carry Forward from Previous Years	1,000,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Beazley Field Complex
<b>Project Number:</b>	CP000018
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Jeff Spares

**Project Summary:**

The Beazley Field site plan provides an analysis of the current park facilities and a capital project plan for short term and future upgrades. Phase 1 included the recapitalization of the basketball courts and skate park. The next phase of work includes a new playground and accessible pathways.

**Total Capital Budget Request: (5 Years) \$** 1,200,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimates** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	200,000	1,000,000	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	200,000	1,000,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
New playground and accessible pathways	250,000	-
Spectator seating upgrades, and design of new washroom building	-	200,000
<b>Total Estimated Work Plan</b>	<b>250,000</b>	<b>200,000</b>
Less Projected Carry Forward from Previous Years	250,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>200,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Cemetery Upgrades
<b>Project Number:</b>	CP000020
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Jeff Spares

**Project Summary:**

This project addresses ornamental fence restoration/replacements at HRM cemeteries. The historic perimeter fencing and foundations located at Camp Hill Cemetery requires restoration. Sections of the perimeter fence is severely corroded and will be replaced with a new iron fence retaining as much original historic fabric as possible.

**Total Capital Budget Request: (5 Years) \$** 1,325,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimates** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	50,000	400,000	400,000	400,000	75,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	50,000	400,000	400,000	400,000	75,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Camp Hill fence restoration - detailed design	50,000	-
Camp Hill fence restoration - Phase 1	-	400,000
<b>Total Estimated Work Plan</b>	<b>50,000</b>	<b>400,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>50,000</b>	<b>400,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Cornwallis Park Master Plan Implementation
<b>Project Number:</b>	CP000011
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Margaret Soley

**Project Summary:**

Redevelopment of Cornwallis Park is underway as per the concept plan prepared in 2013. The overall approach is to upgrade the existing facilities in the park including the play area. Phase 1, 2 and 3 included redevelopment and regrading of the southern portion of the park, the installation of play structures, lighting, benches, walkways, plaza and landscaping. Phase 4 will include upgrades to the remaining park facilities including accessible pathways, lighting, furniture and landscaping.

**Total Capital Budget Request: (5 Years) \$** 600,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimates** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	600,000	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	600,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Phase 4 - upgrades to the remaining park facilities including accessible pathways, lighting, furniture and landscaping.	-	600,000
<b>Total Estimated Work Plan</b>	-	<b>600,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>600,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Cultural Spaces
<b>Project Number:</b>	CD990003
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Denise Schofield

**Project Summary:**

Multi-year project that focuses on the development and maintenance of cultural structures such as artifacts, monuments, markers, commemorative signage, the HRM parade float, public art and banners as outlined in the Cultural Plan and Public Art Policy.

**Total Capital Budget Request: (5 Years) \$** 500,000

**Supports Outcome Area:** Economic Development (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimates** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	250,000	250,000	-	-	-
<b>Funding Source:</b>					
Reserve Q621 - Community / Events Reserve	250,000	250,000	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	250,000	250,000	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q621 - Community / Events Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Continued work on HRM artifacts, started in 2016/17 fiscal year	50,000	-
Ongoing assessments, repairs and maintenance of HRM public art and monuments, including Assessment of Peace Pavilion, Assessment of Sullivan Pond Totem, Africville Sundial, Sir William Alexander Cairn, Victoria Park	155,000	-
New Public Art & monument pieces, including The Avenue plaque, Cole Harbour Place, Halifax Explosion marker, Turtle Grove, Oathill Lake Interpretative Panels	100,000	-
New HRM parade float	65,000	-
Work plan to be developed in 2018/19	-	250,000
<b>Total Estimated Work Plan</b>	<b>370,000</b>	<b>250,000</b>
Less Projected Carry Forward from Previous Years	120,000	N/A
<b>Gross Budget Request</b>	<b>250,000</b>	<b>250,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Fort Needham Master Plan Implementation
<b>Project Number:</b>	CP000012
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Jeff Spares

**Project Summary:**

Fort Needham is a Regional Park with high cultural significance, most noted for its association with the Halifax Explosion in 1917. A Master Plan for the redevelopment of the park was completed and upgrades included improvements and rededication of the Fort Needham Memorial Park as a legacy project. Key elements included: improvements to make the park more accessible, improvements to the plaza surrounding the monument, new pathways, monument and pathway lighting, landscaping, interpretative elements and construction of a new playground. The next phase will include design and construction of a washroom facility.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Economic Development (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimates** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Site improvements and washroom facility design and construction	700,000	-
<b>Total Estimated Work Plan</b>	<b>700,000</b>	-
Less Projected Carry Forward from Previous Years	700,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Halifax Common Upgrades
<b>Project Number:</b>	CP000013
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Jeff Spares

**Project Summary:**

In 1994, Halifax City Council approved the Halifax Common Plan. This document provided direction for design and use of the city-owned land and open space within the Halifax Common land grant. A review is underway of the 1994 Plan to update the policies and governance for the Halifax Common and produce a plan for the redevelopment of the Central Common.

**Total Capital Budget Request: (5 Years) \$** 5,400,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimates** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	1,400,000	4,000,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	1,400,000	4,000,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Master Plan Implementation - Phase 1 (Public engagement and detailed design)	300,000	-
Begin construction	-	1,400,000
<b>Total Estimated Work Plan</b>	<b>300,000</b>	<b>1,400,000</b>
Less Projected Carry Forward from Previous Years	300,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>1,400,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Park Land Acquisition
<b>Project Number:</b>	CPX01149
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Denise Schofield

**Project Summary:**

This project will fund acquisition and purchase of strategic parklands in support of the HRM's regional park and trails system. In addition to the smaller strategic acquisitions, Regional Council has authorized staff to work on several larger strategic open space properties of joint interest with the Province of Nova Scotia. This is an opportunity account to purchase parkland, as it becomes available, to create or expand Regional Parks, Regional Active Transportation Trails, District and Neighbourhood Parks and Trails.

**Total Capital Budget Request: (5 Years) \$** 11,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimates** +10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,500,000	7,000,000	500,000	500,000	500,000
<b>Funding Source:</b>					
Reserve Q611 - Parkland Development Reserve	2,000,000	500,000	500,000	500,000	500,000
	-	-	-	-	-
<b>Total Funding:</b>	2,000,000	500,000	500,000	500,000	500,000
<b>Net Budget:</b>	500,000	6,500,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	-
<b>Funding Source:</b>					
Reserve Q611 - Parkland Development Reserve	500,000	500,000	500,000	500,000	-
	-	-	-	-	-
<b>Total Funding:</b>	500,000	500,000	500,000	500,000	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Current potential projects based on Council direction include:	2,500,000	-
White's Lake swim area	-	-
Blue Mountain Birch Cove Park	-	-
Cole Harbour view plane	-	-
Sidney Crescent	-	-
Porter's Lake Canal	-	-
Trails (Chain of Lakes Trail trailhead, Halifax Peninsula, Dartmouth Waterfront)	-	-
Purcell's Cove Backlands	-	-
Prospect, High Head Barrens Park	-	-
Timeline for acquisition dependent on negotiations and may extend beyond 2018/19	-	-
Continuation of purchasing of land parcels associated with the areas listed above	-	7,000,000
<b>Total Estimated Work Plan</b>	<b>2,500,000</b>	<b>7,000,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>2,500,000</b>	<b>7,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Park Recapitalization
<b>Project Number:</b>	CP000002
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Margaret Soley

**Project Summary:**

This program is dedicated to improve the quality of our parks, open spaces and play experiences. Areas of focus for this program include upgrades to existing parks, play structures and equipment, bridges, walkways, boardwalks, pathways, retaining walls, and site improvements. Playground equipment is assessed annually, following Canadian Safety Association (CSA) standards to ensure equipment is safe and functional. These assessments are used in prioritizing capital improvements. This project account also supports project planning and consulting for geotechnical, archaeological, and surveying on an as-needed basis.

**Total Capital Budget Request: (5 Years) \$** 13,185,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimates** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	3,185,000	2,500,000	2,500,000	2,500,000	2,500,000
<b>Funding Source:</b>					
Area Rate	435,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	435,000	-	-	-	-
<b>Net Budget:</b>	2,750,000	2,500,000	2,500,000	2,500,000	2,500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	2,500,000	2,500,000	2,500,000	2,500,000	-
<b>Funding Source:</b>					
Area Rate	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,500,000	2,500,000	2,500,000	2,500,000	-

**Detailed Work Plan:**

	2018/19	2019/20
Detailed work plan on the following page	3,185,000	-
Work plan to be developed in 2018/19	-	2,500,000
<b>Total Estimated Work Plan</b>	<b>3,185,000</b>	<b>2,500,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>3,185,000</b>	<b>2,500,000</b>

## Capital Project Supplementary Report

<b>Project Name:</b> <b>Park Recapitalization</b>	<b>Project #</b> <b>CP000002</b>
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Play Structures (locations listed below)	\$ 1,485,000
Geotechnical, surveying, archeological, etc. as required	\$ 275,000
Park Bridge Upgrades - (various location listed below)	\$ 525,000
Fish Hatchery Park Upgrades	\$ 155,000
Mainland Common - Off Leash Dog Park Improvements	\$ 250,000
Farrell Street Park Upgrades	\$ 60,000
Tomahawk Run Park Development (White Hills Area Rate)	\$ 174,900
Haliburton Hills Trail Plan (Haliburton Hills Area Rate)	\$ 157,800
Kingswood Subdivision Picnic Shelters (Kingswood Area Rate)	\$ 52,300
Birches Park Gazebo (District Capital)	\$ 50,000
<b>Total Work Plan for 2018/19</b>	<b>\$ 3,185,000</b>

### 2018/19 PROJECTS

#### Play Structures:

Halifax Christian Academy Park  
 Connaught Battery Park  
 Gorsebrook Park  
 Point Pleasant Park Outdoor Gym (District Capital)  
 Havil Park  
 Cove Road Park  
 Fleetview Drive Park  
 Mandaville Court Park  
 Stanley I Raine Park  
 Glenbourne Park  
 Whimsical Lake Park  
 Flinn Park  
 Sackville Kinsman Park

Bedford Village Park  
 Scotia Drive Park  
 Tantallon Woods Park  
 Talahassee School  
 Astral Drive School  
 Catherine Furnass Park  
 Dartmouth Common  
 Hartlen Point  
 Earls Road Park  
 Pierre Gingras Memorial Park  
 Sunnyview Terrace  
 Judy Anne Park

#### Park Bridges Upgrades:

Millwood Common Park - replace  
 Millwood High School Park - replace  
 Northbrook Park - replace  
 Oathill Boardwalk - repair  
 William Henry Harry Little Park West - replace  
 Captain William Spry Centre - repair  
 Donogal Drive Pedestrian Park - replace

Ridgevale Drive Park - replace  
 Buckingham Drive Park - replace  
 Shubie Canal Lock #3 - repair  
 Shubie Campground - design only  
 Spectacle Lake Boardwalk West - design only  
 Spectacle Lake Boardwalk East - design only

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Point Pleasant Park Upgrades
<b>Project Number:</b>	CP000006
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Jeff Spares

### Project Summary:

A Park Development Plan was prepared as part of the 2008 Point Pleasant Park Comprehensive Plan. It described opportunities to improve the visual and practical aspects of the Park. All three main entrances were identified to be redeveloped to provide a clear definition for visitor arrival and transition into the Park. In 2011, implementation of the Tower Road entrance parking lot, and the northern portion of the Harbour entrance parking lot were completed. The redevelopment of the lower parking lot at the Harbour entrance will be the continuation of this work and will include the installation of new lighting, and a new parking lot layout. Future work includes stonewall restoration and shoreline improvements.

**Total Capital Budget Request: (5 Years) \$**

5,950,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimates**

+-35%

### Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	700,000	1,750,000	1,750,000	1,750,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	700,000	1,750,000	1,750,000	1,750,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	5,000,000	250,000	250,000	250,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	5,000,000	250,000	250,000	250,000	-

### Detailed Work Plan:

	2018/19	2019/20
Point Pleasant Park - lower parking lot	845,000	-
Work plan to be developed in 2018/19	-	700,000
<b>Total Estimated Work Plan</b>	<b>845,000</b>	<b>700,000</b>
Less Projected Carry Forward from Previous Years	845,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>700,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Public Gardens Upgrades
<b>Project Number:</b>	CPX01193
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Jeff Spares

**Project Summary:**

The immediate priority, identified in the Cultural Asset Study of the Halifax Public Garden's built heritage assets, is restoration of the perimeter fencing. Restoration of ornamental steel fencing around the Public Gardens includes removal, sand blasting, priming and reinstallation. This funding is for the final section of fence along Spring Garden Road. The dredging of Griffin's Pond will also be completed by spring of 2018.

**Total Capital Budget Request: (5 Years) \$** 1,450,000

**Supports Outcome Area:** Economic Development (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimates** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	600,000	250,000	200,000	200,000	200,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	600,000	250,000	200,000	200,000	200,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	200,000	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	200,000	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Public Gardens fence restoration - Phase 5	600,000	-
Work plan to be developed in 2018/19	-	250,000
<b>Total Estimated Work Plan</b>	<b>600,000</b>	<b>250,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>600,000</b>	<b>250,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Regional Water Access/Beach Upgrades
<b>Project Number:</b>	CPX01331
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Jeff Spares

**Project Summary:**

The Northwest Arm Seawall and pathway runs along three park systems including Sir Sandford Fleming Park, Horseshoe Island and Regatta Point, and totals approximately two kilometers. Parts of the system in Fleming Park and Horseshoe Island are more than sixty years old and were built using traditional methods. In 2010, Coldwater Consulting Ltd., completed a shoreline restoration study and technical report. This comprehensive report has provided staff with data and recommendations for the design details and priorities for a phased restoration strategy in the years ahead. The 2018/19 scope of work for the Northwest Arm Seawall project includes Phase 1 implementation of upgrades for the Horseshoe Island Seawall.

**Total Capital Budget Request: (5 Years) \$** 3,650,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimates** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	500,000	650,000	800,000	900,000	800,000
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	100,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	100,000	-	-	-	-
<b>Net Budget:</b>	400,000	650,000	800,000	900,000	800,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	800,000	1,050,000	650,000	650,000	-
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	800,000	1,050,000	650,000	650,000	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
Horseshoe Island Seawall improvements - Phase 1	800,000	-
Horseshoe Island Seawall improvements - Phase 2	-	650,000
Alderney Land Docks	100,000	-
<b>Total Estimated Work Plan</b>	<b>900,000</b>	<b>650,000</b>
Less Projected Carry Forward from Previous Years	400,000	N/A
<b>Gross Budget Request</b>	<b>500,000</b>	<b>650,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Sports Fields/Courts - State of Good Repair
<b>Project Number:</b>	CP000003
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Margaret Soley

**Project Summary:**

This program provides for the life-cycle refurbishment of sports courts and sports fields. Upgrading of assets will provide for increased level of service.

**Total Capital Budget Request: (5 Years) \$** 14,550,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimates** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,850,000	2,500,000	5,000,000	1,600,000	2,600,000
<b>Funding Source:</b>					
Area Rate	50,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	50,000	-	-	-	-
<b>Net Budget:</b>	2,800,000	2,500,000	5,000,000	1,600,000	2,600,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	2,600,000	1,600,000	3,600,000	3,600,000	-
<b>Funding Source:</b>					
Area Rate	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,600,000	1,600,000	3,600,000	3,600,000	-

**Detailed Work Plan:**

	2018/19	2019/20
Sports field reconstruction - BJ Higgins	800,000	-
Sports field reconstruction- Meadowbrook	100,000	-
Sports field reconstruction - Graves Oakley	530,000	-
Court reconstructions (Pierre Gingras, North Preston, Castle Hill, Central Spryfield Elementary School, Sunset Acres, Landrace Park, Stanley I Raine)	-	-
	1,150,000	-
Court fence replacements (Northcliffe, St. Mary's Boat Club)	120,000	-
Don Bayer (Burnside Field) Ballfield Lighting	500,000	-
LaPierre Ballfield Parking lot improvements (Kingswood Area Rate)	50,000	-
Work plan to be developed in 2018/19	-	2,500,000
<b>Total Estimated Work Plan</b>	<b>3,250,000</b>	<b>2,500,000</b>
Less Projected Carry Forward from Previous Years	400,000	N/A
<b>Gross Budget Request</b>	<b>2,850,000</b>	<b>2,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Sports/Ball Fields/Courts - New
<b>Project Number:</b>	CP000004
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Margaret Soley

**Project Summary:**

This program provides for the development of new sports courts and ball fields throughout HRM.

**Total Capital Budget Request: (5 Years) \$** 1,723,500

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimates** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	223,500	1,300,000	50,000	50,000	100,000
<b>Funding Source:</b>					
Area Rate	223,500	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	223,500	-	-	-	-
<b>Net Budget:</b>	-	1,300,000	50,000	50,000	100,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	-
<b>Funding Source:</b>					
Area Rate	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	100,000	100,000	100,000	100,000	-

**Detailed Work Plan:**

	2018/19	2019/20
Prospect Road Community Centre (Prospect Road Recreation Association Area Rate) - new court	164,000	-
Wendy's Meadow Park (Prospect Road Recreation Association Area Rate) - new court	30,000	-
Heatherglen Park (Lost Creek Community Association Area Rate) - new court	29,500	-
Work plan to be developed in 2018/19	-	1,300,000
<b>Total Estimated Work Plan</b>	<b>223,500</b>	<b>1,300,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>223,500</b>	<b>1,300,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Western Common Master Plan Implementation
<b>Project Number:</b>	CP000014
<b>Budget Category:</b>	Parks & Playgrounds
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Jeff Spares

**Project Summary:**

The Western Common Wilderness Master Plan was completed and approved by Regional Council in 2010. The Western Common extends over lands owned by HRM between Highway 103 to the north, Highway 333 (Prospect Road) to the south, to the Ragged Lake Business Park in the east and to the Nine Mile River in the west. The first two phases of the development of the Western Common Wilderness trail system was started in 2016/17 and involved the design and development of two (2) kilometers of trail. The next phase will focus on the continuation of trail development as laid out in the 2010 plan.

**Total Capital Budget Request: (5 Years) \$** 150,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimates** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	50,000	50,000	50,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	50,000	50,000	50,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
Nichols Lake Trail construction - phase 3	50,000	-
Nichols Lake Trail construction - phase 4	-	50,000
<b>Total Estimated Work Plan</b>	<b>50,000</b>	<b>50,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>50,000</b>	<b>50,000</b>



Roads and Active Transportation

Page #	Project Name	Project #	2018/19 Work Plan	2018/19 Carry Forward	2018/19 Gross	2018/19 Funding	2018/19 Net
W1	Active Transportation - Strategic Projects	CTU00420	9,750,000	5,650,000	4,100,000	-	4,100,000
W5	Bridges	CRU01077	3,590,000	1,090,000	2,500,000	-	2,500,000
W7	Macdonald Bridge Bikeway Connection	CT000010	700,000	400,000	300,000	-	300,000
W8	New Paving Streets - HRM Owned Roads	CR000002	1,035,000	385,000	650,000	345,000	305,000
W10	New Paving Subdivision Streets - Provincial	CR990001	490,000	-	490,000	490,000	-
W12	Other Road Related Works	CRU01079	4,225,000	1,975,000	2,250,000	-	2,250,000
W15	Road Operations and Construction - State of Good Repair	CR990002	4,000,000	-	4,000,000	-	4,000,000
W16	Sidewalk Renewals	CKU01084	4,500,000	1,750,000	2,750,000	-	2,750,000
W18	Street Recapitalization	CR000009	36,615,000	9,320,000	27,295,000	900,000	26,395,000
			<u>64,905,000</u>	<u>20,570,000</u>	<u>44,335,000</u>	<u>1,735,000</u>	<u>42,600,000</u>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Active Transportation - Strategic Projects
<b>Project Number:</b>	CTU00420
<b>Budget Category:</b>	Roads & Active Transportation
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	David Maclsaac

**Project Summary:**

These projects support the implementation of the Active Transportation (AT) Priorities Plan which was approved by Regional Council in September 2014. The plan lays out a strategy to implement AT infrastructure and programs between 2014 and 2019. Capital projects prioritized in the plan include new sidewalks, multi-use AT greenways and AT bridges (for walking, bicycling and other active transportation modes), AT greenways built and maintained by community trails associations, on-road bicycling facilities, and supportive infrastructure such as bicycle racks, greenway amenities, and pavement markings. Projects are based on the proposed routes and sidewalk locations from the AT Priorities Plan. Projects are evaluated based on criteria related to need, connectivity, safety and other factors. Efforts are made to integrate AT projects with other capital projects to realize cost efficiencies. All projects are in support of Municipal objectives to develop a complete and connected network of active transportation facilities and to increase the number of residents who walk and bicycle as their mode of transportation. This program also includes funding to support two additional term AT planners.

**Total Capital Budget Request: (5 Years) \$** 34,600,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	4,100,000	4,650,000	8,850,000	8,500,000	8,500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	4,100,000	4,650,000	8,850,000	8,500,000	8,500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000

**Detailed Work Plan:**

	2018/19	2019/20
Refer to attached work plan.	9,750,000	-
Work plan to be developed in 2018/19	-	4,650,000
<b>Total Estimated Work Plan</b>	<b>9,750,000</b>	<b>4,650,000</b>
Less: Projected Carry Forward from Previous Years	5,650,000	N/A
<b>Gross Budget Request</b>	<b>4,100,000</b>	<b>4,650,000</b>

## Capital Project Supplementary Report

<b>Project Name:</b> Active Transportation	<b>Project #</b> CTU00420
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### APPROVED NEW SIDEWALK CARRY FORWARD PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Windmill Rd	Seapoint	Bancroft	6	\$90,000
Coronation Ave	Willett	Gesner	10	\$149,000
Coronation Ave	Willett	Hillcrest	10	\$190,000
<b>Total Estimate New Sidewalk Carry Forward Projects</b>				\$429,000

### APPROVED MULTI-USE PATHWAY CARRY FORWARD PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
<b>HRM</b>				
Porter's Lake Metro X AT Connection	Park and ride parking lot	Blueberry Trail across highway	2	\$435,000
Burnside Dr Greenway (Design Only)	Commodore	Wright	6	\$85,000
Windmill Rd	Wright	Victoria	6	\$319,000
<b>Halifax Regional Trails Association (HRTA) Proposed, HRM Implemented</b>				
Mainland North Connector Active Greenway Transportation Upgrade			10/12	\$388,000
Sackville Greenway			15	\$1,029,500
Sackville-Bedford Greenway - Realignment and Recapitalize Segment	Adjacent to 1746 Bedford Highway		16	\$125,000
<b>HRTA Group Implemented</b>				
River-Lake Greenway Planning Studies (Shubie Watershed Environmental Society)			1	\$40,000
Eastern Shore AT			2	\$110,000
Gaetz Brook AT Greenway Bridge Assessment and Upgrade			2	\$50,000
Beechville, Lakeside, Timberlea Trail - Recapitalization			12	\$13,000
Crimson Dr to Sackville Lakes Park Parking Lot (Sackville Lakes Parks & Trail) - New Greenway Segment			15	\$12,000
<b>Total Estimate Multi-Use Pathway Carry Forward Projects</b>				\$2,606,500

### APPROVED AT GENERAL CARRY FORWARD PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Dartmouth Harbourfront Greenway (Ochterloney)			5	\$100,000
Morris - University Bikeway - Planning	Lemarchant	Lower Water	7	\$50,000
Barrington Greenway - Planning	North	Niobi Gate	8	\$50,000
Chain of Lakes Greenway - Railing System	Various Locations		9	\$100,000
Chain of Lakes Greenway - Wayfinding Signage and Enhancements	Various Locations		9	\$50,000
Bedford West Greenways (Sidewalk Oversizing)	Bedford West Streets		16	\$112,500
AT Planning Studies (Africville, Rainnie, Brunswick)	Various Locations		Various	\$58,000
<b>Total Estimate AT General Carry Forward Projects</b>				\$520,500

### APPROVED BIKE LANE CARRY FORWARD PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Fall River Rd and Lockview Rd (Halifax Water Integration)	Blue Hill	148 Lockview	1	\$400,000
<b>Total Estimate Bike Lane Carry Forward Projects</b>				\$400,000

<b>TOTAL ESTIMATE CARRY FORWARD PROJECTS</b>	<b>\$3,956,000</b>
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### 2018/2019 NEW SIDEWALK PROJECTS

## Capital Project Supplementary Report

Project Name: Active Transportation			Project # CTU00420	
PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Auburn Dr	Hillsboro	Civic 14	4	\$217,000
Auburn Dr	Bus Stops		4	\$58,000
Clyde St	Prince Arthur	Milverton	5	\$40,000
Mount Hope Ave	Acadia	Estates	5	\$25,000
Sinclair St	Existing at Berwick	Crosswalk at Highwood	5	\$69,000
Athorpe Dr	Civic 46	Opposite Civic 27	6	\$100,000
Booth St	Bus Stops		6	\$58,000
Kennedy Dr	Caledonia	David	6	\$297,000
Eastview Dr	Glenora	Civic 14	9	\$34,000
Main Ave	Bus Stops		10	\$173,000
<b>Total Estimate New Sidewalk Projects</b>				\$1,071,000
<b>2018/19 NEW AT DETAILED DESIGN</b>				
PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Forest Hills Parkway			4	\$200,000
North West Arm Greenway			9	\$60,000
<b>Total Estimate New AT Detailed Design</b>				\$260,000
<b>2018/19 NEW BIKE LANE PROJECTS</b>				
PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Trunk 7	Start of asphalt	Wilfred Jackson	4	\$117,000
Trunk 7	End of concrete	Wilfred Jackson	4	\$121,000
Wyse Rd	Boland	Albro Lake	5	\$15,000
Ahern Ave	Bell	Cogswell	7	\$300,000
South Park St	Spring Garden	Inglis	7	\$435,000
Almon St	Windsor	Gottingen	8	\$300,000
North St	Northwood	Agricola	8	\$15,000
<b>Total Estimate New Bike Lane Projects</b>				\$1,303,000
<b>2018/19 NEW LOCAL STREET BIKEWAY PROJECTS</b>				
PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Vernon St and Seymour St	Quinpool	University	7	\$537,000
Allan St and Oak St	Connaught	Windsor	8/9	\$520,000
<b>Total Estimate New Local Street Bikeway Projects</b>				\$1,057,000
<b>2018/19 NEW MULTI-USE PATHWAY PROJECTS</b>				
PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
<b>HRM</b>				
Atlantic St	Estates	Pleasant	5	\$465,000
Estates Rd	Mount Hope	Atlantic	5	\$176,000
Mount Hope Ave	Orion	Estates	5	\$240,000
<b>Halifax Regional Trails Association (HRTA) Proposed, HRM Implemented</b>				
Bissett Greenway	End of current trail	Bissett Rd at driveway	4	\$450,000
<b>Multi-Use Capital and Rec-Cap - HRTA Implemented</b>				
Atlantic View Trail			2	\$20,000
Musquodoboit Trailway			2	\$12,000
Salt Marsh Trail			2	\$53,000
Beechville, Lakeside, Timberlea Trail - Recapitalization			12	\$13,000
St. Margaret's Bay Trail			13	\$75,000
<b>Multi-Use HRM Parks Recapitalization</b>				
Dartmouth Common			5	\$30,000
Shubie Asphalt at Micmac and Highway 111, Grahams Grove			6	\$30,000
<b>Total Estimate New Multi-Use Pathway Projects</b>				\$1,564,000
<b>2018/19 HRTA IMPLEMENTED PLANNING AND DESIGN</b>				
PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Little River Greenway			2	\$17,000
Beaver Bank to Canopy Creek			15	\$23,000
Ft. Sackville Walkway & Bedford-Sackville Connector			15/16	\$60,000

## Capital Project Supplementary Report

Project Name: Active Transportation	Project # CTU00420			
<b>Total Estimate HRTA Implemented Planning and Design</b>		\$100,000		
<b>2018/19 FUNCTIONAL STUDIES</b>				
PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
North Preston AT Planning			2	\$30,000
Peninsula Intersection Studies (Bell/Ahern and Bell/Summer/Trollope)			7	\$30,000
Northend Local Street Bikeway			8	\$40,000
Welsford, Allan, Windsor, North Common Connections			8	\$30,000
Westend Local Street Bikeway			9	\$20,000
<b>Total Estimate Functional Studies</b>				\$150,000
<b>2018/19 ACTIVE TRANSPORTATION GENERAL PROJECTS</b>				
AT Communication / Integration			Various	\$59,000
AT Amenities - Bike Parking			Various	\$30,000
Additional AT Planning Resource				\$100,000
Additional AT Planning Resource				\$100,000
<b>Total Estimate AT General Projects</b>				\$289,000
<b>TOTAL ESTIMATE NEW PROJECTS</b>				\$5,794,000
<b>TOTAL 2018/19 WORKPLAN</b>				\$9,750,000
<b>SUMMARY OF BUDGET BREAKDOWN</b>				
2018/19 AT Budget				\$4,100,000
Projected Carry Forward from Previous Years				\$5,650,000
<b>TOTAL BUDGET</b>				\$9,750,000

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Bridges
<b>Project Number:</b>	CRU01077
<b>Budget Category:</b>	Roads & Active Transportation
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	David Hubley

**Project Summary:**

The Bridge program is developed from the work plan prepared as part of the deliverables identified in the Triennial Level 2 Bridge Inspection Program. The Level 2 Bridge Inspection Program outlines maintenance and capital work required in the short term (1-2 years), medium term (5 years) and long term (10 years).

**Total Capital Budget Request: (5 Years) \$** 16,105,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,500,000	3,000,000	3,500,000	3,500,000	3,605,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,500,000	3,000,000	3,500,000	3,500,000	3,605,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	3,715,000	3,825,000	3,940,000	4,055,000	4,055,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	3,715,000	3,825,000	3,940,000	4,055,000	4,055,000

**Detailed Work Plan:**

	2018/19	2019/20
Refer to attached work plan	3,590,000	-
Work plan to be developed in 2018/19	-	3,000,000
<b>Total Estimated Work Plan</b>	<b>3,590,000</b>	<b>3,000,000</b>
Less: Projected Carry Forward from Previous Years	1,090,000	N/A
<b>Gross Budget Request</b>	<b>2,500,000</b>	<b>3,000,000</b>

## Capital Project Supplementary Report

<b>Project Name: Bridges</b>	<b>Project # CRU01077</b>
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**APPROVED CARRY FORWARD PROJECTS**

PROJECT/LOCATION	DISTRICT	ESTIMATE
BR26 Lady Hammond Rd inspection	8	\$15,000
BR26 Lady Hammond Rd bridge repair work	8	\$270,000
BR65 Rosley Rd bridge replacement design	14	\$100,000
Completion of various bridge maintenance and engineering fees already awarded	Various	\$65,000
NSTIR cost sharing bridges BR131/BR128/BR115	Various	\$80,000

<b>TOTAL ESTIMATE CARRY FORWARD PROJECTS</b>	<b>\$530,000</b>
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**2018/2019 NEW PROJECTS**

PROJECT/LOCATION	DISTRICT	ESTIMATE
BR122 Shore Rd design	3	\$100,000
BR57 Replace timber crib butments, including detail design	2/4	\$220,000
BR57 Walker bridge detail design for bridge replacement	2/4	\$100,000
BR49 Kimberley Cres. pedway design and construction	6	\$200,000
BR159 Tobin Dr. design	6	\$50,000
BR26 Lady Hammond Rd detail design and repair work	8	\$280,000
BR24 CN Quinpool Rd construction	9	\$845,000
BR41 Lucasville bridge soffit and concrete repairs, joint replacement, including design	14	\$480,000
BR124 Moirs Mill Lake pedestrian bridge replacement design	16	\$100,000
Miscellaneous bridge repairs/designs/inspections	Various	\$110,000
NSTIR integration projects	Various	\$375,000
Wooden railing replacements	Various	\$200,000

<b>TOTAL ESTIMATE NEW PROJECTS</b>	<b>\$3,060,000</b>
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<b>TOTAL 2018/19 WORKPLAN</b>	<b><u>\$3,590,000</u></b>
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**SUMMARY OF BUDGET BREAKDOWN**

2018/19 Bridge Budget	<b>\$2,500,000</b>
Projected Carry Forward from Previous Years	<b><u>\$1,090,000</u></b>
<b>TOTAL BUDGET</b>	<b><u>\$3,590,000</u></b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Macdonald Bridge Bikeway Connection
<b>Project Number:</b>	CT000010
<b>Budget Category:</b>	Roads & Active Transportation
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	David Maclsaac

**Project Summary:**

This project supports the planning, detailed design and construction of structures and intersection modifications to enable safer and more accessible access to the Macdonald Bridge Bikeway from the on-road bicycle network on both sides of the harbour. The project supports the recommendations of the Halifax Active Transportation Priorities Plan and the Mayor's Conversation on Healthy and Livable Communities.

**Total Capital Budget Request: (5 Years) \$** 6,600,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	300,000	5,300,000	1,000,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	300,000	5,300,000	1,000,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Engage services of a consultant to undertake the project management and detailed design in 2018/19.	700,000	-
Begin Construction	-	5,300,000
<b>Total Estimated Work Plan</b>	<b>700,000</b>	<b>5,300,000</b>
Less: Projected Carry Forward from Previous Years	400,000	N/A
<b>Gross Budget Request</b>	<b>300,000</b>	<b>5,300,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	New Paving Streets - HRM Owned Roads
<b>Project Number:</b>	CR000002
<b>Budget Category:</b>	Roads & Active Transportation
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	David Hubley

**Project Summary:**

This program applies to the paving of HRM owned and maintained gravel roads. Pursuant to the new process approved by Council in 2017, residents will incur a local improvement charge of 1/3 of the total construction cost, while HRM will fund the remaining 2/3. The paving of these roads improves rideability and reduces maintenance costs.

**Total Capital Budget Request: (5 Years) \$** 4,650,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	650,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Funding Source:</b>					
Local Improvement Charge (LIC)	345,000	333,333	333,333	333,333	333,333
	-	-	-	-	-
<b>Total Funding:</b>	345,000	333,333	333,333	333,333	333,333
<b>Net Budget:</b>	305,000	666,667	666,667	666,667	666,667

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	1,000,000	1,000,000	-	-	-
<b>Funding Source:</b>					
Local Improvement Charge (LIC)	333,333	333,333	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	333,333	333,333	-	-	-
<b>Net Budget:</b>	666,667	666,667	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Refer to attached work plan.	1,035,000	-
Work plan to be developed in 2018/19	-	1,000,000
<b>Total Estimated Work Plan</b>	<b>1,035,000</b>	<b>1,000,000</b>
Less: Projected Carry Forward from Previous Years	385,000	N/A
<b>Gross Budget Request</b>	<b>650,000</b>	<b>1,000,000</b>

## Capital Project Supplementary Report

<b>Project Name:</b> <b>New Paving Streets - HRM Owned Roads</b>	<b>Project #</b> <b>CR000002</b>
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PROJECT/LOCATION	FROM	TO	LIC	DISTRICT	ESTIMATE
Silver Crt	Spruce	Cul De Sac	YES	3	\$91,000
Raines Mill Rd	Trunk 3	Cul De Sac	YES	12	\$167,000
Chalamont Dr	End of Asphalt	Cul De Sac	YES	13	\$91,000
Northwood Rd	End of Asphalt	Cul De Sac	YES	13	\$25,000
Old Annapolis Rd	Pockwock	Byblos	YES	13	\$101,000
Carrie Cres	Danny	Cul De Sac	YES	14	\$125,000
Gardeners Walk	End of Asphalt	Cul De Sac	YES	14	\$69,000
Trinity Ln	Beaver Bank	End of Gravel	YES	14	\$366,000
<b>TOTAL 2018/19 WORKPLAN</b>					<b><u><u>\$1,035,000</u></u></b>

**SUMMARY OF BUDGET BREAKDOWN**

2018/19 Local Improvement Charge **	\$345,000
2018/19 HRM Funding	\$305,000
Projected Carry Forward from Previous Years	\$385,000
<b>TOTAL BUDGET</b>	<b><u><u>\$1,035,000</u></u></b>

\*\* 1/3 Residents, 2/3 HRM cost sharing pursuant to the new process approved by Council in 2017

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	New Paving Subdivision Streets - Provincial
<b>Project Number:</b>	CR990001
<b>Budget Category:</b>	Roads & Active Transportation
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	David Hubley

**Project Summary:**

This program supports the paving of residential gravel roads that are within HRM but are owned and maintained by the Province. The funding to cover the construction costs is equally shared (50/50) between the residents (through local improvement charges) and the Province. Prior to the program proceeding, the Province must approve their portion of the funding.

**Total Capital Budget Request: (5 Years) \$** 2,490,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	490,000	500,000	500,000	500,000	500,000
<b>Funding Source:</b>					
Local Improvement Charge (LIC)	490,000	500,000	500,000	500,000	500,000
	-	-	-	-	-
<b>Total Funding:</b>	490,000	500,000	500,000	500,000	500,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	500,000	500,000	500,000	500,000	500,000
<b>Funding Source:</b>					
Local Improvement Charge (LIC)	500,000	500,000	500,000	500,000	500,000
	-	-	-	-	-
<b>Total Funding:</b>	500,000	500,000	500,000	500,000	500,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Refer to attached work plan. HRM pays 50% of the total project cost.	490,000	-
Work plan to be developed in 2018/19	-	500,000
<b>Total Estimated Work Plan</b>	<b>490,000</b>	<b>500,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>490,000</b>	<b>500,000</b>

## Capital Project Supplementary Report

<b>Project Name:</b> <b>New Paving Subdivision Streets - Provincial</b>	<b>Project #</b> <b>CR990001</b>
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PROJECT/LOCATION	FROM	TO	LIC	DISTRICT	ESTIMATE
Bayshore Dr	Prospect	End	Yes	11	\$88,000
Birchpond Crt	Tara	End	Yes	11	\$56,000
Delmerle Dr	Tara	End	Yes	11	\$324,000
Maple Dr	Terence Bay	Delmerle	Yes	11	\$52,000
Prospect River Crt	Forest Glade	End	Yes	11	\$196,000
Tara Dr	Terrance Bay	Birchpond	Yes	11	\$188,000
Tidal Way	Bayshore	End	Yes	11	\$76,000
<b>TOTAL 2018/19 WORKPLAN</b>					<b>\$980,000</b>

### SUMMARY OF BUDGET BREAKDOWN

2018/19 Provincial Funding (Aid to Municipalities)**	\$490,000
2018/19 Local Improvement Charge*	\$490,000
<b>TOTAL BUDGET</b>	<b>\$980,000</b>

\* The Province completes the work and charges HRM 50% of the total road costs which HRM recovers through the LIC program

\*\*Requires Approval of Funding from Nova Scotia Department of Transportation and Infrastructure Renewal (NSTIR)

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Other Road Related Works
<b>Project Number:</b>	CRU01079
<b>Budget Category:</b>	Roads & Active Transportation
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	David Hubley

**Project Summary:**

Funding for a variety of areas including installing new and upgrading existing guiderails, retaining walls, upgrading of walkways, and conducting asphalt testing programs, technical studies/assessments and materials testing requirements for capital projects. This program also includes funding for pavement designs, surveys, new survey equipment, a term GIS technician and a term data entry clerk for asset management.

**Total Capital Budget Request: (5 Years) \$** 14,340,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,250,000	3,000,000	3,000,000	3,000,000	3,090,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,250,000	3,000,000	3,000,000	3,000,000	3,090,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	3,180,000	3,280,000	3,375,000	3,475,000	3,475,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	3,180,000	3,280,000	3,375,000	3,475,000	3,475,000

**Detailed Work Plan:**

	2018/19	2019/20
Refer to attached work plan.	4,225,000	-
Work plan to be developed in 2018/19	-	3,000,000
<b>Total Estimated Work Plan</b>	<b>4,225,000</b>	<b>3,000,000</b>
Less: Projected Carry Forward from Previous Years	1,975,000	N/A
<b>Gross Budget Request</b>	<b>2,250,000</b>	<b>3,000,000</b>

## Capital Project Supplementary Report

<b>Project Name:</b> <b>Other Road Related Works</b>	<b>Project #</b> <b>CRU01079</b>
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### APPROVED CARRY FORWARD PROJECTS

#### Guiderail (New and upgrade existing) Projects

PROJECT/LOCATION	DISTRICT	ESTIMATE
1358 Cobequid Rd	1	\$35,000
Cobequid Rd at Regwood Dr	1	\$20,000
Rocky Lake Dr - Civic 2030	1	\$20,000
Waverley Rd (Multiple Locations)	1	\$150,000
Waverley Rd Under Hwy 118	1	\$20,000
Ross Rd at Salmon River Rd	4	\$30,000
Barrington St MacKay Bridge Approaches	8	\$110,000
Cliff St	16	\$12,000
<b>Total Estimate Guiderail Carry Forward Projects</b>		<b>\$397,000</b>

#### Walkway Projects

PROJECT/LOCATION	DISTRICT	ESTIMATE
2320 Armcrescent West Ave - 2291 Quinn St	9	\$11,000
15 Fourth St to 15 Panorama Ln	16	\$75,000
<b>Total Estimate Walkways Carry Forward Projects</b>		<b>\$86,000</b>

#### Retaining Wall Projects

PROJECT/LOCATION	DISTRICT	ESTIMATE
Purcell's Cove Rd at Williams Lake Rd Investigation and Design	9	\$35,000
Coronation Dr (Hillcrest to Willett) New Construction	10	\$75,000
Cliff St	16	\$157,000
<b>Total Estimate Retaining Wall Carry Forward Projects</b>		<b>\$267,000</b>

### TOTAL ESTIMATE CARRY FORWARD PROJECTS

**\$750,000**

### 2018/2019 NEW PROJECTS

#### Guiderail (New and upgrade existing) Projects

PROJECT/LOCATION	DISTRICT	ESTIMATE
Rocky Lake Dr across from Civic 927	1	\$80,000
Rocky Lake Dr across from Civic 1561	1	\$100,000
Sinclair St (Multiple Locations)	5	\$55,000
22 Herring Cove Rd	9	\$40,000
1087-1157 Old Sackville Rd	14	\$60,000
Miscellaneous Guide Rail Repair TBD	Various	\$50,000
<b>Total Estimate Guide Rail Projects</b>		<b>\$385,000</b>

#### Walkway Projects

La Pierre Cres to Cranberry Cres	3	\$65,000
Londra Crt to Cranberry Cres, Sabra Crt, and Tantling Cres	3	\$45,000

## Capital Project Supplementary Report

Project Name: Other Road Related Works	Project # CRU01079	
Mount Edward Rd to Hibernia Crt	3	\$20,000
Wamphray Cres to Orquel Crt	3	\$20,000
Allison Dr to Astral Dr	4	\$20,000
Allison Dr to Spence Dr	4	\$25,000
Colby Dr to Carnaby Cres	4	\$20,000
Fairbanks St to Geary St/Windmill Rd (Design)	5	\$35,000
Laurel Ln to Sumac Ln	10	\$40,000
Ridgeview Dr to Prince St	15	\$15,000
15 Fourth St to 15 Panorama Ln	16	\$75,000
Doyle St to Basinview Dr	16	\$30,000
Miscellaneous Walkways TBD	Various	\$50,000
<b>Total Estimate Walkway Projects</b>		<u>\$460,000</u>
 <b>Retaining Wall Projects</b>		
2342 Waverley Rd	1	\$200,000
48 Cadet Road	3	\$290,000
91 Prince Albert Rd at Eaton Rd	5	\$140,000
North St (Dartmouth) Construction	5	\$125,000
Sinclair St (Multiple Locations)	5	\$25,000
Vestry St at Lynch St	8	\$130,000
Herring Cove Rd - after Windermere Rd	9	\$140,000
Main Ave - Titus to Dunbrack (South Edge)	10	\$55,000
Miscellaneous Retaining Walls to be determined	Various	\$100,000
<b>Total Estimate Retaining Wall Projects</b>		<u>\$1,205,000</u>
 <b>Legal Surveys</b>		
Herring Cove Rd Legal Survey	9	\$50,000
Miscellaneous Legal Surveys	Various	\$50,000
<b>Total Estimate Legal Surveys</b>		<u>\$100,000</u>
<b>GIS Technician Record Information (Term)</b>		\$100,000
<b>Data Entry Clerk Asset Management (Term)</b>		\$25,000
<b>Materials Testing and Inspection</b>		\$500,000
<b>Retaining Wall Inventory Assessment</b>		\$50,000
<b>Studies/Reports/Geotechnical Investigations/Pavement Designs</b>		\$500,000
<b>Survey/Design Equipment for Capital Projects</b>		\$100,000
<b>Survey Work for Pavement Markings</b>		\$50,000
<b>TOTAL ESTIMATE NEW PROJECTS</b>		<u>\$3,475,000</u>
 <b>TOTAL 2018/19 WORKPLAN</b>		 <u><u>\$4,225,000</u></u>
 <b>SUMMARY OF BUDGET BREAKDOWN</b>		
2018/19 Other Road Related Works Budget		\$2,250,000
Projected Carry Forward from Previous Years		<u>\$1,975,000</u>
<b>TOTAL BUDGET</b>		<u><u>\$4,225,000</u></u>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Road Operations and Construction - State of Good Repair
<b>Project Number:</b>	CR990002
<b>Budget Category:</b>	Roads & Active Transportation
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Bev Audet

**Project Summary:**

Maintenance to the transportation network and includes activities such as asphalt maintenance (spreader patching, skin patching, etc.) sidewalk slab replacement, bridge, retaining wall and guide rail maintenance and minor drainage issues.

**Total Capital Budget Request: (5 Years) \$** 20,120,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	4,000,000	4,000,000	4,000,000	4,000,000	4,120,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	4,000,000	4,000,000	4,000,000	4,000,000	4,120,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	4,245,000	4,370,000	4,500,000	4,635,000	4,635,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	4,245,000	4,370,000	4,500,000	4,635,000	4,635,000

**Detailed Work Plan:**

	2018/19	2019/20
Asphalt repairs (spreader patching, skin patching, etc.)	1,800,000	-
Bridges (concrete, rails, timber, washing expansion joints ans flushing drainage systems)	480,000	-
Sidewalk slab replacement, curb repairs	962,000	-
Drainage projects	320,000	-
Tree stump removal	438,000	-
Work plan to be developed in 2018/19	-	4,000,000
<b>Total Estimated Work Plan</b>	<b>4,000,000</b>	<b>4,000,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>4,000,000</b>	<b>4,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Sidewalk Renewals
<b>Project Number:</b>	CKU01084
<b>Budget Category:</b>	Roads & Active Transportation
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	David Hubley

**Project Summary:**

Existing sidewalks are rated on a two year cycle to identify defective slabs. Sidewalk Renewal Projects are selected based on the percentage of defective slabs and integration opportunities with other road related projects. This project also includes funding to perform sidewalk, curb and crosswalk condition rating assessments.

**Total Capital Budget Request: (5 Years) \$** 18,120,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,750,000	3,500,000	3,750,000	4,000,000	4,120,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,750,000	3,500,000	3,750,000	4,000,000	4,120,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	4,245,000	4,370,000	4,500,000	4,635,000	4,635,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	4,245,000	4,370,000	4,500,000	4,635,000	4,635,000

**Detailed Work Plan:**

	2018/19	2019/20
Refer to attached work plan.	4,500,000	-
Work plan to be developed in 2018/19	-	3,500,000
<b>Total Estimated Work Plan</b>	<b>4,500,000</b>	<b>3,500,000</b>
Less: Projected Carry Forward from Previous Years	1,750,000	N/A
<b>Gross Budget Request</b>	<b>2,750,000</b>	<b>3,500,000</b>

## Capital Project Supplementary Report

<b>Project Name:</b> <b>Sidewalk Renewal</b>	<b>Project #</b> <b>CKU01084</b>
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### APPROVED CARRY FORWARD PROJECTS

PROJECT/LOCATION	FROM	TO	DIRECTION	DISTRICT	ESTIMATE
Trunk 7 (Property Acquisition)	Hillsboro	End of Asphalt Swk	N	4	\$60,000
Armccrescent West Ave	First	Benjamin Green	W	9	\$130,000
Benjamin Green Ave	Chebucto	Armccrescent	E/W	9	\$35,000
South Armccrescent Ave	First	Quinpool	W	9	\$25,000
Coronation Ave	Hillcrest	Alex	N	10	\$170,000
Coronation Ave	Alex	Birch	N	10	\$145,000
<b>TOTAL ESTIMATE CARRY FORWARD PROJECTS</b>					<b>\$565,000</b>

### APPROVED 2017/18 POTENTIAL PROJECTS

PROJECT/LOCATION	FROM	TO	DIRECTION	DISTRICT	ESTIMATE
Ahern Ave	School driveway	New concrete	W	7	\$115,000
<b>TOTAL ESTIMATE 2017/18 POTENTIAL PROJECTS</b>					<b>\$115,000</b>

### 2018/2019 NEW PROJECTS

PROJECT/LOCATION	FROM	TO	DIRECTION	DISTRICT	ESTIMATE
Mount Edward Rd	Gerald	Cranberry	S	3	\$85,000
Trunk 7	Start of asphalt	Wilfred Jackson	N	4	\$725,000
Trunk 7	End of concrete	Wilfred Jackson	S	4	\$685,000
Sinclair St	Hawthorne	Civic 13	N	5	\$30,000
Sinclair St	Highwood	Medford	S	5	\$40,000
Roleika Dr	Kennedy	Ruben	W	6	\$35,000
Coburg - Spring Garden	Henry	Summer	N/S	7	\$140,000
Linden St	Garden	Vernon	N	7	\$55,000
Vernon St	Watt	Jubilee	E	7	\$75,000
Vernon St	Jubilee	Watt	W	7	\$70,000
Vernon St	Cedar	Linden	W	7	\$45,000
Allan St	Harvard	Monastery	S	8	\$120,000
Allan St	Harvard	Chebucto	N	8	\$200,000
Allan St	Oxford	Harvard	S	8	\$45,000
Gottingen St	Russell	Macara	E	8	\$30,000
Robie St	Basinview	Memorial	W	8	\$150,000
Kearney Lake Rd	Cambria Park	Broadholme	W	10/12	\$235,000
Curb/Sidewalk Integration/Spot Repairs				Various	\$405,000
Sidewalk/Pedestrian Ramp Upgrades (Tactile Strips, etc.)				Various	\$400,000
Sidewalk, Curb and Crosswalk Condition Rating Assessment					\$250,000
<b>TOTAL ESTIMATE NEW PROJECTS</b>					<b>\$3,820,000</b>

### TOTAL 2018/19 WORKPLAN

**\$4,500,000**

### SUMMARY OF BUDGET BREAKDOWN

2018/19 Sidewalk Renewal Budget	\$2,750,000
Projected Carry Forward from Previous Years	\$1,750,000
<b>TOTAL BUDGET</b>	<b>\$4,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Street Recapitalization
<b>Project Number:</b>	CR000009
<b>Budget Category:</b>	Roads & Active Transportation
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	David Hubley

**Project Summary:**

The projects included in the Street Recapitalization include street renewal, street resurfacing, asphalt overlays, micro surfacing, chip sealing, patching and crack sealing. The projects are selected based on a set of criteria which include Surface Distress Index (SDI), integration opportunities with other stakeholders, classification of the road, etc. Project Planning & Design (PP&D) is currently working from a long term pavement investment strategy which recommends investments in HRM pavements in excess of \$330,000,000 over the next 10 years. This program also includes funding to support additional term design and construction resources, and as high speed pavement condition data collection.

**Total Capital Budget Request: (5 Years) \$** 161,295,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	27,295,000	32,000,000	33,000,000	33,990,000	35,010,000
<b>Funding Source:</b>					
Pavement Impact Funds	900,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	900,000	-	-	-	-
<b>Net Budget:</b>	26,395,000	32,000,000	33,000,000	33,990,000	35,010,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	36,060,000	37,140,000	38,255,000	39,400,000	39,400,000
<b>Funding Source:</b>					
Pavement Impact Funds	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	36,060,000	37,140,000	38,255,000	39,400,000	39,400,000

**Detailed Work Plan:**

	2018/19	2019/20
Refer to attached work plan.	36,615,000	-
Work plan to be developed in 2018/19	-	32,000,000
<b>Total Estimated Work Plan</b>	<b>36,615,000</b>	<b>32,000,000</b>
Less: Projected Carry Forward from Previous Years	9,320,000	N/A
<b>Gross Budget Request</b>	<b>27,295,000</b>	<b>32,000,000</b>

## Capital Project Supplementary Report

<b>Project Name:</b> <b>Street Recapitalization</b>	<b>Project #</b> <b>CR000009</b>
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### APPROVED CARRY FORWARD PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Elmridge Dr	Rolling Hills	End	1	\$755,000
Overbrook Dr	Rolling Hills	End	1	\$240,000
Stayner Dr	Overbrook	Stoney Ridge	1	\$495,000
Badger Ave	Rattling	End	4	\$170,000
Rattling Ave	Gander	Badger	4	\$225,000
Coburg Rd - Spring Garden Rd	Henry	Carlton	7	\$170,000
Gottingen St	Young	Almon	8	\$610,000
Kaye St	Young	Gottingen	8	\$130,000
Armcrescent Ave E/W	First	Benjamin Green	9	\$415,000
Benjamin Green Dr	Armcrescent	Chebucto	9	\$55,000
First St	Connaught	Armcrescent West	9	\$145,000
South Armcrescent St	First	Quinpool	9	\$60,000
Third St	Newton	Connaught	9	\$20,000
Coronation Ave	Gesner	Birch	10	\$825,000
Eastcoast Crt	Rockhaven	End	10	\$10,000
Rockhaven Dr	Woodbury	Falcon	10	\$415,000
Woodcrest Ave	Herring Cove	End	11	\$420,000
White Birch Dr	Johnson	Riverwood	12	\$545,000
Cliff St	Bedford Hwy	Pine	16	\$60,000
Doyle St	Hammonds Plains	Landsburg	16	\$645,000
Asphalt Overlays			Various	\$530,000
<b>TOTAL ESTIMATE CARRY FORWARD PROJECTS</b>				<b>\$6,940,000</b>

### APPROVED 2017/18 POTENTIAL PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Bissett Rd	Cole Harbour	Former Rehab Centre	4	\$580,000
Ahern Ave	Bell	Rainnie	7	\$145,000
High St	Lady Hammond	Leeds	8	\$265,000
Pockwock Rd	Old Annapolis	Civic 1238	13	\$920,000
<b>TOTAL ESTIMATE 2017/18 POTENTIAL PROJECTS</b>				<b>\$1,910,000</b>

### 2018/2019 NEW PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Charleswood Dr	Windgate	End	1	\$525,000
Windgate Dr	Cumberland	Windsor Junction	1	\$640,000
Clarence St	Johnson	Cain	2	\$125,000
Londra Crt	Cranberry	Cul De Sac	3	\$230,000
Orquel Crt	Cranberry	Cul De Sac	3	\$180,000
Spruce Dr	Dyke	End	3	\$205,000
Wamphray Cres	Cranberry	Cranberry	3	\$415,000
Allison Dr	Brookfield	Spence	4	\$430,000
Armbro Ln	Cole Harbour	End	4	\$290,000
Auburn Dr	Hillsboro	Leander	4	\$720,000
Colby Dr	Greenwich	Deerbrooke	4	\$725,000
Atlantic St	Pleasant	Estates	5	\$445,000
Estates Rd	Atlantic	Mount Hope	5	\$230,000
Mount Hope Ave	20m past Orion	Acadia	5	\$420,000
Sinclair St	Hawthorne	Prince Albert	5	\$640,000
Athorpe Dr	Bowser	Woodlawn	6	\$645,000
Booth St	Kennedy	Main	6	\$340,000
Kennedy Dr	Caledonia	David	6	\$760,000
Roleika Dr	Kennedy	Caledonia	6	\$760,000
Cherry St	Robie	Vernon	7	\$110,000
Coburg Rd - Spring Garden Rd	Henry	Summer	7	\$270,000
Emscote Dr	Francklyn	Francklyn	7	\$300,000
Garden St	Jubilee	Shirley	7	\$145,000

## Capital Project Supplementary Report

Project Name: Street Recapitalization			Project # CR000009	
Linden St	Garden	Vernon	7	\$45,000
Macleod Dr	Francklyn	Cul De Sac	7	\$125,000
Vernon St	Coburg	Quinpool	7	\$285,000
Allan St	Windsor	Oxford	8	\$390,000
Memorial Dr	Lady Hammond	Robie	8	\$170,000
Monastery Ln	Quinpool	Allan	8	\$275,000
Robie St	Hillside	Memorial	8	\$565,000
Botany Terr	Brook	Cul De Sac	9	\$180,000
Eastview Dr	Glenora	Rexdale	9	\$100,000
Homecrest Terr	Brook	Cul De Sac	9	\$85,000
Rexdale Ave	Eastview	End	9	\$100,000
Samuel Terr	Brook	Cul De Sac	9	\$110,000
Cedarbrae Ln	Lacewood	Cul De Sac	10	\$135,000
Dunbrack St	Kearney Lake	Ross	10	\$175,000
Kearney Lake Rd	Dunbrack	Hwy 102	10	\$350,000
Laurel Ln	Gateway	Cul De Sac	10	\$125,000
Laurentide Dr	Bayview	Gateway	10	\$520,000
Sumac Ln	Lacewood	Cul De Sac	10	\$205,000
Carnation Cres	Leiblin	Leiblin	11	\$255,000
Fotherby Ave	Herring Cove	End	11	\$85,000
Frances Crt	Woodcrest	Cul De Sac	11	\$100,000
Holly Dr	Fotherby	Marie	11	\$135,000
Marie Ave	Herring Cove	Holly	11	\$85,000
Ursula Crt	Woodcrest	Cul De Sac	11	\$100,000
Dunbrack St	Kearney Lake	Ross	12	\$175,000
Kearney Lake Rd	Dunbrack	Hwy 102	12	\$350,000
Chalamont Dr	Kimara	End of Pavement	13	\$610,000
Northwood Rd	Hammonds Plains	End of Pavement	13	\$125,000
St Georges Blvd	Citation	Matthew	13	\$515,000
Lakeland St	Pinehaven	End	14	\$975,000
Pinehaven Dr	Beaver Bank	End	14	\$660,000
Trinity Ln	Mayflower	End of Asphalt	14	\$90,000
Cockburn Crt	Cockburn	Cul De Sac	15	\$165,000
Cockburn Dr	Mayfair	MacDougall	15	\$210,000
Mayfair Ave	Raymond	Raymond	15	\$210,000
Ridgeview Dr	Belleshire	Cul De Sac	15	\$550,000
Steeves Crt	Cockburn	Cul De Sac	15	\$170,000
Armoyan Crt	Peregrine	Cul De Sac	16	\$75,000
Eagle Pl	Eaglewood	Cul De Sac	16	\$105,000
Eaglewood Dr	Dartmouth	Golf Links	16	\$435,000
Golf Links Rd	Dartmouth	Eaglewood	16	\$275,000
Peregrine Cres	Eaglewood	Eaglewood	16	\$370,000
Asphalt Overlays			Various	\$3,600,000
Chipseal			Various	\$250,000
Crack Sealing			Various	\$500,000
Micro Surfacing			Various	\$1,100,000
Miscellaneous Road Repairs			Various	\$35,000
Street Planer Patching			Various	\$1,440,000
Additional Design Resources				\$200,000
Additional Construction Resources				\$100,000
High Speed Pavement Condition Data Collection				\$225,000
<b>TOTAL ESTIMATE NEW PROJECTS</b>				<b>\$27,765,000</b>
<b>TOTAL 2018/19 WORKPLAN</b>				<b>\$36,615,000</b>
<b>SUMMARY OF BUDGET BREAKDOWN</b>				
2018/19 Street Recapitalization Budget				\$26,395,000
Pavement Impact Funds				\$900,000
Projected Carry Forward from Previous Years				\$9,320,000
<b>TOTAL BUDGET</b>				<b>\$36,615,000</b>



## Solid Waste

Page #	Project Name	Project #	2018/19 Work Plan	2018/19 Carry Forward	2018/19 Gross	2018/19 Funding	2018/19 Net
X1	Composting/Anaerobic Digestion (AD) Plant	CW000004	800,000	550,000	250,000	250,000	-
X2	Environment Monitoring Site Work 101 Landfill	CWU01353	1,060,000	960,000	100,000	100,000	-
X3	Green Carts for New Residents/Replacement Greencarts	CW000001	1,210,000	810,000	400,000	400,000	-
X4	Land Acquisition Otter Lake	CWI00967	1,005,000	1,005,000	-	-	-
X5	Leachate Forcemain	CW000013	300,000	-	300,000	300,000	-
X6	Materials Recovery Facility Purchase	CW000012	1,200,000	-	1,200,000	1,200,000	-
X7	Materials Recovery Facility Repairs	CW000007	240,000	190,000	50,000	50,000	-
X8	Miller Composting Purchase	CW000011	2,100,000	-	2,100,000	2,100,000	-
X9	New Era Recapitalization	CW000009	560,000	210,000	350,000	350,000	-
X10	Rural Depots	CW000003	250,000	250,000	-	-	-
			8,725,000	3,975,000	4,750,000	4,750,000	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Composting/Anaerobic Digestion (AD) Plant
<b>Project Number:</b>	CW000004
<b>Budget Category:</b>	Solid Waste
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Barry Nickerson

**Project Summary:**

HRM needs to explore the option of constructing a new organics processing facility, or the expansion of existing facility(s). An Anaerobic Digestion (AD) plant or composting plant to process organics including the wet Industrial, Commercial and Institutional (ICI) stream of organics could be developed to aid or replace one or both of HRM's two existing aerobic composting facilities, which are currently operating at capacity and need to meet revised guidelines for maturity. The ICI organics stream could be handled with an AD or other technology and potentially help in the processing and maturity of the compost produced at the existing aerobic facilities. The costs outlined below will enable a consultant to assist with RFQ/RFP development, review, assessment and scoring, project management, design, siting and regulatory requirements, community consultations and engagement, contract negotiations, legal, and other direct costs for this project. The budget does not include funding for the asset, as staff are currently reviewing a design, build, own, operate and possible transfer procurement model.

**Total Capital Budget Request: (5 Years) \$** 250,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	250,000	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	250,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	250,000	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Consultant assistance in RFQ/RFP development, review, assessment and scoring, project management during construction, design, siting, regulatory requirements.	800,000	-
<b>Total Estimated Work Plan</b>	<b>800,000</b>	-
Less: Projected Carry Forward from Previous Years	550,000	N/A
<b>Gross Budget Request</b>	<b>250,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Environment Monitoring Site Work 101 Landfill
<b>Project Number:</b>	CWU01353
<b>Budget Category:</b>	Solid Waste
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Barry Nickerson

**Project Summary:**

To ensure the site continues to meet all of the requirements of a closed landfill, this work will include water monitoring, site maintenance and repair on a priority basis to meet all requirements of a closed landfill including site regulatory approval requirements. The current engineering and monitoring firm has identified this work to include erosion control, cap and leachate system improvements and inspections of site infrastructure.

**Total Capital Budget Request: (5 Years) \$** 500,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000
<b>Funding Source:</b>					
Reserve Q506 - Landfill Closure & Post Closure Cost Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-
<b>Total Funding:</b>	100,000	100,000	100,000	100,000	100,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000
<b>Funding Source:</b>					
Reserve Q506 - Landfill Closure & Post Closure Cost Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-
<b>Total Funding:</b>	100,000	100,000	100,000	100,000	100,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Water monitoring, site maintenance and repair to meet all requirements of a closed landfill including site regulatory approval requirements. The work also includes: erosion control, cap and leachate system improvements and inspections of site infrastructure. This includes the carry over of residual funding to enable quick response to issues at the landfill that may be identified by the engineering and monitoring firm or the landfill gas operator.	1,060,000	100,000
<b>Total Estimated Work Plan</b>	<b>1,060,000</b>	<b>100,000</b>
Less: Projected Carry Forward from Previous Years	960,000	N/A
<b>Gross Budget Request</b>	<b>100,000</b>	<b>100,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Green Carts for New Residents/Replacement Green Carts
<b>Project Number:</b>	CW000001
<b>Budget Category:</b>	Solid Waste
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Barry Nickerson

**Project Summary:**

This project includes the supply and delivery of organics green carts to newly constructed homes and the ongoing replacement of damaged and/or worn out carts. A cart is provided to each dwelling eligible for curbside solid waste collection based on the number of units. Contingency has been built in to the budget to account for unpredictable demand for carts (as they age), and the potential for increases in resin prices, which in turn, can increase unit cost.

**Total Capital Budget Request: (5 Years) \$** 2,000,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Design

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	400,000	400,000	400,000	400,000	400,000
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	400,000	400,000	400,000	400,000	400,000
	-	-	-	-	-
<b>Total Funding:</b>	400,000	400,000	400,000	400,000	400,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	400,000	400,000	400,000	400,000	400,000
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	400,000	400,000	400,000	400,000	400,000
	-	-	-	-	-
<b>Total Funding:</b>	400,000	400,000	400,000	400,000	400,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Procurement of carts for new homes and ongoing replacement of damaged or worn out carts. The unit price of the green carts is approximately \$75-80 and the actual quantity is based on the demand.	1,210,000	400,000
<b>Total Estimated Work Plan</b>	<b>1,210,000</b>	<b>400,000</b>
Less: Projected Carry Forward from Previous Years	810,000	N/A
<b>Gross Budget Request</b>	<b>400,000</b>	<b>400,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Land Acquisition Otter Lake
<b>Project Number:</b>	CWI00967
<b>Budget Category:</b>	Solid Waste
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Barry Nickerson

**Project Summary:**

Purchase of land parcels, as they become available, surrounding the Otter Lake facilities to create a buffer to prevent encroachment and recreational uses.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Design

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Purchase of land parcels, as they become available, surrounding the Otter Lake facilities to prevent encroachment and recreational uses.	1,005,000	-
<b>Total Estimated Work Plan</b>	<b>1,005,000</b>	-
Less: Projected Carry Forward from Previous Years	1,005,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

**Project Name:** Leachate Forcemain  
**Project Number:** CW000013  
**Budget Category:** Solid Waste  
**Project Type:** Service Improvements  
**Discrete/Bundled:** Discrete  
**Project Manager:** Barry Nickerson

**Project Summary:**

Investigate routing and costs to send leachate from the Otter Lake facility directly to one of Halifax Water's existing water treatment facilities. Approximately 75M litres are produced annually, this project would reduce treatment costs, transportation costs and emissions. Biowater from Halifax's two organics facilities are being studied within this project.

**Total Capital Budget Request: (5 Years) \$** 6,300,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	300,000	6,000,000	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	300,000	6,000,000	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	300,000	6,000,000	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Investigate routing and costs to send leachate from the Otter Lake facility directly to one of Halifax Water's existing water treatment facilities. Approximately 75M litres are produced annually, this project would reduce treatment costs, transportation costs and emissions. Biowater from Halifax's two organics facilities are being studied within this project.	300,000	-
Install forcemain and any other upgrades required to connect to Halifax Water treatment facility.	-	6,000,000
<b>Total Estimated Work Plan</b>	<b>300,000</b>	<b>6,000,000</b>
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>300,000</b>	<b>6,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Materials Recovery Facility Purchase
<b>Project Number:</b>	CW000012
<b>Budget Category:</b>	Solid Waste
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Barry Nickerson

**Project Summary:**

At the end of the last five year operating term, HRM is required to pay the residual value of the capital upgrades, which were added during the contractors term. This includes conveyors and material handling systems, along with a proposed storage building to accommodate the increased volumes of materials processed at the facility since the start of the contract.

**Total Capital Budget Request: (5 Years) \$** 1,200,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Design

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	1,200,000	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	1,200,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	1,200,000	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
Pay for residual value of capital upgrades and equipment as per the contract	1,200,000	-
<b>Total Estimated Work Plan</b>	<b>1,200,000</b>	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>1,200,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Materials Recovery Facility Repairs
<b>Project Number:</b>	CW000007
<b>Budget Category:</b>	Solid Waste
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Barry Nickerson

**Project Summary:**

Repairs to the Materials Recovery Facility (HRM owned Recycling Plant) located at 20 Horseshoe Lake Dr., Bayer's Lake Business Park, including concrete slab repairs due to heavy vehicle traffic, and repairs to the roofing system to prevent ongoing leaks.

**Total Capital Budget Request: (5 Years) \$** 100,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	50,000	50,000	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	50,000	50,000	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	50,000	50,000	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Repairs and upgrade to be completed to the roofing system and concrete slab repairs.	240,000	-
Required repairs to the building.	-	50,000
<b>Total Estimated Work Plan</b>	<b>240,000</b>	<b>50,000</b>
Less: Projected Carry Forward from Previous Years	190,000	N/A
<b>Gross Budget Request</b>	<b>50,000</b>	<b>50,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Miller Composting Purchase
<b>Project Number:</b>	CW000011
<b>Budget Category:</b>	Solid Waste
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Barry Nickerson

**Project Summary:**

Purchase of the entire assets of the Burnside composting operation at the end of the 20 year operating contract as per the 1998 operating contract.

**Total Capital Budget Request: (5 Years) \$** 2,100,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Design

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	2,100,000	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	2,100,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	2,100,000	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Purchase of the entire assets at end of 20 year operating contract.	2,100,000	-
<b>Total Estimated Work Plan</b>	<b>2,100,000</b>	-
Less: Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>2,100,000</b>	-

## 2018/2019 Capital Budget Form

**Project Name:** New Era Recapitalization  
**Project Number:** CW000009  
**Budget Category:** Solid Waste  
**Project Type:** State of Good Repair  
**Discrete/Bundled:** Bundled  
**Project Manager:** Barry Nickerson

**Project Summary:**

Repairs to the Ragged Lake Composting Facility (HRM owned Composting Facility) located at 61 Evergreen Place, Ragged Lake Business Park, including corrosion protection and other repairs to the receiving building, curing building and screening building.

**Total Capital Budget Request: (5 Years) \$**

350,000

**Supports Outcome Area:**

Healthy, Liveable Communities (Council Priority)

**Project Status:**

Design

**Approximate accuracy of budget estimate**

+-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	350,000	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	350,000	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	350,000	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Replacement of curing building cover and repairs to screening building cover and trusses. Corrosion thickness study and corrosion protection for the curing building.	560,000	-
<b>Total Estimated Work Plan</b>	<b>560,000</b>	-
Less: Projected Carry Forward from Previous Years	210,000	N/A
<b>Gross Budget Request</b>	<b>350,000</b>	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Rural Depots
<b>Project Number:</b>	CW000003
<b>Budget Category:</b>	Solid Waste
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Barry Nickerson

**Project Summary:**

Trailers service the two Rural Refuse Depots in Sheet Harbour and Middle Musquodoboit where refuse loads are consolidated prior to transport to the Otter Lake Facilities. There are currently six units in the fleet. In addition, there are capital maintenance costs and upgrades required for the depots.

**Total Capital Budget Request: (5 Years) \$** 320,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Preliminary

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	320,000	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	-	-	320,000	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	320,000	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	350,000	-	-	-
<b>Funding Source:</b>					
Reserve Q556 - Solid Waste Facilities Reserve	-	350,000	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	350,000	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
Required repairs at the two rural depots.	250,000	-
<b>Total Estimated Work Plan</b>	<b>250,000</b>	-
Less: Projected Carry Forward from Previous Years	250,000	N/A
<b>Gross Budget Request</b>	-	-



Traffic Improvements

Page #	Project Name	Project #	2018/19 Work Plan	2018/19 Carry Forward	2018/19 Gross	2018/19 Funding	2018/19 Net
Y1	Bedford West Road Oversizing	CTU01006	150,000	150,000	-	-	-
Y2	Burnside Connection to Highway 107	CT000013	-	-	-	-	-
Y3	Cogswell Interchange Redevelopment	CT000007	2,405,000	2,405,000	-	-	-
Y4	Complete Streets	CT180008	750,000	750,000	-	-	-
Y5	Controller Cabinet and Detection Program	CT000004	820,000	520,000	300,000	-	300,000
Y6	Destination Signage Program	CTR00904	400,000	400,000	-	-	-
Y7	Downtown Streetscapes - Argyle/Grafton	CD000002	685,000	685,000	-	-	-
Y8	Downtown Streetscapes - Spring Garden Road	CD000001	500,000	500,000	-	-	-
Y9	Herring Cove Road Widening	CTX01116	-	-	-	-	-
Y10	Integrated Mobility Plan	CT000014	-	-	-	-	-
Y11	Intersection Improvement Program	CTU01086	1,050,000	900,000	150,000	-	150,000
Y12	MacLennan Drive	CTU01365	-	-	-	-	-
Y13	Margeson Drive	CTU01287	-	-	-	-	-
Y14	Opticom Signalization System	CEJ01220	80,000	-	80,000	80,000	-
Y15	Railway Crossing Improvements	CT000015	170,000	170,000	-	-	-
Y16	Road Corridor Land Acquisition	CTU00897	100,000	-	100,000	100,000	-
Y17	Shearwater Connector	CT000016	100,000	-	100,000	-	100,000
Y18	Street Lighting	CRU00792	480,000	150,000	330,000	-	330,000
Y19	Traffic Signal Installation	CTU01085	590,000	190,000	400,000	-	400,000
Y20	Traffic Signal Rehabilitation	CTU00419	1,220,000	520,000	700,000	-	700,000
Y21	Traffic Signal Re-lamping Program	CT000002	1,240,000	720,000	520,000	-	520,000
			<u>10,740,000</u>	<u>8,060,000</u>	<u>2,680,000</u>	<u>180,000</u>	<u>2,500,000</u>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Bedford West Road Oversizing
<b>Project Number:</b>	CTU01006
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Paul Burgess

**Project Summary:**

Implementation of the Bedford West Transportation Master Plan, including road widening projects which will be carried out by HRM, and contributions to developers to oversize new collector roads. Projects will be partially funded through the Capital Cost Contribution Program.

**Total Capital Budget Request: (5 Years) \$** 6,150,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	2,850,000	3,300,000	-	-
<b>Funding Source:</b>					
Capital Cost Contribution	-	1,690,000	1,980,000	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	1,690,000	1,980,000	-	-
<b>Net Budget:</b>	-	1,160,000	1,320,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	1,200,000	-	-	-
<b>Funding Source:</b>					
Capital Cost Contribution	-	120,000	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	120,000	-	-	-
<b>Net Budget:</b>	-	1,080,000	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Detailed design of the Broad Street South Roundabout	150,000	-
Construction of the Broad Street South Roundabout	-	2,850,000
<b>Total Estimated Work Plan</b>	<b>150,000</b>	<b>2,850,000</b>
Less Projected Carry Forward from Previous Years	150,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>2,850,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Burnside Connection to Highway 107
<b>Project Number:</b>	CT000013
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Tanya Davis

**Project Summary:**

N.S. Transportation & Infrastructure Renewal (NSTIR) plan to extend Highway 107 along the north of Burnside Business Park with a connection to Highway 102 and Sackville. They are currently working with the Federal Government on a time line and funding strategy. An interchange at Akerley Boulevard and a connection to an extension of Burnside Drive would be part of what would be built. Staff from HRM and NSTIR have worked extensively to determine the incremental cost of adding improved connections to the highway to allow for management of traffic produced by an expansion of Burnside into Phase 13 and lands beyond that phase. The funds in this project account for that added incremental cost. The full project would be under the direction of NSTIR and the funds identified are our best estimate of HRM's cost-sharing responsibility. Since the full funding and management of the project is outside of HRM's control, the fiscal years in which our funding contribution will be required is also based on current best knowledge and subject to change.

**Total Capital Budget Request: (5 Years) \$** 11,900,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	4,500,000	7,400,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	4,500,000	7,400,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
Design and begin construction	-	4,500,000
<b>Total Estimated Work Plan</b>	-	<b>4,500,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>4,500,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Cogswell Interchange Redevelopment
<b>Project Number:</b>	CT000007
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	John Spinelli

### Project Summary:

This "City Building" project is intended to transform lands supporting aging, underutilized transportation infrastructure (Cogswell Interchange) into a vibrant, mixed use neighbourhood, reintegrating the historic fabric of downtown and the waterfront with the North end of the city. The new neighbourhood will showcase public spaces, squares, urban plazas, pedestrian friendly streets with an overall emphasis on active transportation and transit. Three new AAA bicycling facilities will provide safe alternatives for commuting and recreational travel. The new district will be a great place to live, work and play, as well as act as a stimulus for investment in adjacent properties and those to the west and north of the area. The neighbourhood will achieve "green" objectives through the inclusion of a district energy system, opportunities to live in a neighborhood without reliance on an automobile, and green building design standards.

The project involves removal of the existing Cogswell area roadways, bridges, elevated structures, walls and underground infrastructure systems. Installation of new at-grade streets, roundabouts and realignment of existing streets to facilitate improvement of vehicle, pedestrian and bicycle flows. New park and open spaces will be created and there will be improvements to waterfront connectivity. Several land parcels for development of high value residential/mixed-use buildings by 3rd party developers will be created. The phased release of these land parcels should substantially contribute to the ongoing construction costs for the new neighbourhood. During the past three years, approximately \$2.5M has been spent on establishing/operating the Cogswell project office and engaging design, cost and traffic consultants to complete the 60% design phase.

**Total Capital Budget Request: (5 Years) \$**

43,000,000

**Supports Outcome Area:**

Economic Development (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+-50%

### Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	175,000	25,000,000	17,825,000	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	175,000	25,000,000	17,825,000	-
	-	-	-	-	-
<b>Total Funding:</b>	-	175,000	25,000,000	17,825,000	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

### Detailed Work Plan:

	2018/19	2019/20
Complete detailed design	2,405,000	-
Begin construction on redevelopment plan once approved by Council	-	14,320,000
<b>Total Estimated Work Plan</b>	<b>2,405,000</b>	<b>14,320,000</b>
Less Projected Carry Forward from Previous Years	2,405,000	14,145,000
<b>Gross Budget Request</b>	<b>-</b>	<b>175,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Complete Streets
<b>Project Number:</b>	CT180008
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Hanita Koblents

**Project Summary:**

Further to the Integrated Mobility Plan, this project will enable the design and implementation of complete streets projects. Projects that support transit and active transportation objectives, enhance the pedestrian experience on busy walking streets, and integrate with other capital projects, will be prioritized.

**Total Capital Budget Request: (5 Years) \$** 3,500,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	750,000	750,000	1,000,000	1,000,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	750,000	750,000	1,000,000	1,000,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	1,000,000	1,000,000	1,000,000	1,000,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	1,000,000	1,000,000	1,000,000	1,000,000

**Detailed Work Plan:**

	2018/19	2019/20
Complete streets design for upcoming paving projects and strategic corridors (For example, Dutch Village Road, Herring Cove Road, Bedford Highway, Main Street, Agricola, others). Funded from carry over from CDV00734 Streetscaping in Centre Hubs & Corridors.	750,000	-
Begin construction	-	750,000
<b>Total Estimated Work Plan</b>	<b>750,000</b>	<b>750,000</b>
Less Projected Carry Forward from Previous Years (from CDV00734)	750,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>750,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Controller Cabinet and Detection Program
<b>Project Number:</b>	CT000004
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Taso Koutroulakis

**Project Summary:**

Many of the controller cabinets that hold the electronic components that operate traffic signals have reached their life expectancy and/or are not adequate to hold the components required to run current systems such as conflict detection, communication, phasing plans and the Opticom emergency vehicle detection system. Also, upgrades to timers and communication are required to communicate to the iNet traffic control system which was installed as part of a previous project. This project will also include the installation and maintenance of vehicle and pedestrian detection equipment such as: inductive loops, cameras, radar and accessible pedestrian signals. Detection equipment is a key component to optimize the traffic signal network.

**Total Capital Budget Request: (5 Years) \$** 2,920,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	300,000	980,000	530,000	550,000	560,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	300,000	980,000	530,000	550,000	560,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	570,000	585,000	605,000	620,000	620,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	570,000	585,000	605,000	620,000	620,000

**Detailed Work Plan:**

	2018/19	2019/20
Installation of 140 modems (carry-over)	170,000	-
Replacement of 36 timers	150,000	-
Replacement of 10 traffic signal cabinet assemblies	170,000	-
Installation of 5 accessible pedestrian signals	50,000	-
Installation of detector equipment	200,000	-
Contingency to address unanticipated equipment failures	80,000	-
Work plan to be developed in 2018/19	-	980,000
<b>Total Estimated Work Plan</b>	<b>820,000</b>	<b>980,000</b>
Less Projected Carry Forward from Previous Years	520,000	N/A
<b>Gross Budget Request</b>	<b>300,000</b>	<b>980,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Destination Signage Program
<b>Project Number:</b>	CTR00904
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Taso Koutroulakis

**Project Summary:**

Inspection, maintenance and installation of overhead traffic sign infrastructure such as lane use, guide and destination signs, which provide directional guidance to motorists. The project also includes the funding for a detailed inspection of all sign truss structures is carried out every five years.

**Total Capital Budget Request: (5 Years) \$** 300,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	100,000	-	100,000	100,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	100,000	-	100,000	100,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Truss inspections (condition assessment)	100,000	-
Truss repairs arising from condition assessment	300,000	-
Work plan to be developed in 2018/19	-	100,000
<b>Total Estimated Work Plan</b>	<b>400,000</b>	<b>100,000</b>
Less Projected Carry Forward from Previous Years	400,000	N/A
<b>Gross Budget Request</b>	<b>-</b>	<b>100,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Downtown Streetscapes - Argyle/Grafton
<b>Project Number:</b>	CD000002
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Jacob Ritchie

**Project Summary:**

On April 26, 2016, Council approved business cases and funding for two major streetscaping projects - the Argyle and Grafton Shared Streetscape and the Spring Garden Road Streetscape. The Argyle and Grafton project was built in 2017. A public art component remains to be installed.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Economic Development (Council Priority)

**Project Status:** Design

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Public Art	85,000	-
Contingency to address deficiencies	600,000	-
<b>Total Estimated Work Plan</b>	<b>685,000</b>	-
Less Projected Carry Forward from Previous Years	685,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Downtown Streetscapes - Spring Garden Road
<b>Project Number:</b>	CD000001
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Jacob Ritchie

**Project Summary:**

On April 26, 2016, Council approved business cases and funding for two major streetscaping projects - the Argyle and Grafton Shared Streetscape and the Spring Garden Road Streetscape. The Argyle and Grafton project was built in 2017 under account CD000002.

To advance the Spring Garden Road project, a pilot project and public engagement will be carried out in 2018. After a functional design review is undertaken, a consultant will be engaged to undertake detailed design of the section generally between Queen Street and South Park Street.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Economic Development (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Pilot project and public engagement - Spring Garden Road	125,000	-
Functional design	25,000	-
Detailed design	350,000	-
Issue RFP to begin construction	-	9,800,000
<b>Total Estimated Work Plan</b>	<b>500,000</b>	<b>9,800,000</b>
Less Projected Carry Forward from Previous Years	500,000	9,800,000
<b>Gross Budget Request</b>	<b>-</b>	<b>-</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Herring Cove Road Widening
<b>Project Number:</b>	CTX01116
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Tanya Davis

**Project Summary:**

Development approved in the Regional Plan (2014) have increased traffic demand due to growth on the Herring Cove Road and a need for additional street capacity. The plan would see operational changes to the Herring Cove Road approach to the Armdale Roundabout and the Herring Cove/Purcell's Cove intersection. Herring Cove Road would be widened to four lanes from Purcell's Cove Road to approximately Withrod Drive. Like all projects in the Regional Plan, this one is subject to review in the Integrated Mobility Plan.

**Total Capital Budget Request: (5 Years) \$** -

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	4,500,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	4,500,000	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
<b>Total Estimated Work Plan</b>	-	-
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Integrated Mobility Plan
<b>Project Number:</b>	CT000014
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Peter Duncan

**Project Summary:**

The Integrated Mobility Plan was completed in 2017/2018, and provided an action plan, framework for project evaluation, and a framework for performance measurement to ensure modal share targets contained in the Regional Plan are met. This project includes strategic projects such as transit priority upgrades in the road network, Bus Rapid Transit and/or Commuter Rail, Active Transportation upgrades, and road network improvements. This funding currently resides in a single project account, but as strategic projects become more defined, funding will be allocated to separate project accounts, possibly within different asset classes (like Transit and Active Transportation).

**Total Capital Budget Request: (5 Years) \$** 27,000,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	6,000,000	5,000,000	16,000,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	6,000,000	5,000,000	16,000,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	15,000,000	15,000,000	10,000,000	10,000,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	15,000,000	15,000,000	10,000,000	10,000,000	-

**Detailed Work Plan:**

	2018/19	2019/20
<b>Total Estimated Work Plan</b>	-	-
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Intersection Improvement Program
<b>Project Number:</b>	CTU01086
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Taso Koutroulakis

**Project Summary:**

Improve safety and operation at intersections or specific roadway sections, through minor reconfiguration or lane use changes. This project also includes the addition of pedestrian ramps at marked crosswalks, to improve pedestrian connectivity, and traffic calming initiatives.

**Total Capital Budget Request: (5 Years) \$**

8,550,000

**Supports Outcome Area:**

Transportation (Council Priority)

**Project Status:**

Planning

**Approximate accuracy of budget estimate**

+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	150,000	1,900,000	2,000,000	1,800,000	2,700,000
<b>Funding Source:</b>	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	150,000	1,900,000	2,000,000	1,800,000	2,700,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	2,780,000	2,860,000	2,945,000	3,040,000	3,040,000
<b>Funding Source:</b>	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	2,780,000	2,860,000	2,945,000	3,040,000	3,040,000

**Detailed Work Plan:**

	2018/19	2019/20
Chebucto/Windsor/Cunard - detailed design	150,000	-
Sackville/Sackville Cross Rd - traffic pole relocation	20,000	-
Sackville/Beaverbank - reduce curb radius	40,000	-
Coburg/Edward - bump-out	30,000	-
Northwest Arm/Old Sambro - pedestrian access improvements (design only)	80,000	-
Traffic calming - various locations	200,000	-
Windmill/Lyle - traffic island modification	50,000	-
Larry Uteck/Bluewater - left turn lane (inbound)	250,000	-
Miscellaneous minor improvements (e.g. pedestrian ramp installations)	200,000	-
Sackville/Bambrick/Orchard - property acquisition	30,000	-
Work plan to be developed in 2018/19	-	1,900,000
<b>Total Estimated Work Plan</b>	<b>1,050,000</b>	<b>1,900,000</b>
Less Projected Carry Forward from Previous Years	900,000	N/A
<b>Gross Budget Request</b>	<b>150,000</b>	<b>1,900,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	MacLennan Drive
<b>Project Number:</b>	CTU01365
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Tanya Davis

**Project Summary:**

MacLennan Drive is planned as a collector roadway for Middle and Upper Sackville. The first phase of this work is a two-lane rural collector road extending from Margeson Drive to Rosemary Drive, approximately 1 km. Preliminary environmental scoping work was completed in 2016/17 and engineering design work undertaken in 2017/18. Construction is planned for 2019/20. Undertaking the functional engineering design work well in advance of the planned tender date is beneficial in providing lead time to resolve property or environmental issues.

Like all roadway network projects, it is subject to review under the Integrated Mobility Plan.

<b>Total Capital Budget Request: (5 Years) \$</b>	3,700,000
<b>Supports Outcome Area:</b>	Transportation (Council Priority)
<b>Project Status:</b>	Conceptual
<b>Approximate accuracy of budget estimate</b>	+50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	1,850,000	1,850,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	1,850,000	1,850,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	4,000,000	4,000,000	4,000,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	4,000,000	4,000,000	4,000,000	-

<b>Detailed Work Plan:</b>	2018/19	2019/20
Begin construction	-	1,850,000
<b>Total Estimated Work Plan</b>	-	<b>1,850,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>1,850,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Margeson Drive
<b>Project Number:</b>	CTU01287
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Tanya Davis

**Project Summary:**

Margeson Drive is a planned north-west collector roadway through the Middle Sackville and Lucasville areas. An interchange on Highway 101 at Margeson Drive plus a connection to Trunk 1 was constructed in 2009. This phase of Margeson Drive extends Margeson Drive from Magenta Drive in the Indigo Shores Development to Stonewick Cross Road. This 900 metre section of two-lane collector roadway includes a bridge across the Sackville River. Completion of this collector roadway will create a valuable connection to Highway 101 and the proposed park-and-ride lot and will reduce traffic loading on Hammonds Plains Road and Lucasville Road.

Like all roadway network projects, it is subject to review under the Integrated Mobility Plan.

**Total Capital Budget Request: (5 Years) \$** 3,100,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	3,100,000	-	-	-

Funding Source:	2018/19	2019/20	2020/21	2021/22	2022/23
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	3,100,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-

Funding Source:	2023/24	2024/25	2025/26	2026/27	2027/28
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Begin construction	-	3,100,000
<b>Total Estimated Work Plan</b>	-	<b>3,100,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	-	<b>3,100,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Opticom Signalization System
<b>Project Number:</b>	CEJ01220
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Stephen Nearing

**Project Summary:**

The Opticom Signalization System, is a traffic control system that speeds up the traffic light sequencing, to provide a green light and therefore intersection right-of-way, to emergency vehicles (does not speed up the pedestrian right of way signal). HRM Traffic and Right of Way and Halifax Regional Fire and Emergency Services, coordinate which intersections, based on high volume routes will be converted from the existing infrared technology to the upgraded GPS Opticom System.

**Total Capital Budget Request: (5 Years) \$** 400,000

**Supports Outcome Area:** Healthy, Liveable Communities (Council Priority)

**Project Status:** Design

**Approximate accuracy of budget estimate** +-10%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	80,000	80,000	80,000	80,000	80,000
<b>Funding Source:</b>					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	80,000	80,000	80,000	80,000	80,000
	-	-	-	-	-
<b>Total Funding:</b>	80,000	80,000	80,000	80,000	80,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	80,000	80,000	80,000	80,000	80,000
<b>Funding Source:</b>					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	80,000	80,000	80,000	80,000	80,000
	-	-	-	-	-
<b>Total Funding:</b>	80,000	80,000	80,000	80,000	80,000
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Completion of approximately 12 signalized intersections in Halifax	80,000	-
Work plan to be developed in 2018/19	-	80,000
<b>Total Estimated Work Plan</b>	<b>80,000</b>	<b>80,000</b>
<b>Less Projected Carry Forward from Previous Years</b>	-	N/A
<b>Gross Budget Request</b>	<b>80,000</b>	<b>80,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Railway Crossing Improvements
<b>Project Number:</b>	CT000015
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Taso Koutoulakis

**Project Summary:**

The operation of trains and rail crossings in Canada are governed by the Rail Safety Act (the Act). The Act refers to a series of regulations, including the Grade Crossings Regulations (GCR) which was recently passed into law. This new regulation now imposes significant responsibilities on road authorities and railway operators as it relates to public railway grade crossings. The revised regulations are intended to improve safety by providing comprehensive and enforceable safety standards, clarifying roles and responsibilities, and ensuring key safety information is shared between railway operators and road authorities. All at-grade crossings must be in compliance with the Act, Regulations and Standards by November 2021. This means all road authorities must evaluate data collected, review site conditions and build a capital plan for required upgrades. The plan must be developed in conjunction with the railway operator wherever there are common issues.

**Total Capital Request: (5 Years) \$** -

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +35%

**CAPITAL COSTS - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	<b>2018/19</b>	<b>2019/20</b>
Railway crossing improvements - various locations	170,000	-
<b>Total Estimated Work Plan</b>	<b>170,000</b>	-
<b>Less Projected Carry Forward from Previous Years</b>	170,000	N/A
<b>Gross Budget Request</b>	-	-

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Road Corridor Land Acquisition
<b>Project Number:</b>	CTU00897
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Growth
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Tanya Davis

**Project Summary:**

The Road Network, Active Transportation and Parking Priorities Plans give direction on both short-term and longer-term requirements for the Transportation Network. This direction will be given further clarity through the Integrated Mobility Plan. Land acquisition may be needed to secure corridors and sites for longer-term road and other transportation projects identified in these plans and for other road projects approved by Regional Council well in advance of the project itself being budgeted for. Properties needed are normally purchased only when a unique opportunity arises and always with the approval of Regional Council.

**Total Capital Budget Request: (5 Years) \$** 500,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Conceptual

**Approximate accuracy of budget estimate** +50%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-
<b>Total Funding:</b>	100,000	100,000	100,000	100,000	100,000
<b>Net Budget:</b>	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	100,000	100,000	100,000	100,000	100,000
<b>Funding Source:</b>					
Reserve Q526 - Capital Fund Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-
<b>Total Funding:</b>	100,000	100,000	100,000	100,000	100,000
<b>Net Budget:</b>	-	-	-	-	-

<b>Detailed Work Plan:</b>	<b>2018/19</b>	<b>2019/20</b>
Property appraisals and purchase as required	100,000	100,000
<b>Total Estimated Work Plan</b>	<b>100,000</b>	<b>100,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>100,000</b>	<b>100,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Shearwater Connector
<b>Project Number:</b>	CT000016
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Discrete
<b>Project Manager:</b>	Peter Duncan

**Project Summary:**

The Regional Plan (2014) identified the Shearwater Connector as a needed project due to the lack of capacity on Portland Street. This roadway connection runs between Baker Drive and Caldwell Road in Colby Village primarily through lands owned by Department of National Defense.

Like all projects in the Regional Plan, this one is subject to review in the Integrated Mobility Plan.

**Total Capital Budget Request: (5 Years) \$** 14,600,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-35%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	100,000	1,000,000	7,500,000	6,000,000	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	100,000	1,000,000	7,500,000	6,000,000	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Design	100,000	-
Begin construction	-	1,000,000
<b>Total Estimated Work Plan</b>	<b>100,000</b>	<b>1,000,000</b>
Less Projected Carry Forward from Previous Years	-	N/A
<b>Gross Budget Request</b>	<b>100,000</b>	<b>1,000,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Street Lighting
<b>Project Number:</b>	CRU00792
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Taso Koutroulakis

**Project Summary:**

The Municipality has been active in developing a street light guideline that reflects: consistent application of recommended lighting design standards; improvement of urban design through uniform lighting installations; and reduction of energy consumption through utilization of energy efficient technologies. This project deals with the installation and replacement of street light infrastructure.

**Total Capital Budget Request: (5 Years) \$** 800,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	330,000	235,000	235,000	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	330,000	235,000	235,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Replacement of 4 power enclosures	150,000	-
Replacement of 10 ornamental poles and lights	30,000	-
Installation of 10 wood streetlight poles	25,000	-
Condition assessment of poles/bases for decorative lights	75,000	-
Installation of 50 LED street lights	50,000	-
Development of electrical specifications	100,000	-
Contingency to address unanticipated failures	50,000	-
Work plan to be developed in 2018/19	-	235,000
<b>Total Estimated Work Plan</b>	<b>480,000</b>	<b>235,000</b>
Less Projected Carry Forward from Previous Years	150,000	N/A
<b>Gross Budget Request</b>	<b>330,000</b>	<b>235,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Traffic Signal Installation
<b>Project Number:</b>	CTU01085
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	Service Improvements
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Taso Koutroulakis

**Project Summary:**

Installation of new traffic control such as traffic signals and crosswalk lights as per guidelines and technical warrants established by the Transportation Association of Canada. The traffic controls are installed to appropriately assign the right of way at intersections and to address public safety concerns.

**Total Capital Budget Request: (5 Years) \$** 3,420,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	400,000	750,000	750,000	750,000	770,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	400,000	750,000	750,000	750,000	770,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	790,000	815,000	840,000	865,000	865,000
<b>Funding Source:</b>	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	790,000	815,000	840,000	865,000	865,000

**Detailed Work Plan:**

	2018/19	2019/20
Chain Lake/Horseshoe Lake - traffic signals	106,000	-
Wright/Wilkinson - traffic signals	300,000	-
Sackville/Beaconsfield/Executive - RRFB crosswalk	40,000	-
Bissett/Salt Marsh Trail - RRFB crosswalk	20,000	-
Bissett/Rehab Centre - RRFB crosswalk	20,000	-
Larry Uteck/Civic 420 - RRFB crosswalk	20,000	-
Caldwell/Atholea - RRFB crosswalk	20,000	-
Contingency	64,000	-
Work plan to be developed in 2018/19	-	750,000
<b>Total Estimated Work Plan</b>	<b>590,000</b>	<b>750,000</b>
Less Projected Carry Forward from Previous Years	190,000	N/A
<b>Gross Budget Request</b>	<b>400,000</b>	<b>750,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Traffic Signal Rehabilitation
<b>Project Number:</b>	CTU00419
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Taso Koutroulakis

**Project Summary:**

HRM owns and operates approximately 268 traffic signals and 180 overhead crosswalk lights with flashers. An ongoing rehabilitation program is required so that these installations provide adequate traffic control service and are structurally sound. The objective of this program is to achieve a sustainable level of structural and operation soundness for the HRM's inventory of traffic signal hardware.

**Total Capital Budget Request: (5 Years) \$** 5,330,000

**Supports Outcome Area:** Transportation (Council Priority)

**Project Status:** Planning

**Approximate accuracy of budget estimate** +25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	700,000	1,950,000	1,680,000	1,000,000	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	700,000	1,950,000	1,680,000	1,000,000	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	-	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	-	-	-	-	-

**Detailed Work Plan:**

	2018/19	2019/20
Robie/South - full rehabilitation	320,000	-
Prince Albert/Hawthorne - full rehabilitation	250,000	-
Robie/Quinpool - replace underground wiring	50,000	-
Crosswalk upgrades - various locations	400,000	-
Traffic signal wire	50,000	-
Contingency	150,000	-
Work plan to be developed in 2018/19	-	1,950,000
<b>Total Estimated Work Plan</b>	<b>1,220,000</b>	<b>1,950,000</b>
Less: Projected Carry Forward from Previous Years	520,000	N/A
<b>Gross Budget Request</b>	<b>700,000</b>	<b>1,950,000</b>

## 2018/2019 Capital Budget Form

<b>Project Name:</b>	Traffic Signal Re-lamping Program
<b>Project Number:</b>	CT000002
<b>Budget Category:</b>	Traffic Improvements
<b>Project Type:</b>	State of Good Repair
<b>Discrete/Bundled:</b>	Bundled
<b>Project Manager:</b>	Taso Koutroulakis

**Project Summary:**

The traffic signal network utilizes LED lights. One of the many benefits is the reduction in electricity costs of approximately 85% compared to the use of incandescent lamps. Although it is quite unusual for an LED light to completely fail in comparison to an incandescent lamp, the light levels do decline over time. This project is for the systematic replacement of LED lights to ensure that minimum light levels are maintained.

<b>Total Capital Budget Request: (5 Years) \$</b>	520,000
<b>Supports Outcome Area:</b>	Transportation (Council Priority)
<b>Project Status:</b>	Planning
<b>Approximate accuracy of budget estimate</b>	+-25%

**Capital Costs - Cash Flow**

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Gross Budget:</b>	520,000	-	-	-	-
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	520,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Gross Budget:</b>	570,000	570,000	570,000	570,000	570,000
<b>Funding Source:</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Funding:</b>	-	-	-	-	-
<b>Net Budget:</b>	570,000	570,000	570,000	570,000	570,000

<b>Detailed Work Plan:</b>	2018/19	2019/20
LED replacement in Dartmouth and Halifax	720,000	-
LED replacement in remaining Halifax and Bedford (Districts 9, 10, 12, 16)	520,000	-
<b>Total Estimated Work Plan</b>	<b>1,240,000</b>	-
Less: Projected Carry Forward from Previous Years	720,000	N/A
<b>Gross Budget Request</b>	<b>520,000</b>	-

## Glossary

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are actually disbursed or received (see Cash Basis).
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only. (Compare Regional Area Rate)
Assessment	(see Property Assessment)
Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Assessment Cap	The percentage that a property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous year. Some properties, such as apartments, are ineligible.
Assessment Lift	The total increase in the assessment base from one year to the next.
Assessment Roll	The assessed value of all properties within the municipality as provided by the Province of Nova Scotia.
Assets	The property owned by an entity.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base Projects	Capital projects which maintain current service levels. This normally involves replacement or recapitalization of an existing asset.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within the rural area of HRM.

Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Business Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.
Business Taxes	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
Business Plans	Include program objectives, outcomes desired, resources required and performance measures used to determine whether outcomes have been achieved.
Business Units	High level corporate divisions based on major services.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability Projects	Capital projects which expand current service levels. This normally involves addition, modification or acquisition of assets.
Capacity Gap	The difference between the funding required annually to recapitalize or replacing of existing assets needed to maintain current service levels, and the funding which is available on an annual basis to do so.
Capital Charges, LIC	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc

Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years “in principle”.
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development.
Capital Reserve Pool (Crespool)	Capacity remaining, following completion of a capital project, which was funded from debt. These reserved funds may only be used to provide additional funding for capital projects which are over-budget or to new budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capital Budget	The Council-approved capital expenditures for a fiscal year and the means of financing them. To qualify for inclusion in the Capital Budget, projects must have a cost of at least \$50,000 and a useful life of at least one year.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason it is often referred to as “pay-as-you-go” capital funding.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis	Accounting for expenses and revenues as the funds are actually disbursed or received.

Chartered Accountants	Accountants who have obtained the CA designation through prescribed training and work experience.
Citizen	A person who resides in HRM.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial Assessment	The market value of real property (land and buildings) used for commercial purposes as assessed by the Province of Nova Scotia Assessment Services.
Commercial Forest Taxes	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.40 per acre (50,000 acres or more).
Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. It is a multiple of the Residential General Tax Rate.
Commercial Multiplier	A factor that is used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet together as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole.
Consumer Price Index (CPI)	An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost effective ways of providing service within budget.

Crespool	(see Capital Reserve Pool)
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, debentures are provided by the Municipal Finance Corporation, a branch of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds its operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.

Director	The most senior management position within a Business Unit.
Education Rate	As determined by the Province of Nova Scotia, the rate per \$100 of assessed value which is applied to the Uniform Assessment in order to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization
Executive Management Team (EMT)	Consists of the Chief Administrative Officer and the Deputy Chief Administrative Officers.
Farm Acreage Taxes	Each year the Province of Nova Scotia pays to the municipality in which farm property exempt from taxation is situated, a grant equal to \$2.10 per acre in respect of the land. This rate is increased by the Consumer Price Index each year after March 31, 2001.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal Framework	A financial projection showing revenues, expenditures, debt and other information using a consistent set of assumptions. It is used for budgeting purposes and for longer-term projections. The framework is frequently presented to Council using a Base Case scenario. Council can then provide staff with direction regarding the assumptions that underlie the development of the proposed budget.
Fiscal Year	Runs from April 1 to March 31.
Corporate Accounts (Formally Fiscal Services)	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, most debt charges (except those related to Transit Services, Wastewater and Solid Waste), payments to reserves, Capital from Operating, Capital and Operating Grants, the surplus or deficit from the prior fiscal year, etc.

FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardise and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services with the exception of those funded from area-rates.
Generally Accepted Accounting Principals (GAAP)	A set of standardized accounting principals defined by the Canadian Institute of Chartered Accountants.
Goal	A general statement of desired outcome to be achieved over a specified period of time. The term goal is roughly equivalent to Strategic Outcome.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Gross Expenditures
GST (Goods and Services Tax)	The Federal sales tax.
Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.

Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
Key Metrics	Indicators that provide information (either qualitative or quantitative) on efficiency and/or effectiveness.
Local Improvement Charge (LIC)	Local charges levied by Council for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc that benefit a specific area.
Long Term Capital Plan	<p>The 10 year Capital Plan consisting of a 3 year detailed plan which includes all project costs and funding sources, and a 7 year capital outlook.</p> <p>The first year is approved by Regional Council as the Project Budget.</p> <p>The second and third year are approved as a detailed planning tool.</p>
Mandatory Education	Provincial statute requires that each municipality make a contribution to its school board. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.

Multi-Year Financial Strateg	Involves predicting the future financial situation of HRM and developing and implementing a strategy in response. This strategy includes principles of financial management, a reserve policy, acCapital spending policy, a capital debt policy, and a business planning process.
Municipal Finance Corporation	An agency of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
Net	Total expenditures less off-setting revenues
Non Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Utility and Review Board	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial <b>Utility and Review Board Act</b> . It reports to the legislature through the Minister of Environment and Labour.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial <i>Police Act and HRM Bylaws</i> .

Principal	Portion of loan repayments which directly pays down the total amount owing.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia (Service Nova Scotia and Municipal Relations). Expressed as a rate per \$100 of assessed value. Residential and commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the market value of real property, expressed per \$100 of assessed value.
Property Assessment	The market value of real property as determined by the Province of Nova Scotia Assessment Services.
Province	Government of the Province of Nova Scotia
RCMP Royal Canadian Mounted Police	Federal policing agency.
RDP- Real Domestic Product	Is the Gross Domestic Product adjusted for inflation.
Recapitalization	The use of funds to develop and improve existing assets which have deteriorated through the passage of time and/or a lack of maintenance.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 23 Councillors representing the 23

Districts. Regional council is elected once every four years.

Reserves	Accounts in which funds are accumulated to provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.
Residential General Tax Rates	The general rate of taxation applied to the market value of real property used as a residence, expressed per \$100 of assessed value.
Residential Assessment	The market value of real property (land and buildings) used for residential purposes as assessed by the Province of Nova Scotia Assessment Services.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Resource Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.25 per acre (less than 50,000 acres).
Resource Property Taxes	Taxes levied against farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Revenues	External sources of funds provided to the municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Risk	Something that may negatively impact HRM.
Rural General Tax Rate	(see Base General Tax Rate)
Service Nova Scotia and Municipal Relations (SNSMR)	A department of the Province of Nova Scotia which is the lead service delivery arm of government for programs and services to businesses, individuals and municipalities.
Service Drivers	Factors which have a tendency to increase demand for a service. Examples include population growth, new construction, new trends, etc.

Stakeholder	A person with an interest or concern in the HRM budget.
Standard and Poor's	Bond rating agency.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and which represent a major shift in the type and manner in which services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM
Supplementary Education	Supplementary Education - Supplementary Education Funding are amounts provided to the Halifax Regional School Board (HRSB) and the province-wide Acadian School Board, Conseil Scolaire Acadien Provincial (CSAP) that are in addition to Mandatory Education. The Halifax Chapter requires that the Municipality provide a guaranteed amount for supplementary education, although it may reduce the amount by 10% of the amount spent in 1995-96. Halifax and HRSB have negotiated a Memorandum of Understanding as to the amounts and provisions as to funding.
Surplus	At the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review. All aspects of the budget are open for debate and change.
Tax Agreements	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
Tax Payer	Citizens and businesses of HRM who pay taxes (generally through their property taxes).
Temporary Debt	Financing provided through the MFC short-term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue
TPW	Transportation and Public Works

Transfer - General Rate	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.
Transfer - Urban Rate	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.
Transfers from other Gov'ts	Funding received from the federal or provincial governments which may or may not be designated for a specific service or purpose (conditional vs unconditional).
Transition Expenditures	Expenditures incurred in order to amalgamate the City of Halifax, City of Dartmouth, Town of Bedford, County of Halifax, and the Metropolitan Authority into the Halifax Regional Municipality. These costs were amortized over 10 years.
TTY	Also known as a TDD (Telecommunications Device for the Deaf). The TTY consists of a keyboard, a display screen, and a modem. The letters that the TTY user types into the machine are turned into electrical signals that can travel over regular telephone lines. When the signals reach their destination (in this case another TTY) they are converted back into letters which appear on a display screen.
Uniform Assessment	The total of the taxable property assessment plus the value of grants the Municipality receives from special property tax arrangements.
Urban General Tax Rate	The general tax rate applicable to all taxable properties within the urban zone of HRM.
Variance	The difference between the amount budgeted for a cost centre or account, and the amount actually posted and/or committed.
Vendors	Business which sell their goods and services to HRM.
Water Commission Dividend	A grant-in-lieu of property taxes paid by the Halifax Regional Water Commission to HRM equal to 10% of the Water Commission's prior year's Operating revenue.
WTI West Texas Intermediate	This is a benchmark used when measuring the market price per barrel of crude oil.

