

Transportation and Public Works

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: We take pride in providing high-quality transportation and public works services to benefit our citizens. We make a difference.

TRANSPORTATION AND PUBLIC WORKS OVERVIEW

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

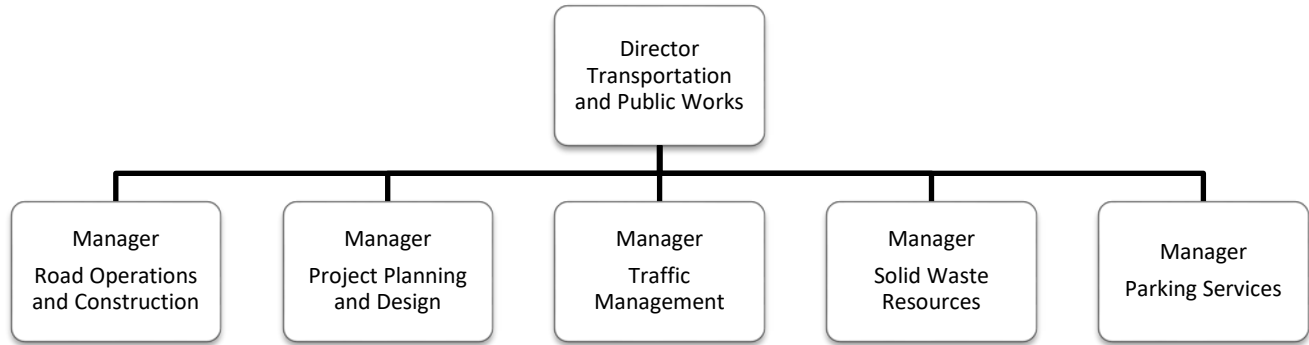
- Transportation – Interconnected and Strategic Growth;
- Transportation – A Well Maintained Transportation Network;
- Transportation – A Safe and Accessible Transportation Network;
- Economic Development – Promote and Maximize Growth;
- Healthy, Liveable Communities – Energy and Environment.

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:

- 965 kms of sidewalks
- 300 tactile walking surfaces
- 2,480 crosswalks
- 271 signalized intersections
- 31,602 storm water catch basins
- 22 intersection narrowing treatments
- 6 leading pedestrian intervals
- 112 km of bike lanes
- 183 km of multi-use paths
- 3,878 lane kms of roadway
- 105 bridges (vehicle-capable)
- 43,520 street lights
- 190,000 street trees
- 9,000,000 trees on HRM properties
- 4,773 public parking spaces in Downtown Halifax and Dartmouth
- Average annual solid waste tonnage collected and processed: 27,000 tonnes recyclables, 52,000 tonnes organics and 47,000 tonnes refuse
- Licensing of sites that divert 115,000 tonnes of construction and demolition material from municipal solid waste landfills



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	281	5	286
Seasonal, Casual and Term	25.7	-0.7	25
Total	306.7	4.3	311

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Transportation and Public Works	18.1%	17.7%	17.4%
Average tax bill amount spent on Transportation and Public Works	\$347.40	\$348.70	\$346.00

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Transportation – A well Maintained Transportation Network

Transportation Capital Works

To mitigate impacts on the transportation system of projects in the right of way, Transportation and Public Works will develop an improved capital planning process that integrates 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.

Our People – Engaged Work Force

Employee Engagement Action Plan

Develop and implement action plans to improve employee engagement.

Succession Planning

Develop succession plans that optimize staff capacity and stabilize service to citizens.

Service Excellence – Performance Excellence

Performance Measurement Framework

Develop a performance measurement framework that improves service delivery and links performance to Council's strategic priorities.

Transportation and Public Works Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Cost	2019/20 OCC	2020/21 Gross Cost
Transportation				
A Well Maintained Transportation Network	New Paving – HRM/Provincial Roads	512,000	1,600	500,000
	Road & Bridge – State of Good Repair	36,067,000	1,000	39,500,000
	Sidewalk Renewals	2,715,000	-	2,000,000
	Mackintosh Depot Replacement	2,250,000	-	7,000,000
Interconnected and Strategic Growth	Parking Technology	1,682,000	382,300	650,000
	Active Transportation	9,451,000	225,600	3,000,000
A safe and accessible transportation network	Traffic Projects	1,365,000	28,000	2,350,000
Healthy, Liveable Communities				
Energy & Environment	Solid Waste Facilities	2,240,000	-	1,050,000

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	746,492	885,400	741,600	515,350	(370,050)	660,050
Traffic Management	12,473,732	13,232,700	13,014,900	13,292,300	59,600	13,189,300
Road Operations and Construction	39,155,230	41,574,400	41,846,900	42,428,200	853,800	42,518,900
Project Planning and Design	2,995,751	3,099,200	3,110,500	3,592,000	492,800	3,592,000
Solid Waste Resources	31,335,250	34,541,800	34,016,500	33,737,450	(804,350)	32,306,250
Parking Services	54,999	52,500	83,400	244,200	191,700	175,500
Net (Surplus)/Deficit	86,761,455	93,386,000	92,813,800	93,809,500	423,500	92,442,000

Summary of Changes – Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$ 93,386,000
Compensation	Compensation Adjustments	811,500	811,500
Interdepartmental Transfers	From FICT - Maintenance of parking meters	20,000	40,000
	From P&D - Variable messaging sign	20,000	
Budget Adjustments	Right-size Solid Waste Revenue	(730,300)	(428,000)
	Debt Reduction	(797,300)	
	Overhead Efficiencies	(878,800)	
	Reduced Streetlighting Contribution	(211,000)	
	Contract Inflation and Growth	955,300	
	Materials	805,800	
	UFMP Tree planting/pruning	268,300	
	Increase to Seniors Snow Program	100,000	
	Service of Designated Smoking Areas	60,000	
Total Impact of Changes			423,500
2019/2020 Proposed Budget			\$ 93,809,500

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	21,703,536	22,380,600	22,281,100	23,192,100	811,500	23,079,300
Office	174,868	308,600	303,600	239,300	(69,300)	238,600
External Services	59,653,399	60,815,500	60,909,200	61,870,800	1,055,300	62,175,900
Supplies	347,984	328,500	367,700	345,900	17,400	344,900
Materials	2,014,491	1,773,000	2,588,000	2,638,800	865,800	2,659,400
Building Costs	3,461,533	3,528,300	3,345,100	3,372,800	(155,500)	3,448,000
Equipment & Communications	399,044	459,500	527,200	408,100	(51,400)	408,100
Vehicle Expense	33,781	34,400	43,900	30,800	(3,600)	30,800
Other Goods & Services	2,465,415	3,702,900	3,194,800	3,328,200	(374,700)	3,230,700
Interdepartmental	104,319	331,200	321,900	363,100	31,900	364,600
Debt Service	2,350,671	2,267,300	2,267,300	1,470,000	(797,300)	42,000
Other Fiscal	3,791,275	4,393,900	4,243,900	4,217,600	(176,300)	4,131,700
Total	96,500,316	100,323,700	100,393,700	101,477,500	1,153,800	100,154,000
Revenues						
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Area Rate Revenue	(41,097)	(42,500)	(42,500)	(42,500)	-	(42,500)
Transfers from other Gov'ts	(4,144,278)	(2,954,100)	(3,154,100)	(3,206,000)	(251,900)	(3,206,000)
Fee Revenues	(3,871,870)	(2,733,300)	(2,898,300)	(2,958,300)	(225,000)	(3,002,300)
Other Revenue	(1,681,616)	(1,207,800)	(1,485,000)	(1,461,200)	(253,400)	(1,461,200)
Total	(9,738,862)	(6,937,700)	(7,579,900)	(7,668,000)	(730,300)	(7,712,000)
Net (Surplus)/Deficit	86,761,455	93,386,000	92,813,800	93,809,500	423,500	92,442,000

TRANSPORTATION AND PUBLIC WORKS SERVICE AREA PLANS (2019/20 - 2020/21)

Director's Office

Business Unit Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
<p>Municipal Design Guidelines (RedBook) (Est Compl: Q4 19/20) Building on the guidance from the Integrated Mobility Plan, TPW will support Planning & Development to complete phase 1 of the RedBook review and update.</p>
Financial Stewardship – Risk Management Framework
<p>Operational Risk Management Practice (Est Compl: Q4 19/20) Establish an operational risk management practice within the business unit including assignment of a staff member to be responsible for the practice, participation in training, development of an operational risk register, and incorporation of practices into the business planning process.</p>
Our People – Diverse and Inclusive Environment
<p>Diversity & Inclusion Training (Est Compl: Q4 19/20) Ensure all Managers and Supervisors complete mandatory Diversity and Inclusion training and promote training to all TPW employees.</p>

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 Well Maintained Transportation Network

Traffic Signal Maintenance – This service is responsible for the maintenance and operation of traffic signals to ensure the safe movement of all transportation modes.

Street Light Maintenance – This service is responsible for the installation and maintenance of street lights to ensure safe roadway lighting levels for all transportation modes.

Traffic Sign Maintenance – This service is responsible for the installation and maintenance of traffic signs to ensure the safe movement of all transportation modes.

Pavement Marking Maintenance – This service is responsible for the installation and maintenance of pavement markings to ensure the safe movement of all transportation modes.

Sign Manufacturing – This service is responsible for sign manufacturing including traffic signs, parks signs, community signs and banners.

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.

Traffic Management Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – A Safe and Accessible Transportation Network
Advanced Traffic Management System (Est Compl: Q4 19/20) Install equipment at 90 signalized intersections to integrate into the iNet traffic signal control system.
Strategic Road Safety Framework (Est Compl: Q2 19/20) To address the goal of reducing fatal and injury collisions, Traffic Management will lead the formation of a road safety team, implement a data analysis system and conduct audits on the top 10 collision locations to inform future road safety plans.
Road Disruption Management Project (Est Compl: Q3 19/20) Lead the delivery of a digital map showing planned road projects and unplanned incidents which disrupt normal movements on streets and sidewalks.
Traffic Safety Act Consultation (Est Compl: 20/21) Traffic Management will be the HRM lead in the Province of Nova Scotia consultation process for the development of the Traffic Safety Act regulations.
Variable Message Sign Agreement (Est Compl: Q1 19/20) To support the safe and efficient movement of traffic, Traffic Management will develop an agreement with Halifax Harbour Bridges that establishes the protocol for the use of variable message signs to communicate planned and unplanned roadway incidents.
Economic Development – Promote and Maximize Growth
One Call Solution (Est Compl: Q1 19/20) Traffic Management will lead HRM's participation in a One Call solution for underground locates to reduce red tape and cost for contractors and increase worker safety.
Streets and Encroachment By-Law Review (Est Compl: Q4 19/20) To ensure consistency among bylaws, streamline processes and reduce red tape, Traffic Management will lead the comprehensive review of the Streets By-Law (S-300) and the Encroachments By-Law (E-200) and provide recommended amendments.
Our People – Diverse and Inclusive Environment
Publishing Accessible Information (Est Compl: Q1 19/20) Supported by ICT and D&I, Traffic Management will aim to publish Accessible Pedestrian Signals and Parking Spots, in a format that is accessible to all, on www.halifax.ca .

2019/20 – 2020/21 Deliverables with Estimated Completion

Vision Impact (Est Compl: Q3 19/20)

Working with the CNIB, Traffic Management will arrange vision loss training for HRM staff ensuring there is an understanding of challenges visually impaired pedestrians experience.

Road Operations and Construction

Road Operations and Construction is committed to supporting Regional Council priorities through the proactive maintenance of a safe, efficient, and clean street, sidewalk, bridge, and walkway system. Services include; urban forestry, management of assets in the right of way, inspection of bridges, construction inspection, snow and ice control, road and sidewalk infrastructure construction and maintenance.

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 – This service includes inspection of assets in ROW, road patrol, customer service, scheduling and tracking of maintenance and preventative maintenance activities related to Municipal assets located in right-of-way.

Service Delivery Measures

Road Operations and Construction Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Potholes Completed	8,704	7,050	7,000	8,000	N/A
Trees Planted	2,000	2,000	1,500	1,700	N/A

* Municipal Benchmarking Network Canada

Road Operations and Construction Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – A Well Maintained Transportation Network
State of Good Repair Process Improvement (Est Compl: Q2 19/20) To improve road maintenance, pilot new in-house crack sealing process. Cost benefit analysis to be developed.
Bedford / Tantallon Combination Winter Contract (Est Compl: Q2 19/20) Award RFP for a 2nd combination winter contract (street and sidewalk) for the Bedford/ Tantallon areas.
Asset Management (Est Compl: Q4 19/20) Update asset inventories in GIS to expand work order inspection, tracking and costing in CityWorks (i.e. DSAs, litter bins, tree inventory pilot).
Winter Works Service Standards (Est Compl: 20/21) Lead the review and development / update of Winter Works service standards.
Healthy, Liveable Communities – Energy and Environment
Urban Forest Master Plan - Street Tree Inventory (Est Compl: Q3 19/20) In support of year seven of the Urban Forest Master Plan, develop street tree inventory, with a target of completing District 7 for 2019/20.
Urban Forest Master Plan - Emerald Ash Borer Plan (Est Compl: Q1 19/20) In support of year seven of the Urban Forest Master Plan, develop Emerald Ash Borer management plan, commence implementation spring 2019.
Our People – Healthy and Safe Workplace
Supervisory Assessment (Est Compl: Q4 19/20) With HR support, Road Operations and Construction will complete an assessment of supervisory burden including spans of control within business functions to reduce risk and improve performance.

Project Planning and Design

Provides professional and technical services that include surveying, engineering design, pavement management, planning and associated administration to support delivery of the road and active transportation capital programs.

Services Delivered

Transportation - A Well Maintained Transportation Network

Road Infrastructure Planning & Design – This service is responsible for project selection, surveying, design, and tendering of HRM’s capital roadway programs.

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

Road Asset Management – This service is responsible for data collection of pavement and concrete road assets in support of development of the streets and roads capital program.

Bridge Inspection Program – This service is responsible for Levels II and III bridge inspection programs that support capital and maintenance requirements.

Municipal Roadway Standards – This service supports departmental collaboration responsible for the development of HRM's municipal roadway standards.

Transportation – Interconnected and Strategic Growth

Active Transportation Management - This service supports the implementation of HRM’s active transportation (AT) roadway and regional trail programs.

Service Delivery Measures

Project Planning and Design Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Percent of Paved Lane Km Where the Condition is Rated as Good to Very Good	50%	51%	51%**	51%**	51%
Percent of Bridges, Culverts and Viaducts Where the Condition is Rated as Good to Very Good	60%	40%	40%**	40%**	72%

* Municipal Benchmarking Network Canada

**in 2019 MBNC is conducting a survey to identify agency rating methodologies. HRM’s methodology may differ creating a variance in the overall rating relative to the MBNC median. Upon completion of the survey HRM’s ratings may be modified.

Additional asphalt condition rating data is being collected in 2018/19 in support of completing the next phase of the pavement management process which will refine deterioration curves and the composite index models required for complete needs analysis. Preliminary level of service targets will be initiated in 2019/20. Following this the new pavement management system will be fully operational by 2020/21. Once operational the pavement management system will provide complete reporting capabilities including “what if” scenarios, cost/benefit analysis, and long-term planning treatment programs.

Project Planning and Design Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – Interconnected and Strategic Growth
<p>Active Transportation (AT) Capital Plan (Est Compl: Q4 19/20) In support of AT Priorities Plan and Integrated Mobility Plan targets, plan/integrate/implement the 2019/20 Active Transportation capital plan.</p>
Transportation – A Well Maintained Transportation Network
<p>Complete Tenders (Est Compl: Q3 19/20) Tender the Project Planning and Design Services 2019/20 capital program by the Fall of 2019. This includes tendering of gravel road paving, upgrading of existing asphalt streets, sidewalk renewals, retaining walls, guiderails, walkways, active transportation facilities, and bridge upgrades/replacements.</p>
<p>Pavement Management System Implementation (Est Compl: Q4 19/20) Complete the next phase of the pavement management process which includes refinement of deterioration curves and composite index models. Initiate development of preliminary service targets in 2019/20.</p>
<p>Concrete Management Processes (Est Compl: Q4 19/20) Conduct a comprehensive technical review of HRM’s concrete program, internal procedures and processes, and provide recommendations for technical improvements.</p>
<p>Development of the 2020/21 Streets and Roads Capital Program (Est Compl: Q3 19/20) Develop the 2020/21 Streets and Roads Capital Program in a manner that supports effective planning, coordination and integration with relevant stakeholders, and meets the capital budget submission timelines.</p>
Our People – Healthy and Safe Workplace
<p>Work Safe Practice Process (Est Compl: Q4 19/20) Working with HRM's Health, Safety and Wellness office, PP&D is developing a work safe practice process to outline safety requirements for the divisions within the department.</p>
Our People – Diverse and Inclusive Environment
<p>Accessible Street Related Infrastructure (Est Compl: Q4 19/20) Review and implement opportunities for improvement to street related infrastructure that supports enhanced accessibility (i.e., protected bike lanes, installation of tactiles, intersection narrowing, etc.).</p>

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.

Collection Services - This service is responsible for garbage, recycling and green cart collection.

Service Delivery Measures

Solid Waste Resources Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
% of Residential Solid Waste Diverted (through curbside collection)	59.5%	60.3%	60%	60%	45%
Tonnes of All Residential Material Collected per Household	0.67	0.68	0.68	0.68	0.88
Tonnes of Residential Solid Waste Disposed per Household	0.31	0.31	0.31	0.31	0.51
Tonnes of Residential Solid Waste Diverted per Household	0.45	0.47	0.47	0.47	0.44
Total Cost of Garbage Collection per Tonne – All Property Classes	\$162	\$156	\$160	\$164	\$153
Total Cost for Solid Waste (All Streams) Disposal Per Tonne – All Property Classes	\$207	\$183	\$188	\$193	\$84
Total Cost for Solid Waste Diversion Per Tonne – All Property Classes	\$255	\$262	\$269	\$275	\$208

* Municipal Benchmarking Network Canada

As illustrated in the MBN Performance Measurement data, HRM is a leader in waste diversion. Costs to manage the solid waste system are generally aligned to contracted consumer price index (CPI) adjustments. The projected and planned cost figures are adjusted based on an estimated 2.5% annual increase in CPI. As shown, Halifax has an above average cost to landfill waste. The elevated cost is generally related to the operating approval requirement to pre-process waste material in the Front End Processor (FEP) and Waste Stabilization Facility (WSF) prior to being landfilled.

Solid Waste Resources Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Energy and Environment
Organics Management Infrastructure (Est Compl: Q4 19/20) Issue and score the RFP and Project Agreement for the delivery of the 60,000 tonne organics management program. Return to Council for direction on award and contract negotiations by year end.
Solid Waste Curbside Collection RFP (Est Compl: Q1 19/20) Solid Waste will extend curbside collection contracts with the addition of sideguards.
Renewable Natural Gas for Otter Lake (Est Compl: Q4 19/20) Pursue landfill gas to renewable natural gas project for Otter Lake.
New Operations Contract - Material Recovery Facility (Est Compl: Q1 19/20) Implement and transition to a new operations contract for the Material Recovery Facility.

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>Single-Use Plastic Bag By-law (Est Compl: Q4 19/20) In collaboration with the 10 largest Nova Scotia municipalities, draft a by-law to eliminate the distribution of single-use plastic bags.</p>
<p>Bin vs. Bag Collection Review (Est Compl: Q4 19/20) Complete a review and analysis of cost implications for garbage and recyclable collection in bins vs. bags.</p>
<p>Education & Diversion - Single-use Plastics (Est Compl: Q4 19/20) Develop public communication and education program focused on single-use plastics reduction.</p>
<p>Education & Diversion - Curbside Monitoring (Est Compl: Q4 19/20) Conduct curbside monitoring in 8 districts to review set out rates and program participation.</p>
<p>Education & Diversion - Clear Bag Program (Est Compl: Q4 19/20) Clear bag pilot program for condominiums will be expanded as well as research to determine feasibility and benefits of requiring condos to use clear bags.</p>
<p>Education & Diversion - Community Composting (Est Compl: Q4 19/20) Expand community composting program with HRCE and other partnerships as well as develop a backyard composting demonstration site.</p>
Service Excellence – Inclusive Community Engagement
<p>Multi Language Application (Est Compl: Q4 19/20) Following the addition of French and Mandarin languages to the 'What Goes Where app', Solid Waste will investigate the potential to add additional languages to the application.</p>
<p>Communication Engagement (Est Compl: Q3 19/20) Engage with the Accessibility Committee to determine if communication and outreach with the community can be enhanced.</p>

Parking Services

The Parking Services Program Office is responsible for managing the municipality's parking strategy which includes the management of public parking supply 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 parking technology upgrade, 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.

Services Delivered

Transportation – Interconnected and Strategic Growth

Parking – This service provides and manages on-street parking controls, policy, supply inventory and demand projection.

Parking Technology – This service manages parking solution software and hardware, monitor, inspection and repair of on-street paystations.

Service Delivery Measures

Parking Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Number of Paid Parking Spaces Managed per 100,000 Population	753.5	731	721**	730	1,361
Gross Parking Revenue Collected per Paid Parking Space	\$2,785	\$2,573	\$2,573	\$2,573	\$1,959
Revenue to Cost Ratio (RC Ratio): On-street and Off-street Parking Spaces	2.88	2.97	2.97	2.97***	1.89
Number of total parking permits	2,680	2,858	3,000	3,250	N/A
On-street parking utilization rates in downtown Halifax and Dartmouth (IMP Measure)	N/A	95% (Downtown Halifax, average) 72% (Downtown Dartmouth Average)	N/A Study is conducted bi-annually	95% (Downtown Halifax, average) 75% (Downtown Dartmouth, average)	N/A

* Municipal Benchmarking Network Canada

**Due to development (either temporary or permanent displaced parking) and AT/Transit projects

***Assuming no changes to rates to on street parking

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. As key transit and active transportation projects continue to develop, we hope to see this number stay constant or decrease slightly. As the municipality migrates to the new technology system staff expect to have better data in real time about total cost to manage parking, space utilization and zone rate systems.

Parking Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Transportation – Interconnected and Strategic Growth
Phase 1 of Curbside Management (Est Compl: Q4 20/21) To build on the curbside priority chart, Parking Services will lead the development of a curbside management policy which will provide strategies and tools necessary to improve how curbside space is used in a way that supports mobility and access for people and goods with special consideration to on street parking controls and unique neighbourhoods.
Parking Technology Implementation (Est Compl: Q4 19/20) Implement parking technology solution which will result in and enable HRM to set price ratios for short and long-term parking in various zones.
Parking Supply/Demand and Pricing Structure (Est Compl: Q4 20/21) Parking Services will establish bi-annual parking supply/demand studies to inform strategic management plans and pricing structures.

2019/20 – 2020/21 Deliverables with Estimated Completion

Accessible Parking Options (Est Compl: Q4 19/20)

Parking Services will investigate the feasibility of enabling accessible permit holders to park at paid parking stations.

Summary of Net Expenditures - Transportation and Public Works

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
R100 Directors Admin.	746,492	885,400	741,600	515,350	(370,050)	660,050
R101 LKD Serv. Deliv. & Qu						
**** TPW Administration	746,492	885,400	741,600	515,350	(370,050)	660,050
***** Director/Administration	746,492	885,400	741,600	515,350	(370,050)	660,050
R170 Transportation Serv.	1,085,671	1,173,300	1,036,400	1,357,100	183,800	1,257,100
**** Transportation Services	1,085,671	1,173,300	1,036,400	1,357,100	183,800	1,257,100
R112 Rights of Way Approval	(110,507)	350,600	342,500	300,300	(50,300)	300,300
**** Right of Way Services	(110,507)	350,600	342,500	300,300	(50,300)	300,300
R747 Traffic Signs	1,737,539	1,806,800	1,738,400	1,751,000	(55,800)	1,751,000
**** Sign Shop	1,737,539	1,806,800	1,738,400	1,751,000	(55,800)	1,751,000
R825 Streetlighting	7,477,647	7,732,800	7,726,500	7,723,800	(9,000)	7,717,800
R827 Traffic Lights	2,283,383	2,169,200	2,171,100	2,160,100	(9,100)	2,163,100
**** Traffic Signals & Streetligh	9,761,029	9,902,000	9,897,600	9,883,900	(18,100)	9,880,900
***** Traffic Management	12,473,732	13,232,700	13,014,900	13,292,300	59,600	13,189,300
W120 Operations Admin	396,293	(223,600)	605,800	(198,000)	25,600	(310,800)
W199 Fleet Maintenance	28,349	40,000	30,000	40,000		40,000
W944 SH Streetscape Prog						
**** Municipal Operations Admin	424,642	(183,600)	635,800	(158,000)	25,600	(270,800)
R710 Ser Del & Asset Mgmt	1,799,765	1,975,400	1,882,900	2,033,400	58,000	2,033,400
**** Servive Delivery & Asset Man	1,799,765	1,975,400	1,882,900	2,033,400	58,000	2,033,400
R845 Parks Urban Forestry	2,739,041	2,942,900	2,809,000	3,172,100	229,200	3,072,900
*** Urban Forestry	2,739,041	2,942,900	2,809,000	3,172,100	229,200	3,072,900
R120 Construction Ser	1,047,279	1,179,500	1,085,700	1,223,200	43,700	1,223,200
*** Construction Services	1,047,279	1,179,500	1,085,700	1,223,200	43,700	1,223,200
R723 Enhanced Maint Area	1,900,436	2,358,300	2,158,600	2,330,000	(28,300)	2,330,000
*** Enhanced Maintenance Area	1,900,436	2,358,300	2,158,600	2,330,000	(28,300)	2,330,000
R880 PB Contr. Streets	11,710,006	11,484,600	11,484,600	8,426,300	(3,058,300)	5,084,500
R881 PB Contr. Sidewalks	4,073,248	4,485,400	4,465,400	4,093,300	(392,100)	3,072,000
R882 Winter Program Costs	816,730	975,800	1,175,800	1,084,100	108,300	1,184,100
R883 In-House Streets	2,650,790	2,834,200	3,203,700	3,462,700	628,500	3,483,300
R884 In-Houses Sidewalk	275,871	487,400	478,400	487,400		487,400
R885 PB Contr. ST & SW	3,192,379	4,001,700	4,004,600	7,389,700	3,388,000	11,934,900
*** Operation Coordinator/Snow &	22,719,025	24,269,100	24,812,500	24,943,500	674,400	25,246,200
R715 Streets & Roads West	1,663,355	1,632,000	1,582,700	1,657,400	25,400	1,657,400
R716 Streets & Roads East	6	108,100	100,100	114,600	6,500	114,600
R718 Contracts-Asphalt E	88,896					
R719 Contracts-Asphalt W	175,729			243,700	243,700	243,700
R720 Street Clean/Graffiti	1,169,620	1,249,100	1,188,000	1,185,400	(63,700)	1,185,400
R735 Street Mtce-East Rgn	1,558,768	1,700,100	1,421,400	1,447,900	(252,200)	1,447,900
R740 Concrete SW-Wst/Bedf	1,254,274	1,391,700	1,239,300	1,328,000	(63,700)	1,328,000
R742 Concrete Sdewlk East	453,670	773,100	763,800	763,400	(9,700)	763,400
R743 Asphlt Patching West	1,474,517	1,342,800	1,325,300	1,305,300	(37,500)	1,305,300
*** Streets & Roads	8,525,043	9,032,800	8,462,400	8,884,000	(148,800)	8,884,000
R766 Cityworks-Cr990002						
**** Public Works Operations	36,930,823	39,782,600	39,328,200	40,552,800	770,200	40,756,300
***** Road Operations & Constructi	39,155,230	41,574,400	41,846,900	42,428,200	853,800	42,518,900
R110 Design Admin.	332,230	325,200	398,900	453,000	127,800	453,000
R111 Design	1,277,756	1,257,600	1,257,600	1,676,850	419,250	1,676,850
R140 Surveying	770,792	782,600	848,900	877,950	95,350	877,950
***** Project Planning & Design	2,995,751	3,099,200	3,110,500	3,592,000	492,800	3,592,000
R314 Sckv. Landfill Site	2,694	15,300	17,000	15,300		15,300
**** Former Solid Waste System	330,286	365,300	367,000	365,300		365,300
R319 Community Monitoring	64,771	90,000	90,000	90,000		90,000
R321 Administration - WR	1,086,967	1,068,500	1,082,900	1,131,050	62,550	1,131,050
R601 See Cost Centre R321						

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
*** Admin WR	1,151,739	1,158,500	1,172,900	1,221,050	62,550	1,221,050
R320 Otter Lake Operations	7,035,037	6,500,000	6,300,000	6,500,000		6,500,000
R326 Otter Lake WSF	522,055	499,700	499,700	262,500	(237,200)	
R327 Otter Lake RDF	1,373,236	1,346,200	1,346,200	986,900	(359,300)	117,400
R329 Otter Lake FEP	443,484	430,800	430,800	268,500	(162,300)	6,000
*** Otter Lake	9,373,813	8,776,700	8,576,700	8,017,900	(758,800)	6,623,400
R322 Collection & RRFB	12,388,735	14,068,200	14,008,400	14,187,000	118,800	14,187,000
R323 Waste Res Sy Debt Ch	82,198	78,600	78,600	36,700	(41,900)	
R324 Compost Fac. Burnside	3,110,314	3,740,000	3,770,000	3,875,000	135,000	3,875,000
R328 Rural Depots	219,611	230,400	230,400	230,400		230,400
R330 Material Recov. Fac.	1,006,006	2,367,000	2,150,000	1,920,000	(447,000)	1,920,000
R331 RRFB Contract	(635,104)	(523,000)	(547,200)	(595,900)	(72,900)	(595,900)
R333 C & E Progrms HRM	383,788	546,100	532,100	546,000	(100)	546,000
R334 Household Haz. Waste	676,103	734,000	734,000	734,000		734,000
*** SW Other	20,479,413	24,241,300	23,899,900	24,133,200	(108,100)	24,096,500
**** Waste Resources	31,004,964	34,176,500	33,649,500	33,372,150	(804,350)	31,940,950
***** Solid Waste Services	31,335,250	34,541,800	34,016,500	33,737,450	(804,350)	32,306,250
R954 Parking Management	54,999	52,500	83,400	244,200	191,700	175,500
***** Parking Strategy	54,999	52,500	83,400	244,200	191,700	175,500
***** Locked Cost Centres						
Net (Surplus)/Deficit	86,761,455	93,386,000	92,813,800	93,809,500	423,500	92,442,000

Summary Details - Transportation and Public Works

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	16,605,962	17,158,000	17,313,400	18,005,300	847,300	18,005,300
6002 Salaries - Overtime	1,073,774	1,804,700	1,855,200	1,804,700		1,804,700
6005 PDP & Union Con Incr	(101,966)		(336,200)			
6051 Shift Agreements	29,022	185,000	185,000	188,000	3,000	188,000
6054 Vacation payout	20,562					
6100 Benefits - Salaries	3,755,732	3,800,800	3,790,200	3,850,000	49,200	3,850,000
6110 Vacancy Management		(1,018,400)		(1,131,200)	(112,800)	(1,244,000)
6150 Honorariums	(1,000)					
6152 Retirement Incentives	124,074	129,200	128,600	135,800	6,600	135,800
6154 Workers' Compensation	316,929	321,300	321,100	339,500	18,200	339,500
6155 Overtime Meals	22,551					
6158 WCB Recov Earnings	(2,404)					
6199 Comp & Ben InterDept	(846,770)		(480,700)			
9200 HR CATS Wage/Ben	562,586					
9210 HR CATS OT Wage/Ben	144,484		(495,500)			
* Compensation and Benefits	21,703,536	22,380,600	22,281,100	23,192,100	811,500	23,079,300
6201 Telephone	33,175	37,600	36,200	29,700	(7,900)	29,700
6202 Courier/Postage	21,398	67,600	66,600	39,000	(28,600)	38,800
6203 Office Furn/Equip	28,566	23,900	24,800	20,600	(3,300)	20,100
6204 Computer S/W & Lic	13,023	12,000	15,800	10,000	(2,000)	10,000
6205 Printing & Reprod	33,258	72,000	71,200	62,500	(9,500)	62,500
6206 Microfilms		4,800		4,800		4,800
6207 Office Supplies	41,730	90,700	84,500	72,700	(18,000)	72,700
6299 Other Office Expenses	3,717		4,500			
* Office	174,868	308,600	303,600	239,300	(69,300)	238,600
6301 Professional Fees	51,748	49,000	49,000	49,000		49,000
6302 Legal Fees	36,678	9,000	11,500	8,500	(500)	8,500
6303 Consulting Fees	24,251	61,700	50,000	79,500	17,800	74,500
6308 Snow Removal	411,193	921,000	921,400	921,000		921,000
6310 Outside Personnel	504,349	460,000	660,000	560,000	100,000	660,000
6311 Security	87,215	70,000	70,000	70,000		70,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6312 Refuse Collection	102,379	111,500	121,500	121,500	10,000	121,500
6399 Contract Services	58,435,586	59,133,300	59,025,800	60,061,300	928,000	60,271,400
* External Services	59,653,399	60,815,500	60,909,200	61,870,800	1,055,300	62,175,900
6401 Uniforms & Clothing	43,031	28,000	49,500	19,800	(8,200)	18,800
6402 Med & First Aid Supp	1,215	1,400	1,200	1,400		1,400
6403 Patrol Equip Supplies	143					
6405 Photo Supp & Equip	533	300		300		300
6406 Bridge Tolls	36,988	49,000	39,000	49,200	200	49,200
6407 Clean/Sani Supplies	18,881	18,900	27,800	17,900	(1,000)	17,900
6409 Personal Protect Equ	131,971	123,200	137,500	128,600	5,400	128,600
6499 Other Supplies	115,219	107,700	112,700	128,700	21,000	128,700
* Supplies	347,984	328,500	367,700	345,900	17,400	344,900
6501 Asphalt	212,385	324,200	336,700	324,200		324,200
6502 Chemicals	70,066	79,300	76,600	76,500	(2,800)	76,500
6503 Fertilizer		300	300		(300)	
6504 Hardware	139,844	109,500	366,600	211,500	102,000	211,500
6505 Lubricants	8,794	8,900	9,600	7,900	(1,000)	7,900
6506 Lumber	9,601	16,800	20,100	16,800		16,800
6507 Propane	1,755	2,200	2,400	2,200		2,200
6508 Ready Mix Concrete	99,040	146,200	155,700	146,200		146,200
6510 Road Oils	1,458	6,700	6,700	6,700		6,700
6511 Salt	1,235,880	785,000	1,275,000	1,497,500	712,500	1,518,100
6512 Sand	3,767	10,200	10,700	10,200		10,200
6513 Seeds & Plants	4,455	3,700	7,400	3,700		3,700
6514 Sods	1,258	4,900	4,900	4,100	(800)	4,100
6515 Stone and Gravel	23,551	52,500	52,700	52,300	(200)	52,300
6516 Topsoil	7,285	11,200	12,800	10,900	(300)	10,900
6517 Paint	125,589	141,400	158,500	159,400	18,000	159,400
6518 Metal	42,103	40,500	43,500	46,600	6,100	46,600
6519 Welding Supplies	2,448	2,500	3,000	3,200	700	3,200
6599 Other Materials	25,210	27,000	44,800	58,900	31,900	58,900
* Materials	2,014,491	1,773,000	2,588,000	2,638,800	865,800	2,659,400
6602 Electrical	620,015	548,300	548,300	580,000	31,700	580,000
6603 Grnds & Landscaping		15,300	17,100	15,300		15,300
6605 Municipal Taxes	2,058	6,000	6,000	6,000		6,000
6607 Electricity	2,611,877	2,715,400	2,534,100	2,542,800	(172,600)	2,618,000
6608 Water	15,729	16,100	22,000	16,500	400	16,500
6609 Elevator & Escalator	51					
6610 Building - Exterior	506					
6611 Building - Interior	7,552	15,300	10,500	5,300	(10,000)	5,300
6613 Overhead Doors	1,123					
6614 Envir Assess/Cleanup	6,547	5,000	5,200	5,000		5,000
6615 Vandalism Clean-up	196,033	201,900	201,900	201,900		201,900
6617 Pest Management	42					
6699 Other Building Cost		5,000			(5,000)	
* Building Costs	3,461,533	3,528,300	3,345,100	3,372,800	(155,500)	3,448,000
6701 Equipment Purchase	36,284	75,900	140,800	70,900	(5,000)	70,900
6702 Small Tools	69,853	57,800	65,100	47,300	(10,500)	47,300
6703 Computer Equip/Rent	13,297	15,600	9,400	6,600	(9,000)	6,600
6704 Equipment Rental	86,637	72,100	91,800	67,100	(5,000)	67,100
6705 Equip - R&M	3,495	4,400	4,500	3,400	(1,000)	3,400
6706 Computer R&M		500	500	500		500
6707 Plumbing & Heating	13					
6711 Communication System	189,465	233,200	215,100	212,300	(20,900)	212,300
* Equipment & Communications	399,044	459,500	527,200	408,100	(51,400)	408,100
6802 Vehicle R&M	3,900	7,200	7,200	7,000	(200)	7,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6803 Vehicle Fuel - Diesel	772	100	100		(100)	
6804 Vehicle Fuel - Gas	4,454	300	1,700	300		300
6806 Vehicle Rentals	521	8,100	13,300	4,500	(3,600)	4,500
6807 Vehicle Leases	12,744	15,000	15,000	15,000		15,000
6811 Shop Supplies	808					
6899 Other Vehicle Expense	10,582	3,700	6,600	4,000	300	4,000
* Vehicle Expense	33,781	34,400	43,900	30,800	(3,600)	30,800
6901 Membership Dues	51,000	60,000	53,500	56,600	(3,400)	56,600
6902 Conferences/Workshop	34,010	57,000	24,800	79,900	22,900	79,900
6903 Travel - Local	312,064	339,200	336,900	336,700	(2,500)	336,700
6904 Travel - Out of Town	51,585	55,000	41,200	47,750	(7,250)	47,750
6905 Training & Education	35,540	96,700	68,300	94,800	(1,900)	94,800
6906 Licenses & Agreements	334,652	189,200	189,900	229,200	40,000	229,200
6907 Commission Fees	11					
6908 Medical Examinations	7,376	3,500	4,300	5,000	1,500	5,000
6910 Signage	42,045	55,000	54,800	55,000		55,000
6911 Facilities Rental	2,198	6,300	6,500	6,800	500	6,800
6912 Advertising/Promotio	296,401	345,500	334,200	326,400	(19,100)	324,400
6914 Recruiting	320					
6916 Public Education	64,547	134,500	98,500	165,000	30,500	165,000
6917 Books and Periodicals	7,975	4,300	4,900	3,800	(500)	3,800
6918 Meals	17,393	19,300	14,100	16,300	(3,000)	16,300
6919 Special Projects	1,389,612	1,632,300	1,566,900	1,878,550	246,250	1,783,050
6928 Committee Expenses	318	1,500	500	500	(1,000)	500
6929 Procurement Card Clg		200	700	200		200
6933 Community Events	325	1,000			(1,000)	
6936 Staff Relations	2,679	1,200	3,000	2,000	800	2,000
6937 Corporate Training						
6938 Rewarding Excellence	5,805	11,200	10,900	10,800	(400)	10,800
6940 Fencing	4,880	4,900	4,900	4,900		4,900
6943 Health and Wellness	360	2,700	2,800	2,500	(200)	2,500
6999 Other Goods/Services	(195,683)	682,400	373,200	5,500	(676,900)	5,500
* Other Goods & Services	2,465,415	3,702,900	3,194,800	3,328,200	(374,700)	3,230,700
7009 Internal Trfr Other	260,557	371,200	396,600	403,100	31,900	404,600
7010 IntTrfr Insur Funds	(160,641)	(40,000)	(76,500)	(40,000)		(40,000)
7011 Int Trf Record Check			1,800			
7013 Int Trf Extra Duty	4,271					
9911 PM Labour-Reg	132					
* Interdepartmental	104,319	331,200	321,900	363,100	31,900	364,600
8010 Other Interest	15,048	30,000	30,000	30,000		30,000
8011 Interest on Debentur	235,987	137,700	137,700	35,600	(102,100)	700
8012 Principal on Debentu	2,099,637	2,099,600	2,099,600	1,404,400	(695,200)	11,300
* Debt Service	2,350,671	2,267,300	2,267,300	1,470,000	(797,300)	42,000
8001 Transf Outside Agenc	7,297	10,000	10,000	10,000		10,000
8003 Insurance Pol/Prem	3,048	3,000	3,000	3,000		3,000
8008 Transf to/fr Reserve	3,777,623	4,391,500	4,241,500	4,215,200	(176,300)	4,129,300
8024 Transf to/fr Capital	79,287					
9000 Prior Yr. Sur/Def	(7,049)	(10,600)	(10,600)	(10,600)		(10,600)
9001 Current Yr. Sur/Def	(68,931)					
* Other Fiscal	3,791,275	4,393,900	4,243,900	4,217,600	(176,300)	4,131,700
** Total	96,500,316	100,323,700	100,393,700	101,477,500	1,153,800	100,154,000

Summary Details - Transportation and Public Works

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4201 Area Rate Residential	(41,097)	(42,500)	(42,500)	(42,500)		(42,500)
* Area Rate Revenue	(41,097)	(42,500)	(42,500)	(42,500)		(42,500)
4750 Other Grants	(4,144,278)	(2,954,100)	(3,154,100)	(3,206,000)	(251,900)	(3,206,000)
* Transfers from other Gov'ts	(4,144,278)	(2,954,100)	(3,154,100)	(3,206,000)	(251,900)	(3,206,000)
4905 St. Opening Permits	(126,269)	(268,300)	(188,300)	(268,300)		(268,300)
4912 Signs & Encroachments	(591,268)	(105,000)	(190,000)	(185,000)	(80,000)	(185,000)
5101 Parking Rentals	(88,000)	(80,000)	(90,000)	(90,000)	(10,000)	(134,000)
5225 Tipping Fees-Waste R	(1,412,616)	(1,480,000)	(1,430,000)	(1,415,000)	65,000	(1,415,000)
5403 Sale-Other Recycle	(1,653,717)	(800,000)	(1,000,000)	(1,000,000)	(200,000)	(1,000,000)
* Fee Revenues	(3,871,870)	(2,733,300)	(2,898,300)	(2,958,300)	(225,000)	(3,002,300)
5508 Recov External Parti	(1,148,022)	(766,800)	(981,400)	(819,200)	(52,400)	(819,200)
5600 Miscellaneous Revenue	(533,595)	(441,000)	(503,600)	(642,000)	(201,000)	(642,000)
* Other Revenue	(1,681,616)	(1,207,800)	(1,485,000)	(1,461,200)	(253,400)	(1,461,200)
** Total	(9,738,862)	(6,937,700)	(7,579,900)	(7,668,000)	(730,300)	(7,712,000)
Net (Surplus)/Deficit	86,761,455	93,386,000	92,813,800	93,809,500	423,500	92,442,000